



The Barossa Council

ANNUAL BUDGET AND BUSINESS PLAN 2024/25

Incorporating the review of the Long Term
Financial Plan for 2024/25 to 2033/34

CONTENTS

ACKNOWLEDGEMENT OF COUNTRY.....	2
FROM THE MAYOR.....	3
HAVE YOUR SAY / CONTACT US	4
OUR VISION	5
OUR VALUES	6
OUR BAROSSA	7
ORGANISATIONAL STRUCTURE.....	9
OVERVIEW	10
STRATEGIC DIRECTIONS	12
BUSINESS PLANNING FRAMEWORK.....	16
JOINT VENTURES & ASSOCIATED ENTITIES.....	17
SERVICE PROVISION	18
KEY ACTIVITIES.....	19
OPERATING EXPENDITURE.....	21
CAPITAL INVESTMENT	23
OPERATING BUDGET	28
IMPLICATIONS FOR RATES, VALUATION, LAND USE CATEGORY AND RATE REVENUE COMPARISON	30
MEASURING OUR PERFORMANCE.....	36
NON-FINANCIAL PERFORMANCE MEASURES	39
BUDGETED FINANCIAL STATEMENTS	40
STATEMENT OF COMPREHENSIVE INCOME.....	42
STATEMENT OF FINANCIAL POSITION.....	43
STATEMENT OF CHANGES IN EQUITY	44
STATEMENT OF CASH FLOWS.....	45
UNIFORM PRESENTATION OF FINANCES.....	46
LONG TERM FINANCIAL PLAN 2024/25 TO 2033/34	47
ASSUMPTIONS AND FINANCIAL INDICATORS	48
FINANCIAL SUSTAINABILITY AND FUNDING PLAN.....	51
APPENDIX –INDEXATION, FINANCIAL INDICATORS AND FINANCIAL STATEMENTS	53

The Barossa Council acknowledges the Ngadjuri, Peramangk and Kurna people and their ancestral connection to land and pays respects to Elders past, present and emerging.

FROM THE MAYOR

The Barossa is a unique and highly desirable tourism destination, and a community with strong underpinning values and a pride in its heritage. As a Council we are prepared to maximise opportunities to work together with the community to enhance our unique lifestyle, heritage and community spirit while creating a strong future for the region.

Our 2024/25 budget proposes a CPI equivalent, net 4.16% increase in general rate revenue to existing ratepayers to deliver expanded services, additional road infrastructure and The Big Project activities as we continue to strive for savings and efficiencies. There is also growth in new properties, currently forecast at a further 1.0% increase in general rates.



Highlights within our 2024/25 budget include:

- Transport, stormwater, and footpath infrastructure investment of \$7.956m consisting of:
 - \$1.836m for maintenance of road, bridge, footpath, kerbing assets and road vegetation and tree management.
 - \$3.308m for renewal and upgrading of roads being road resheeting and resealing of existing assets.
 - Sealing of Fife Street Angaston for \$399k.
 - \$750k per year for four years, which will be applied this year to continuing Keyneton Road sealing.
 - \$1.509m for stormwater projects, primarily completion of stage 2 of Baird Street drainage in Nuriootpa.
 - A further increase to footpath renewals of \$191k, bringing next year's budget to \$589k, and increase to the footpath budget for the next 10 years of \$2.192m to address a backlog of works on the existing network.
 - Streetscaping projects \$89k.
- \$29.459m in project funding under The Big Project, some subject to obtaining successful grant allocations and third-party contributions. Continuing and newly funded works included in this figure (the figures reflect the 2024/25 costs, not the total project costs) are:
 - Completion of the Nuriootpa Centennial Park soccer infrastructure investment.
 - Lyndoch Recreational Park precinct construction.
 - Initiate work on the Barossa Culture Hub - Creative Industries Centre.
 - Commence planning for the next phase of investments including Williamstown oval repurposing, Stockwell second oval and equestrian investment at Talunga Park (for future funding opportunities).
- \$3.959m in 2024/25 for Common Wastewater Management System upgrades, mainly Nuriootpa service expansion, to cater for population growth, and an estimated \$3.63m over the next 5 years to upgrade the capacity of the wastewater treatment system across the network.
- Additional fencing at Tanunda Recreation Park playground \$15k, and \$226k for playground renewal in the district.
- Investment in our internal information technology systems to continue to achieve target efficiencies, customer management improvements and management of risk including the ever-growing cyber security risk.
- Subject to funding support, funding to assist lighting upgrades at Nuriootpa Centennial Park main oval.
- Increasing funding to building renewal to \$450k next year and an increase in the next 10 years of \$3.108m. This year funds will be applied to renewal of balance tanks, wall panelling and pool decking at The Rex, Old Union Chapel flooring, Kegel Club rebuild and the commencement of a long-term plan to renew our public toilets, with Nuriootpa Tolley Reserve, Victoria Creek Williamstown and Bethany Reserve being this year's priorities.
- In recognition of challenges for our rural businesses, an effective rate freeze for rural ratepayers for 1 year.

The Annual Business Plan and Budget incorporating the annual review of the Long-Term Financial Plan is available on our website and at the Customer Support desk at our principal office located at 43-51 Tanunda Road, Nuriootpa.

Bim Lange OAM

Mayor, The Barossa Council

HAVE YOUR SAY

Consultation closed at 5pm on 7 June 2024.

CONTACT US

You are welcome to contact Council if you have questions regarding the Annual Business Plan and Budget 2024/25 or would like further information regarding the finances of Council.

barossa.sa.gov.au

barossa@barossa.sa.gov.au

Principal Office: 43-51 Tanunda Road, Nuriootpa (Monday – Friday, 9am – 5pm)

Phone: 8563 8444

Version	Status	Date
Version 1.1	Draft Council adopted for Public Consultation	14 May 2024
Version 1.2	For Final for Adoption	13 June 2024
Version 1.3	As Adopted by Council	18 June 2024

Enhancing our
premium wine,
food and tourism
region and its
unique *lifestyle,*
heritage and
community spirit.

OUR VALUES

A commitment to our **land and place**, by valuing our identity for the benefit of future generations

A commitment to our **community**, embracing a culture of mutual respect, inclusion, safety and security

A commitment to **leadership**, inspiring vision, courage and enterprise

A commitment to **achievement**, encouraging and celebrating successes that enrich and strengthen our community



OUR BAROSSA

The Barossa is a rich and diverse region and home to the internationally renowned Barossa wine region.

