

2026-2027 ANNUAL BUSINESS PLAN & BUDGET SUMMARY



**The Flinders
Ranges Council**

Our Vision

Our community shares a deep respect for the Flinders Ranges region, history and people, and a commitment to its social, economic and environmental sustainability for both current and future generations.

Together the people and places that comprise the Flinders Ranges community make this a great place to live, raise a family, conduct business, visit & stay a while.

\$6.817m

Operating Income

\$0.210m

Capital Income

\$7.170m

Operating Expenditure

\$1.124m

Capital Expenditure

\$563k

Operating Deficit

\$2.533m

General Rates

(4.95% Increase)

\$1.949m Quorn Area

\$0.585m Hawker Area

\$12k

Increase in Cash

(Maintaining Cash Levels)

\$1.012m

Cash & Investments

\$61.168m

Net Assets

\$0.411m

Asset Renewal &

Replacement

\$0.713m

New & Upgraded

Assets

Council's Annual Business Plan sets out the services, programs and capital expenditure for 2026-2027 financial year. The Council's objective is to provide programs and services for the community and to progress the achievement of the goals and objectives of Council's Strategic Management Plans.

The Annual Business Plan, and the resulting budget, focus on ensuring the long-term sustainability of Council's financial performance and position whilst maintaining and improving public infrastructure and assets for the benefit of the community and delivering the programs and services required by the community within a financial framework the community can reasonably afford.

Council's long term financial sustainability is dependent on ensuring that, on average and over time, its expenses (including capital) are less than its revenue.

Significant Undertakings

\$435,500 Roads to Recovery Works (North Quorn)

\$425,000 Unsealed Road Resheeting

\$300,000 Patrol Grading

\$240,000 Changing Places Toilet Facility **

\$159,000 Loan Repayments

\$100,000 Township Resealing Works

\$ 75,000 Buckaringa Repairs

\$ 60,000 Pichi Richi Marathon

\$ 50,000 Footpath Upgrades & Improvements

\$ 50,000 Hawker Cemetery Flood Works

\$ 50,000 Hawker Institute Repairs

\$ 40,000 Plant & Equipment Changeovers

\$ 40,000 Tree Removal

\$ 25,000 Local Area Plans (Development)

\$ 25,000 Quorn School Crossing

** Dependent on External Funding

- 8.5

Operating Surplus Ratio

+ 33 %

Asset Renewal Ratio

- 204,728

Net Financial Liabilities

- 3.1

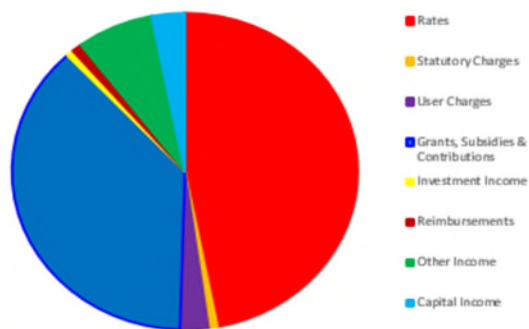
Net Fin. LiabilitiesRatio

Area	4,127 km ²
Population	1,662
Hawker Area	347
Quorn Area	1,315
Employees	26 ave FTE
Road Network	1,262 kms
Sealed	52 kms
Unsealed	1,210 kms
Rateable Properties	1,668
Total Capital Value	\$510,459,620
Rateable Capital Value	\$496,523,200

Copies of the Full 2026-2027 Annual Business Plan, Budget, Fees & Charges and the Rating Policy are available for viewing or download from the Council website www.frc.sa.gov.au

Funding the Annual Business Plan

Council's long term financial sustainability is dependent on ensuring that, on average and over time, its operating and capital expenditure are less than its revenue.