Prior to European settlement, the Barossa region was inhabited by the Peramangk, Ngadjuri and Kaurna people. Colonel William Light first visited the area in 1837, naming the Barossa Range from which the region derives its name. The settlement of the Barossa region began in 1840, with settlers originating from the British Isles, Prussia and Silesia. Lyndoch was the first township to be settled in 1837.

Early farmers of the Barossa established vineyards in the 1840s and 1850s to supplement their primary activities of wool and livestock production and crop farming. In the late 1880s and 1890s there were substantial increases in the production of wine in the region which resulted in the establishment and subsequent expansion of a number of cellars. The wine industry has continued to grow from these early beginning and is the major source of income for the region, with the cultural landscape of present day Barossa being reflective of the influence of the early British and German settler's influence.

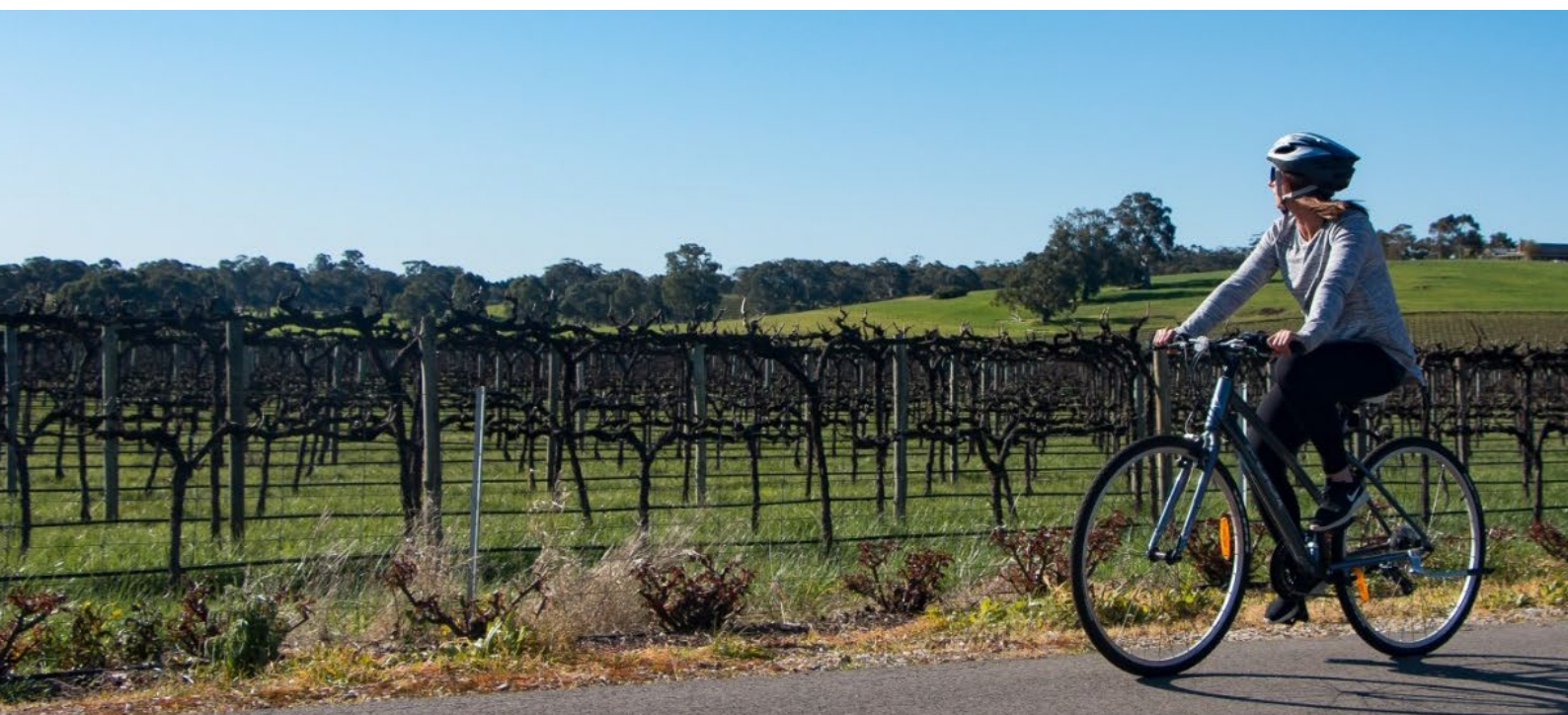
The tourism industry has become a major focus for the continued development of the region with the Barossa acknowledged as one of the five most recognised wine regions in the world.

The Barossa Council was originally formed in 1996 after the amalgamation of the District Councils of Barossa, Tanunda and Angaston. The majority of the District Council of Mount Pleasant was later amalgamated in 1997. The Council covers an area of approximately 912 square kilometres, is located approximately 70 kilometres north east of Adelaide, adjacent to the town of Gawler, and is home to a population of 23,558 people.

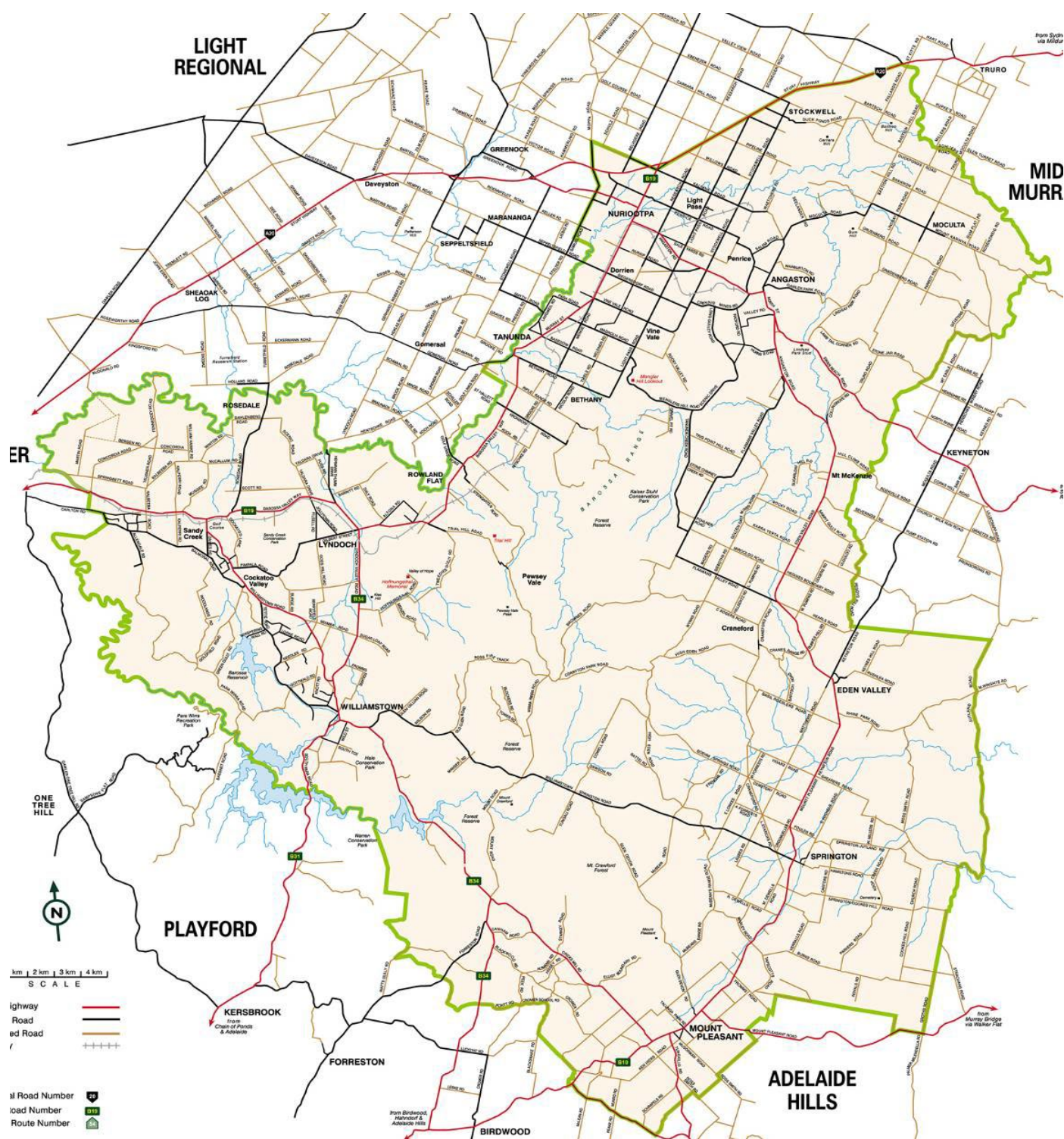
Distance of Principal Office from Adelaide CBD	70 km
Area of Council	893.5 km ²
Number of Rateable Assessments	13,356
Number of Non-Rateable Assessments	551

OUR TOWNSHIPS

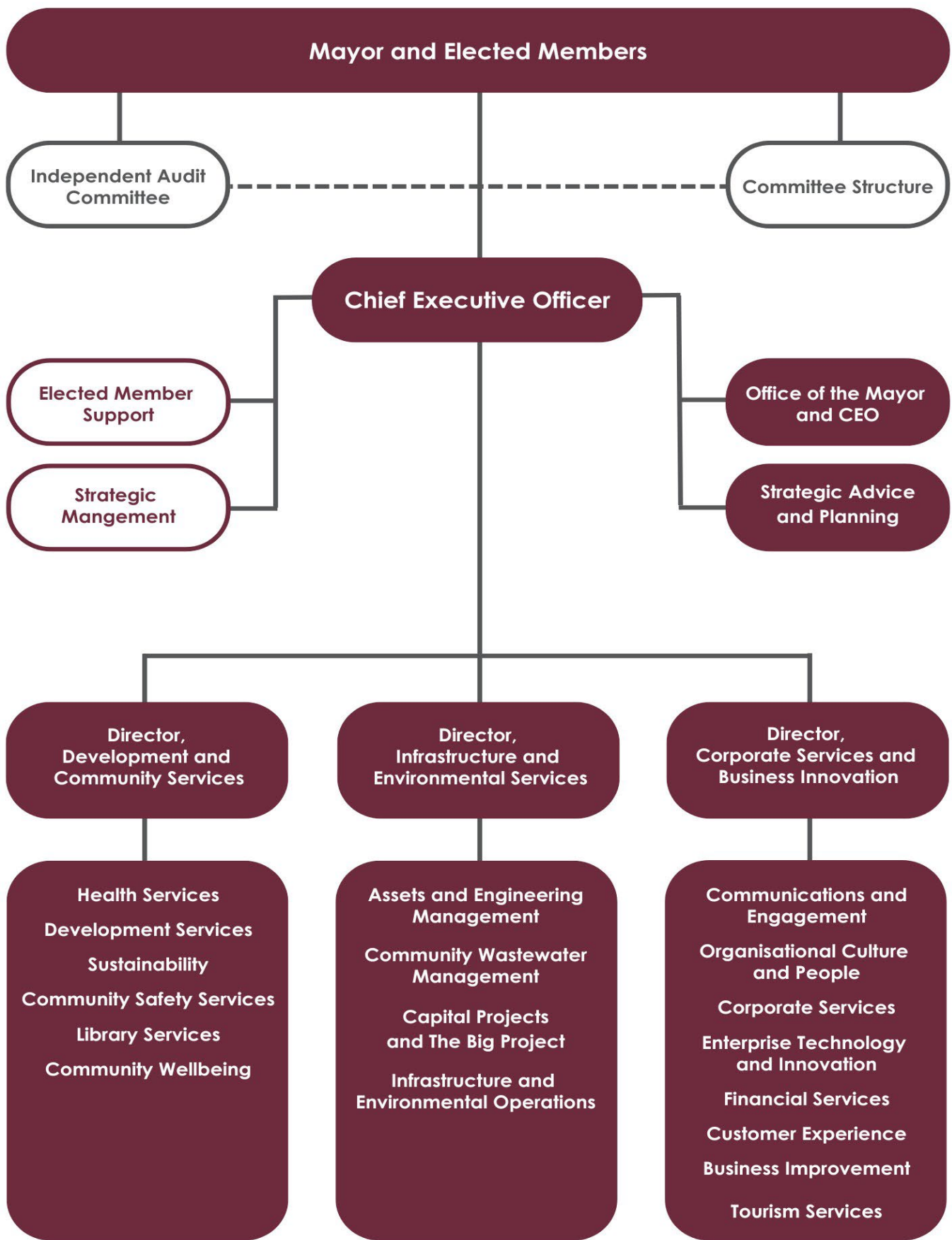
Altona, Angaston, Barossa Goldfields, Bethany, Cockatoo Valley, Concordia, Craneford, Cromer, Dorrien, Eden Valley, Flaxman Valley, Kalbeeba, Krondorf, Light Pass, Lyndoch, Moculta, Mount Crawford, Mount McKenzie, Mount Pleasant, Nuriootpa, Penrice, Pewsey Vale, Rosedale, Rowland Flat, Sandy Creek, Springton, Stockwell, Tanunda, Taunton, Vine Vale, Williamstown and Wilton.