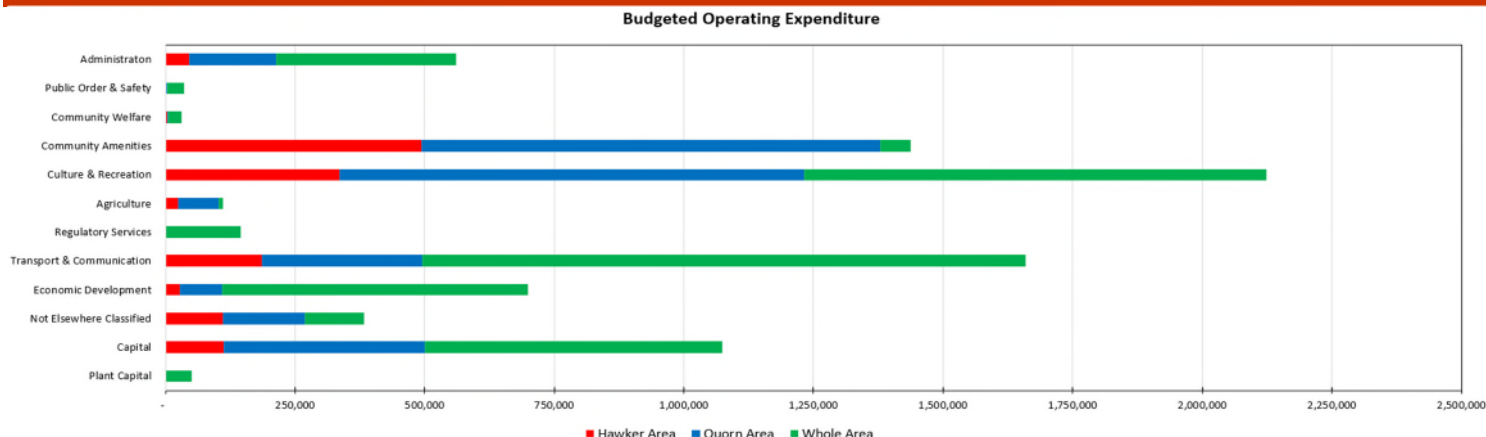


Services & Activities for 2026-2027

Expenditure within the Annual Business Plan is prioritised and determined by the strategic objectives contained within Council's suite of Strategic Management Plans.

The following table and graph summarises the operating expenditure across each of the key functional areas. It is split into expenditure in the Hawker area and Quorn area (where identifiable) and Council wide (where not).

Expenditure by Function	Hawker Area	Quorn Area	Council Wide	Total	
Administration	\$ 45,690	\$ 168,310	\$ 347,400	\$ 561,400	
Public Order & Safety	\$ 1,067	\$ 2,233	\$ 32,400	\$ 35,700	
Health	\$ 0	\$ 0	\$ 0	\$ 0	
Community Welfare	\$ 3,000	\$ 2,500	\$ 25,500	\$ 31,000	
Community Amenities	\$ 494,650	\$ 884,050	\$ 58,100	\$ 1,436,800	
Recreation & Culture	\$ 336,050	\$ 896,372	\$ 891,900	\$ 2,124,322	
Agriculture	\$ 24,552	\$ 77,747	\$ 8,400	\$ 110,699	
Regulatory Services	\$ 0	\$ 0	\$ 144,700	\$ 144,700	
Transport & Communication	\$ 185,201	\$ 310,399	\$ 1,163,900	\$ 1,659,500	
Economic Development	\$ 27,775	\$ 80,925	\$ 590,600	\$ 699,300	
Not Elsewhere Classified	\$ 111,500	\$ 156,700	\$ 115,200	\$ 383,400	
Works - Indirect	\$ 0	\$ 0	\$ 16,500	\$ 16,500	
Capital Expenditure	\$ 112,500	\$ 387,500	\$ 624,400	\$ 1,124,400	
Total	\$ 1,341,985	\$ 2,966,736	\$ 3,986,000	\$ 8,294,721	\$ 4,991 per capita
Per Capita - Hawker Area	\$ 3,867		\$ 2,398	\$ 6,266	
Per Capita - Quorn Area		\$ 2,256	\$ 2,398	\$ 4,654	



An outline of the activities within each of these functions is included in the full version of the Annual Business Plan

2026-2027 RATES & CHARGES SUMMARY



The Flinders Ranges Council

Rateable Properties	1,668
Total Capital Value	\$510,459,620 (\$496,392,180 LY)
Rateable Capital Value	\$496,523,200 (\$483,434,100 LY)

2.5 %

**Early Payment
Discount***

4.95 % ↑

General Rates

\$2.535 m

General Rates

\$1.956 m Quorn Area

\$0.578 m Hawker Area

**\$20 (Occ)
\$20 (Vac)** ↑

CWMS Charges

\$455 Occupied

\$435 Vacant

\$15 ↑

General Waste Charge

\$280 per Service

\$10 ↑

Recycling Charge

\$190 per Service

\$101,799

Regional

Landscape Levy

(\$ 99k Last Year)

\$113,379

Rate Rebates

Provided

\$3.179 m

Total Rates & Charges

(Net of Rebates)

(\$3.011 m Last Year)

As part of its Annual Business Plan, Council has decided to increase general rates by an average of 4.95 per cent.

In comparison, recent Consumer Price Index figures for Adelaide have been 4.9 per cent (March 2026 Qtr) and 3.8 per cent (June 2026 Qtr). This is considerably lower than many Councils.

Council has worked hard to keep the increase in rates to a minimum whilst continuing to provide its core functions and services, and rolling out major grant funded infrastructure projects for the betterment of the Community.