COUNCIL AREA MAP



ORGANISATIONAL STRUCTURE



Net Rate and Service Revenue	\$39.84m
Other Operating Revenue	\$9.68m
Operating Expenditure	\$49.95m
Net Operating Position Surplus / (Deficit)	(\$0.44m)
Capital Income	\$6.72m
Capital Expenditure (assumes 100% delivery achieved not including carried forward projects)	\$38.41m
Capital Expenditure (projects underway and carried forward funds from 2023-24)	\$6.11m
Net Borrowing	\$23.21m

The **Annual Business Plan and Budget** is The Barossa Council's statement of intended programs and outcomes for the coming financial year. This Plan has been developed through a rigorous process of consultation and review with Council Officers and Elected Members and follows the **Business Planning Framework** outlined in the Strategic Directions area of this document. It includes both continuing services, programs, and follows the strategic directions outlined in Council's Community Plan 2020 - 2040, the Long Term Financial Plan (LTFP) – (the annual review is included in this document) and Long Term Infrastructure and Asset Management Plan.

Local Government is the most asset-intensive tier of government. The Barossa Council acts as custodian of approximately \$432m of net assets, including road infrastructure encompassing approximately 350 kilometres of sealed, 570 kilometres of unsealed roads and 70 kilometres of unformed roads. This presents Council with a number of complexities, including how to allocate resources in order to satisfy community demands for new and expanded services, whilst ensuring appropriate resources are provided for maintenance and future replacement of existing community assets.

Council is committed to ensuring that the wide variety of services and activities it provides to the community reflect financial sustainability. The key measure of financial sustainability is ensuring operating expenditure (inclusive of depreciation) is fully funded from recurrent operating revenue streams. This means that Council should generally have sufficient recurrent revenue funds generated over the long term financial plan in order to finance the programmed replacement of existing community assets at the end of their useful lives where services remain required. Refer to the section Financial Sustainability for details for this plan's forecast results.

2024/25 GENERAL RATE AND SERVICE CHARGES

General Rate (Excl. Growth)	Net Revenue Increase	4.16%
Refuse, Recycling and Green Organics	Service Charge Increase	\$4.50
CWMS	Service Charge Increase	\$10.50

UNDERLYING ASSUMPTIONS

- General Rate and Service Charge revenue increase on existing ratepayers to ensure Council is sustainable; indexation above includes revenue from growth but not increases in service numbers for Waste and CWMS.
- All other income and expenditure has been increased in line with the current cost for providing those services and consideration of Council's Long Term Financial Plan (LTFP).
- Staffing costs increase in line with existing contracts, Enterprise Bargaining Agreements, Superannuation and current Legislation.
- The SA Local Government Price Index is 4.8% (December 2023) and the general Consumer Price Index for Adelaide all groups is 4.3% as at March 2024.
- Operating costs have been estimated from current known escalation costs, trends in costs associated with service delivery and contractual commitments.

For further information on rating and its impact please refer to the relevant areas within this document

KEY FEATURES

A comprehensive capital works program of \$38.33m with a further estimated \$6.11m carried forward from the 2023-24 financial year. The program includes \$5.6m for transport assets renewal and upgrading (resealing and resheeting of roads, replacement footpaths, kerbing) including additional \$2.1m over 10 years for footpath renewal; drainage and bridge works \$1.0m, and Community Wastewater Management Systems (CWMS) \$4.0m. Net expenditure of \$20.7m for the Lyndoch Redevelopment, \$7.8m for the Creative Industries Centre, \$860k for completion of the Soccer Clubrooms, and \$1.3m in general building renewal.

The Barossa Council's Community Plan 2020-2040 was adopted by Council on 17 November 2020. The Community Plan is an aspirational document and cornerstone for future investment. It will guide future decision making over the next 20 years through the delivery of highlighted strategies and targets. The Community Plan shows commitment to the values of Land and Place, Community, Leadership and Achievement and will drive performance through objectives within the key result areas of Natural Environment and Built Heritage, Community and Culture, Infrastructure, Health and Wellbeing and Business and Employment.

The Community Plan is currently under review and will be completed during 2024.

The Corporate Plan of Council gives effect to the Community Plan aspirations through strategic actions and business as usual activities and is reviewed annually.

The Annual Business Plan and Budget outlines the annual program that delivers upon the Community and Corporate Plan and their strategies as outlined in the following tables.

Council activity for 2024/25 is identified as one or more of the following four roles and relates to the Community Plan strategies as outlined in the following tables.



Natural Environment and Built Heritage

Goal	Strategies		Council Role
1. The Barossa has sustainable farmland providing diverse and stable returns, while protecting the unique natural environment and biodiversity of the region.	1.1	Ensure land use planning and resource use protects the quality of the natural environment, the existing character of rural landscapes, historic significance and the high value of agricultural land.	Provider /Regulator
	1.2	Support tourism development that is sensitive to the natural environment and ensures that the unique character of the rural landscape is appropriately managed and promoted.	Advocator Facilitator/Partner
	1.3	Build on the conservation of the region's natural heritage including bush eco-systems, grassy woodlands, agricultural landscapes and recreational green spaces.	Leader Advocator
2. The history of our region including aboriginal sites is reflected in our streetscapes and our historic buildings are maintained for future generations.	2.1	Continue to maintain streetscapes that reflect the character and heritage of the region and facilitate opportunities to repurpose or find alternative uses of built heritage.	Provider/ Regulator
	2.2	Ensure clearly defined townships are maintained to manage residential and commercial development that is sensitive to the natural environment and areas of historical significance.	Provider/ Regulator
3. We take a proactive approach in responding to key environmental challenges such as climate change, water security and waste management.	3.1	Support community based sustainability initiatives to help reduce the Barossa's contribution to the climate crisis and build on the capacity of local residents and industry to mitigate negative impacts.	Leader Facilitator/Partner
	3.2	Collaborate with partners and our community to support innovative approaches to waste minimisation, and increase reuse and recycling opportunities.	Advocator Facilitator/Partner
	3.3	Ensure long term confidence in the Barossa's capacity to access water to meet its industrial, domestic and environmental needs.	Facilitator/Partner Advocator



Community and Culture

Goal	Strategies		Council Role
4. The Barossa fosters community resilience, connection and wellbeing through its social planning, recreation, safety, education, preventative health and social strategies especially for our youth and vulnerable people.	4.1	Build on a strong sense of community pride with active community groups and individuals participating in local decision making and community building activities.	Leader Facilitator/Partner
	4.2	Continue creating strong and sustainable community networks, and support young people to actively participate in the community and develop the leaders of the future.	Leader Facilitator/Partner
	4.3	Embrace place-making principles when developing community infrastructure and regulate planning and development in public spaces and active recreation.	Provider/Regulator
5. We are a strong community that is welcoming, safe and enjoys a quality lifestyle that	5.1	Support the development of activities that celebrate the history, art and culture of the Barossa and its people.	Leader Facilitator/Partner

celebrates our local identities, diversities, cultures and histories including our Aboriginal heritage.	5.2	Create places where people want to live and plan for the future in a coordinated, affordable, appropriate and proactive way.	Leader Facilitator/Partner
	5.3	Create vibrant public spaces that provide places for creative development, cultural interaction and social connections.	Provider/Regulator
	5.4	Recognising and celebrating the community successes and learning from opportunities.	Leader Facilitator/Partner



Infrastructure

Goal	Strategies		Council Role
6. The Barossa maintains and develops infrastructure that meets the needs of the region and is efficient.	6.1	Advocate for and identify funding opportunities that support the development of community, cultural, health and other facilities and infrastructure to meet personal and commercial needs of residents and businesses.	Advocator
	6.2	Continue to ensure that infrastructure considers place-making is inclusive and accessible for all.	Provider/Regulator Facilitator/Partner
	6.3	The use of new and emerging technologies, alternative and renewable materials where appropriate and cost effective will be trailed.	Leader Facilitator/Partner
7. Community infrastructure planning is aligned to both current and the future needs of the community.	7.1	Build on sound asset management practices to deliver sustainable services to ensure that infrastructure is adequate to support the community.	Provider/Regulator
	7.2	Ensure both current and future infrastructure needs are met in a proactive rather than reactive way.	Provider/Regulator
8. To have a connected and safe transport network that meets the needs of our community.	8.1	Support opportunities to increase community transport and access to services and facilities.	Leader Advocator
	8.2	Ensure a high quality road, shared paths and footpath network throughout the Barossa in partnership with all levels of government.	Provider/Regulator Facilitator/Partner



Health and Wellbeing

Goal	Strategies		Council Role
9. Our community has fair and equitable access to the resources and services they need to lead a safe, healthy, inclusive and connected lifestyle.	9.1	Work towards combating loneliness and social isolation and ensuring that people enjoy a sense of inclusion and feel connected.	Leader Advocator
	9.2	Promote a healthy community through a planned approach to public health, and sustainable access to allied, primary and mental healthcare services and facilities.	Provider/Regulator Advocator
10. Our region enjoys the benefits of sustainable community groups, networks and facilities that encourage everybody to participate in the community.	10.1	Children and young people are supported to feel safe and to engage, thrive and feel empowered within the community.	Leader Advocator
	10.2	Advocate for and encourage services that ensure equity and support inclusion and at risk members of the community.	Leader Advocator
	10.3	Build on the capacity of community members to participate in cultural, creative, recreational, sporting and learning opportunities.	Leader Advocator



Goal	Strategies		Council Role
11. The Barossa has a strong local economy that adapts, innovates and thrives on change and strives for a diverse industry base that provides a sustainable range of business and job opportunities for people.	11.1	Work closely with State Government, Federal Government and other key stakeholders to support economic growth, development and job creation.	Leader Advocator Facilitator/Partner
	11.2	Support proactive population growth that is incremental, well managed and is backed up by local planning and development opportunities.	Provider/Regulator Facilitator/Partner
	11.3	Promote the Barossa as a place for businesses to thrive, invest, innovate, take measured risks and prosper.	Provider/Regulator Facilitator/Partner
12. We are a visitor destination of choice.	12.1	Encourage and support the sector to further promote and develop tourism experiences including ecological, cultural and agricultural tourism.	Leader Facilitator/Partner
	12.2	Support economic development and destination awareness through events, festivals, creative enterprise and attractions.	Leader Facilitator/Partner
	12.3	Provide experiences and infrastructure that continue to support the needs of the tourism market.	Leader Facilitator/Partner
13. The Barossa is competitive and in a strong position to attract both private and public investment in the development of new and existing businesses, services and industry.	13.1	Foster small business and industry confidence and growth that translates into innovation and strong employment figures.	Leader Advocator Facilitator/Partner
	13.2	Attract investment for new and innovative industries, and facilitate business growth by supporting local industry and their capacity to compete for government contracts.	Leader Advocator Facilitator/Partner

Council's Business Planning Framework describes how the Community Plan and its Key Result Areas, their associated Objectives and the Strategies reach these Objectives and provide guidance to the preparation of other Council long term and operational plans. Council's long term and operational plans are listed below.

Corporate Plan

Outlines key corporate actions to support the Community Plan and performance targets over four years;

Long Term Financial Plan

Provides financial directions for the next 10 years;

Long Term Infrastructure and Asset Management Plan

Provides the strategic upgrade, replacement and renewal programs for Council assets and infrastructure;

Annual Business Plan and Budget

Provides the annual financial and operational plans, objectives and performance targets for Council;

Regional Public Health Plan

Provides a coordinated strategy across Council to the health and wellbeing of communities and helps inform decisions in both soft and hard infrastructure;

Local Economic Development Plan

Provides policy direction for the continued development of the Council area;

Infrastructure and Asset Management Plans

Describes the current programs of upgrade, replacement and renewal of assets and infrastructure.