Valuations

Council has adopted the Capital Valuations as provided by the Valuer-General as the basis to raise the rates, and differentiates on the locality and land use of the property.

Capital value is the value of a parcel of land and any improvements such as building & structures

The VG uses property sales and market trends to determine levels of value. Other factors such as location, site influence, details and use, and any buildings or improvements influence the value.

The capital valuations for 2026-2027 have increased by an average of 3.5% across the council area. The increase has varied in different locations and across different land uses:-

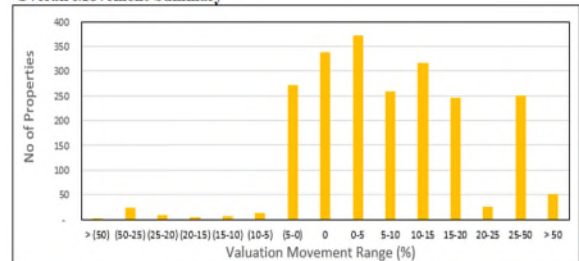
Townships - ave increase between 5% & 14%

Rural Areas - ave decrease between 0% & 2%

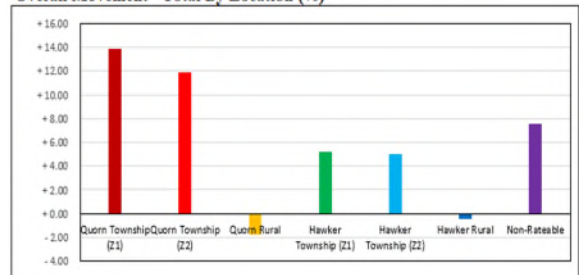
The graphs (right) illustrate these movements and the variations across the different locations and land uses. It is specifically noted that the decrease in average valuations in the rural areas and in the primary production land use is somewhat out of the ordinary following large increases over several years.

Council's rating methodology and structure, which utilises different rates in the dollar for different land use, minimises the impact of variable valuation movements on general rates as much as possible.

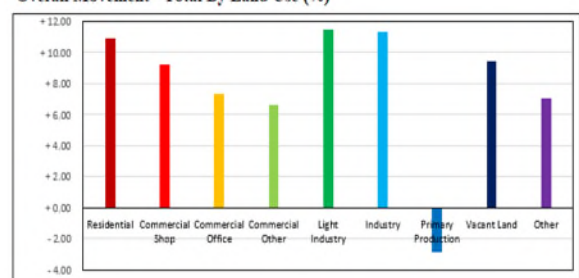
Overall Movement Summary



Overall Movement - Total By Location (%)



Overall Movement - Total By Land Use (%)



Rating Structure & Components - the Items on Your Rates Notice

Differential General Rates - calculated on capital value, locality & land use. Historically, the same land use rates have been used for each locality to maintain equity & fairness. The different rates for each land use are detailed in the table on the following page.

$$\text{Property Value} \times \text{Rates in the dollar} = \text{Rates Payable}$$

Minimum Rate - a minimum rate of \$1,021 has been set (applies to 23.3% of properties). It does not apply for land having a Primary Production land use & where 2 or more adjoining properties have the same owner & occupier, only 1 minimum rate is payable for the ratepayer.

Service Charges - to recover the costs of operating, maintaining & improving the Quorn & Hawker CWMS & the General Waste & Recycling Services provided by Council (different charge for each).

Rebates - a range of mandatory & discretionary rebates are provided to Government, Religious, Education & Community Service organisations.

Landscape Levy - Council is required to collect the levy on behalf of the State Government & does not retain this income nor determine how it is spent. Please call the SA Arid Lands Landscape Board on 08 8429 9666 for more information & details.

See Council's Rating Policy for full details on each of these rating structure components.

Overall Outcomes

Total Rates & Charges

(includes Service Charges
& SAALLB Landscape Levy)