The above framework has various internal and external reporting and accountability systems;

Quarterly Business Plan and Budget Reviews

Outlines financial performance against the Annual Business Plan and Budget;

Monthly Financial Reports

Regularly tracks the finances of Council;

Annual Report

Describe the performance of Council on objectives set in the Annual Business Plan and Budget, as well as disclosing statutory information regarding the status of Council and Council services.

JOINT VENTURES AND ASSOCIATED ENTITIES

NURIOOTPA CENTENNIAL PARK AUTHORITY (NCPA)

Established as a subsidiary of Council pursuant to Section 42 of the *Local Government Act 1999*, the Nuriootpa Centennial Park Authority (NCPA) manages and maintains the Barossa Tourist Park and adjacent sporting and leisure facilities on behalf of Council.

To this end, and in accordance with the Authority's Charter, operating surpluses of the Tourist Park activities are utilised to maintain the Nuriootpa Recreation Park facilities (including tennis courts, 2 ovals, soccer pitch and associated buildings and infrastructure), as well as the picturesque Coulthard Reserve located adjacent to the Tourist Park. Operating surpluses from the Tourist Park activities are also utilised to provide important funding for the programmed upgrade and replacement of the facility assets managed by the Authority.

The two ovals, a soccer pitch and eight tennis courts are extensively used by local sporting clubs. The four-star rated Tourist Park facilities include on-site cabins and vans, a camp kitchen, and various other standard amenities.

The projected 2024/25 Income Statement for the Authority is included within Council's financial statements contained within this document. The Authority's ten-year business case has been reviewed, updated for current activity and included within the consolidated Long Term Financial Plan financial forecasts in this document.

NORTHERN AND YORKE LOCAL GOVERNMENT ASSOCIATION

Established in 1998, this organisation is formed under Section 43 of the *Local Government Act 1999* and operates as a regional subsidiary of Councils included in the membership. An amount of \$13,395 is included for the subscription.

GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY (GRFMA)

Established in 2002, this organisation is responsible for the construction, operation and maintenance of flood mitigation infrastructure in the Gawler River catchment. An amount of \$58,327 is included for the operational and maintenance subscription. Council has a share in the Net Assets of \$2,239k as at 30 June 2023.

OFFICE OF THE MAYOR AND CEO

Australia Day Awards, Strategic Planning and Management, Organisational Reform and Leadership, Citizenship Ceremonies, Economic Development, Executive Support and Management, Advocacy, Governance.

CORPORATE SERVICES AND BUSINESS INNOVATION

Enterprise Systems, Records Management, Information Management, Advocacy, Governance, Organisational Development, Internal Audit, Human Resource Management, External and Internal Communications, Community Engagement and Consultation, Event Management, Customer Support, Risk Management, Business Transformation, Work Health and Safety, Grant Writing, Insurance Management, Organisational Performance Reporting, Procurement & Contract Advice, Property Management, Operational Financial Management, Rating Services, Taxation Management, Payroll, Creditor and Debtor Management, Tourism Services.

DEVELOPMENT AND COMMUNITY SERVICES

Planning and Building Assessment, Liquor Licensing, Dog and Cat Control, Compliance, Monitoring and Enforcement Matters, Public Health, Fire Prevention, Safe Food Practices, Heritage Advice, Immunisation, Parking and Traffic Controls, Strategic Land Use Planning, Sustainability, Waste and Resource Recovery, Advocacy, Library Services, Community Grants, Art and Culture, Volunteering, Services, Community Development, Community Transport and Home Assistance.

INFRASTRUCTURE AND ENVIRONMENTAL SERVICES

Building Asset Construction and Maintenance, Bridge Construction and Maintenance, Cemetery Management, Unmade Public Road Management, Road Closure Management and Approvals, Community Wastewater Management System Construction Operations and Maintenance, Treated Water Reuse Distribution System Construction, General Operations and Maintenance, Open Space Construction and Maintenance, Footpath and Bike Path Construction and Maintenance, Infrastructure Planning and Development, Asset Management, Advocacy, Recreational Oval Management, Public Lighting, Public Conveniences, Road Design Construction and Maintenance, Traffic Planning and Management, Road Safety Control, Event Support, Roadside Vegetation Management and Control, Tree Management, Stormwater Drainage and Construction and Maintenance, Engineering Development Assessment, Facilities (Buildings) Management, Quarry Operations and Resource Management, Waste (Transfer Station) Operations, Operational Environmental and Natural Resource Management.

The Big Project Strategic Planning and Management of Community Buildings and Recreational Facilities, Project Management, Grant Management, Community Engagement, Contractor Management.

2024/25 KEY ACTIVITIES

The following key activities represent strategic actions in Council's Corporate Plan that are set as specific works during the 2024-25 financial year or are ongoing and are above normal business as usual operations and delivery of associated service levels. Council's Community Plan provides a plan of core works, strategic actions and informs this Annual Business Plan and Budget.

Council's Corporate Plan provides extensive detail on the services provided and the levels of service provided, and can be located at www.barossa.sa.gov.au

Key Strategic Action	Service Area
Commence implementation of agreed structure and service review outcomes from 2023-24.	CS2 – Art and Culture
Complete the review of the statutory review of asset management plans	CS3 – Assets
Undertake a review of Caravan Park service levels, policy settings and service delivery model – carried over from 2023-2024 financial year.	CS4 – Caravan Parks
Undertake review of land availability and determine future land needs.	CS5 – Cemeteries
Commence agreed implementation of outcomes of an adopted Community Wellbeing Plan.	CS6 – Community
Implement an adopted the Customer Surveying Strategy actions	CS9 – Customers
Commence implementation of agreed outcomes from review of Economic Development services including tourism and event services undertaken in 2023-24 – phase 1	CS10 – Economic Development CS21 – Tourism
Commence implementation of adopted Council Event Management Framework.	CS11 – Events
Review the requirements for an electronic bookings management system and provide recommendation for future improvements – carried forward from 2023-24	CS12 – Facilities and Community Land
Commence 18-month review of community land management plans, registers and undertaken engagement needs	CS12 – Facilities and Community Land
Commence implementation of agreed Growth and Infrastructure Investment Strategy actions	CS15 – Land Use and Development
Continue to plan and advocate for infrastructure provisions and development policies that align with Council's strategic vision for the Concordia Growth Area in the proposed Master Planning and Code Amendment.	CS15 – Land Use and Development
Commence implementation of the outcomes of the Strategic Directions Review of the Barossa Character District Overlay Code Amendment	CS15 – Land Use and Development
Undertake review of stage 2 of the Library Review outcomes for consideration by the Executive Leadership Team and Council	CS16 – Libraries
Commence implementation of high yield actions arising from the agreed Carbon Management Plan	CS17 – Natural Resources
Continue to partner with industry to achieve a long term sustainable water supply and security to the Barossa.	CS17 – Natural Resources
Continue to provide Social Inclusion training for all staff across the Organisation and coordinate a 'Whole of Organisation' approach to social inclusion	CS19 – Social Inclusion
Continue to develop ongoing relationships with Ngadjuri, Peramangk and Kaurna Nations and potential pathways for reconciliation and recognition	CS19 – Social Inclusion
Undertake review of the Disability Access and Inclusion Plan to align with the new State level plan	CS19 – Social Inclusion
Undertake structural review of Volunteer Service model and delivery service.	CS22 – Volunteers
Analyse, negotiate and execute a new waste management contract renew or commence market approach	CS23 – Waste Management
Continue to implement system, infrastructure, training and other needs to protect Council system and data through implementation of the Cyber Security plan and highlighted investments for 2024-25.	BS1 – Business Technology
Modernise TechnologyOne through implementation of HR and Budgeting Systems	BS2 – Continuous Improvement
Complete Elector Representation Review	BS4 – Council and Committees
Implement Enterprise Budgeting module in TechnologyOne	BS6 – Finance
Complete a review of the Office of the Mayor and CEO function, structure, service delivery model (carried forward from 2023-24)	BS7 – Governance
Complete automation of policy and process review systems and processes	BS9 – Information
Implement outcomes of 2023-24 review of Contractor and Contract Register requirements and identify new software solution for electronic contract and contractor management	BS11 - Procurement
Develop rolling Strategic Forward procurement plan for key areas of spend	BS11 - Procurement
Implement and embed amendments approved by Council from the review of the Community Plan from 2023-24	BS13 – Strategic / Legislative Planning and Reporting
Continue to plan for, collaborate and advocate on matters related to the Concordia growth area development aligned with the State program and Council project plan.	BS13 – Strategic / Legislative Planning and Reporting

2024/25 OPERATING EXPENDITURE

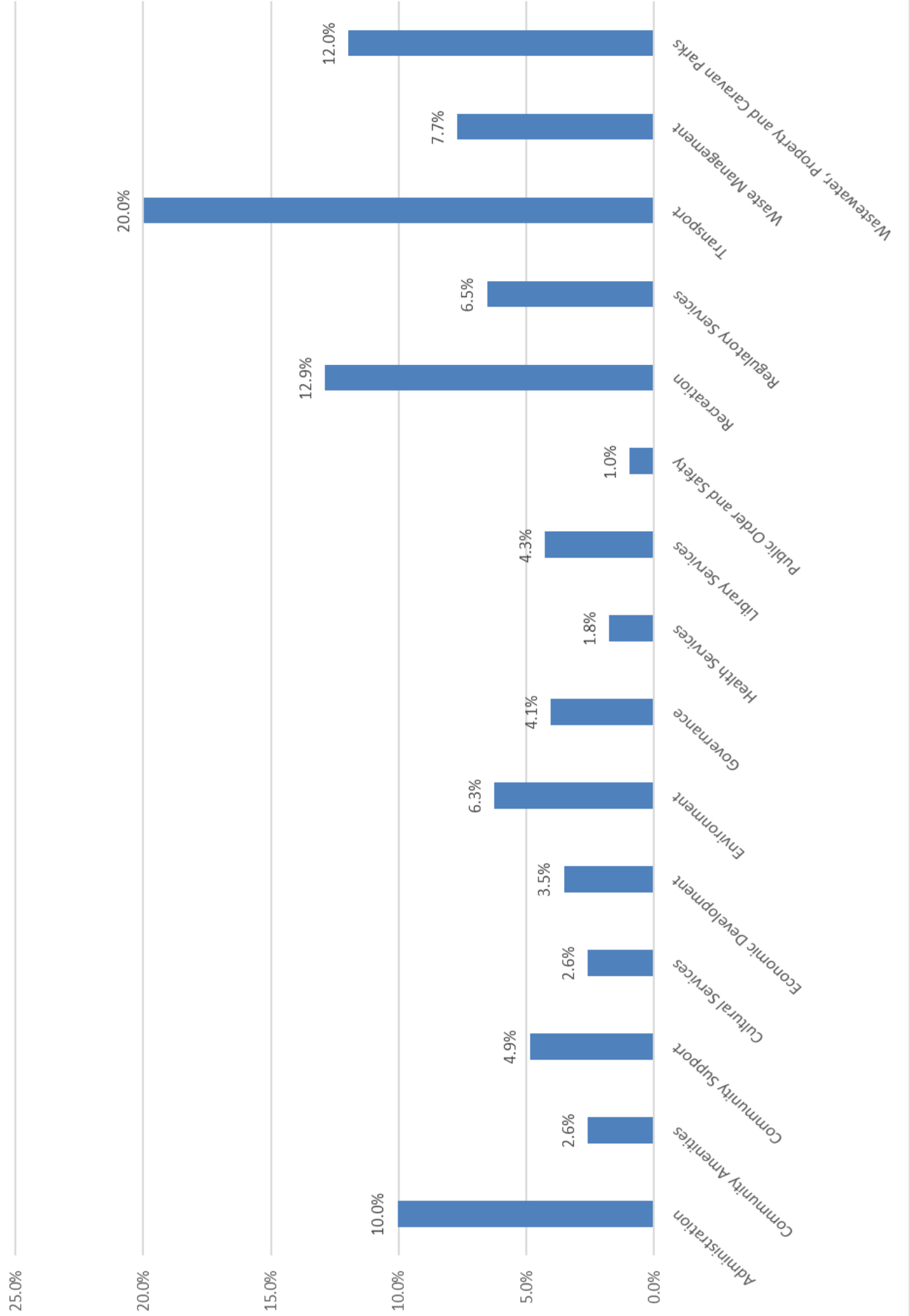
In support of service provision for 2024/25

The following graph shows operating expenditure for the 2024/25 year by the following functions in support of the provision of the services outlined. Full cost attribution has been applied to the budget, this is an allocation of internal services to external services and does not affect the overall net result.