728 Properties (33%)

No Change or Reduction

500 Properties (23%)

Increase 0 to 5 per cent

851 Properties (39%)

Increase 5 to 10 per cent

113 Properties (5%)

Increase >10 per cent

In Dollar Terms:-

728 Properties (33%)

No Change or Reduction

822 Properties (38%)

Increase \$0 to \$100

390 Properties (18%)

Increase \$100 to \$200

223 Properties (10%)

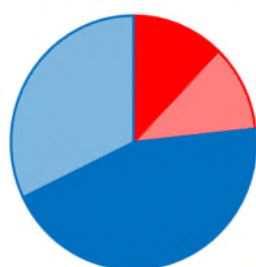
Increase \$200 to \$500

29 Properties (1%)

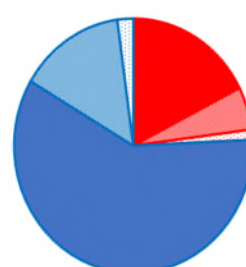
Increase >\$500

Rating Summary	Rate in \$	Hawker Area	Quorn Area	Non-Rat.	Total
General Rates					
Residential	0.529 c	\$ 166,450	\$ 979,968	\$ 0	\$ 1,146,418
Commercial (Shop)	0.730 c	\$ 9,087	\$ 30,666	\$ 0	\$ 39,753
Commercial (Office)	0.863 c	\$ 1,312	\$ 0	\$ 0	\$ 1,312
Commercial (Other)	0.863 c	\$ 60,255	\$ 104,434	\$ 0	\$ 164,689
Industry (Light)	0.817 c	\$ 1,675	\$ 3,349	\$ 0	\$ 5,024
Industry (Other)	0.817 c	\$ 0	\$ 10,964	\$ 0	\$ 10,964
Primary Production	0.382 c	\$ 270,296	\$ 667,182	\$ 0	\$ 937,478
Vacant Land	0.529 c	\$ 60,029	\$ 119,862	\$ 0	\$ 179,891
Other	0.973 c	\$ 9,232	\$ 39,995	\$ 0	\$ 49,227
		\$ 578,335	\$ 1,956,421	\$ 0	\$ 2,534,756
Service Charges					
CWMS (Occupied)		\$ 78,715	\$ 172,445	\$ 5,005	\$ 256,165
CWMS (Vacant)		\$ 10,005	\$ 14,355	\$ 870	\$ 25,230
General Waste		\$ 50,680	\$ 166,320	\$ 3,640	\$ 220,640
Recycling		\$ 35,530	\$ 115,520	\$ 2,090	\$ 153,140
		\$ 174,930	\$ 468,640	\$ 11,605	\$ 655,175
Regional Landscape Levy		\$ 24,824	\$ 77,858	\$ 0	\$ 102,683
Less Rebates		(\$ 42,462)	(\$ 70,917)	(\$ 0)	(\$ 113,379)
Total Rates & Charges		\$ 735,627	\$ 2,432,002	\$ 11,605	\$ 3,179,234
Per Capita		\$ 2,120	\$ 1,849		\$ 1,913

Total Rates & Charges By Location



Total Rates & Charges by Location & Type



Due Dates

Rates can be paid in full or by four instalments, which fall due on the following dates:



- First instalment - 30 September 2026
- Second instalment - 15 December 2026
- Third instalment - 15 March 2027
- Fourth instalment - 15 June 2027

Early Payment Discount *

To assist with the current cost of living pressures, Council is offering a discount of 2.5% on general rates for ratepayers who pay their full year's rates and charges in full prior to the first instalment date in September.

It is important to note that the discount is only calculated on the general rate component of the total rates account (it is not be calculated on the full amount which includes Service Charges and Separate Rates).

Financial Hardship

Any Ratepayer who experiences difficulty paying their rates should contact Council to discuss (on a confidential basis) alternative payment arrangements. Please note that financial and other information may be required to support your hardship claim. Any agreed arrangement will be based on capacity to pay and your current financial situation and will take arrears owing and future rates into account.

Concessions

The State Government has a range of concessions for eligible people. For more details, visit

www.sa.gov.au/topics/care-and-support/financial-support/

Council's rating methodology and structure, which utilises different rates in the dollar for each different land use, allows Council to minimise the impact of variable valuation movements on general rates as much as possible.



It is important to note that the rates charged on an individual property will not necessarily increase by exactly 4.95 per cent.

This will depend on how the property's valuation has moved in comparison to the average valuation changes for that land use throughout the Council.

More detail in relation to this is included in the full version of the Annual Business Plan.

A number of Fact Sheets in relation to Council rates, property valuations and financial assistance are available from the website.

Methods of Payment



In Person - payment may be made in person at the Council Office. Cash, Money Order, Cheque or EFTPOS may be used. Payment hours are:
Quorn Office: 1 Seventh Street, Quorn. Mon-Fri: 9.00am-5.00pm
Hawker Service Centre: Cnr Cradock & Wilpena Roads, Hawker Mon-Fri: 9.00am-5.00pm.



Credit Card (Visa or Master Card only) - via phone or in person.



Post - make cheques and money orders payable to "The Flinders Ranges Council" and crossed "Not Negotiable". Cheques are accepted conditionally subject to being met on first presentation. Post-dated cheques will not be accepted. No liability will be accepted for postal payments made by cash. Send your payment with tear off slip to The Flinders Ranges Council, PO Box 43, Quorn SA 5433.



NAB, BSB: 085-835
Account No: 67 737 3845

Account Name: The Flinders Ranges Council

Please use your assessment number as the reference number OR for multiple assessments use your Family or Company name.