FUNCTIONS

Administration (includes interest payable on loans), Business Undertakings, Community Amenities, Community Support, Cultural Services, Economic Development, Governance, Environment, Health Services, Library Services, Public Order and Safety, Recreation, Regulatory Services, Transport, Waste Management

Operating Expenses By Functional Service Level - \$49.954M



2024/25 CAPITAL INVESTMENT

In support of service provision for 2024/25

Capital Program 2024/25	
Description	2024/25 Budget
<i>(Items noted as 'Carried Forward' are items transferred from 2023/24 Budget)</i>	
Development and Community Services	80,919
Library books	80,919
Infrastructure and Environmental Services	43,019,395
Building Renewal	1,309,019
Asset renewal The Rex	100,000
Old Union Chapel – main hall flooring renewal	35,000
Kegel Club – Tanunda Recreation Park – Clubrooms rebuild	172,000
Public Toilet renewal program – year 1 of multiyear program	143,000
Office Fitout Renewal (includes carry over from 2023-24 awaiting grant application)	50,118
The Rex – Main Pool Heaters (carry over from 2023-24 awaiting grant application)	316,375
Mount Pleasant Farmers Market Kitchen Upgrade (carry over from 2023-24)	172,600
Bushgardens Office Renewal (carry over from 2023-24)	13,442
Talunga Park Lighting Upgrade (carry over from 2023-24)	57,287
Toilet Kegel Club (carry over from 2023-24)	63,000
Project Management Costs	186,197
Footpath Renewal	589,590
Bilyara Road Tanunda – Elizabeth Street to Park Street	10,000
Fifth Street Nuriootpa – First Street to Old Kapunda Road	16,000
Hospital Road Mt Pleasant – Phillips Street to Giles Thorpe Crescent	14,000
Lyndoch Valley Road Lyndoch – 130m before railway line to footbridge	10,000
Margaret Street Williamstown – Queen Street to end	25,000
Mill Street Tanunda – Edwards Street to MacDonnell Street and Murray Street to Edward Street	27,000
Mount Crawford Road Williamstown– Wild Street to Charles Street	14,000
North Street Angaston – Dean Street to Schilling Street	28,000
Park Street Angaston – Christian Street to Dean Street	16,000
Park Street Tanunda – Langmeil Road to Bilyara Road	16,000
Penrice Road Nuriootpa – Murray Street to end bitumen and concrete	45,000
Penrice Road Angaston – Breakneck Hill Road to Murray Street	20,000
Second Street Nuriootpa – Gawler Street to First Street	26,000
Tolley Reserve Nuriootpa – Within Reserve	39,000

Cross Street Angaston – Tyne Street to Middle Street and Middle Street to Moculta Road	28,000
Dean Street Angaston – Schilling Street to end of bitumen	8,000
Bethany Road Bethany - In front of Church	16,000
Gilbert Street Lyndoch – Foster Street to Kleinig Street	12,000
Truro Road Moculta – Sarah Street to Jane Street	19,000
Queen Street Williamstown – Margaret Street to 42 Queen Street	100,000
Project Management	100,590
The Big Project, Recreation, Sport and Open Spaces	29,459,370
Barossa Park - Lyndoch Recreation Precinct Redevelopment and Expansion (includes carry over from 2023-24 and net of State contribution)	20,651,920
Creative Industries Centre (includes carry over from 2023-24)	7,832,100
Nuriootpa Soccer Development – Completion of Clubrooms (carry over from 2023-24)	859,411
Tanunda Recreational Park Playground – Fencing	15,000
Project Management	100,939
Motor Vehicles, Plant and Equipment	957,751
General Inspector, Office and Other Vehicles (includes carry over from 2023-24)	444,751
Minor Plant – Depots	50,000
Security System Updates	25,000
Loader Replacement	408,000
Sweeper Refurbishment (carry over from 2023-24)	30,000
Parks and Gardens	226,250
Playgrounds New and Upgrade (includes carry over from 2023-24)	141,015
Playground Equipment Renewal (includes carry over from 2023-24)	60,000
Project Management Costs	25,235
Road Resheeting	1,600,776
Trial Hill Pewsey Vale – 2.60 kms	147,408
Jutland Road Eden Valley – 1.80 kms	117,752
Allendale Road Kalbeeba– 1.90 kms	121,454
Bastion Hill Road Moculta – 1.19 kms	87,035
Berryfield Road Lyndoch – 1.66 kms	75,550
High Eden Road Flaxman Valley – 2.12 kms	145,438
Kalbeeba Road Kalbeeba – 0.35 kms	22,534
Keyneton Road Keyneton – 0.37 kms	25,743
Koch Road Krondorf – 0.92 kms	58,663
Rifle Range Tanunda – 1.07 kms	67,881
Rosedale Scenic Rosedale – 2.76 kms	154,420
Mount Road Mt Crawford – 2.81 kms	171,723
Wirra Wirra Road Pewsey Vale – 1.89 kms	135,000
Cromer Road Cromer – 2.50 kms	163,544

Blackwood Road Cromer – 1.63 kms	106,631
Road Resealing	1,585,028
Light Pass Road Angaston - Siegersdorf Road Surface change to Spray Sealed 38m South	111,090
Light Pass Road Angaston - Surface change to Siegersdorf Road	
Siegersdorf Road Angaston - Surface change to Light Pass Road	
Siegersdorf Road Angaston - Light Pass Road to Surface change Spray Sealed 40m E	
Baird Street Nuriootpa - Macarthur Street to Flinders Street	125,877
Baird Street Nuriootpa - Flinders Street to Francis Street West	
Baird Street Nuriootpa - Francis Street West to Old Kapunda Road	
Lange Street Nuriootpa - Centenary Avenue to Welland Road	48,979
Acacia Street Tanunda - 64m from Krieg Street- Carob Street	61,060
Acacia Street Tanunda - Carob Street to 16m from end	
Acacia Street Tanunda - 74m from Carob Street to end (West)	
Ash Street Tanunda – end to Pioneer Avenue	67,299
Ash Street Tanunda - Pioneer Avenue to Hobbs Street	
Bethany Road Tanunda- 580m from Barossa Valley Way to Biscay Road (subject to grant application)	700,000
Bethany Road Tanunda - Biscay Road to Menge Road (subject to grant application)	
Basedow Road Tanunda - Murray Street to MacDonnell Street	110,855
Basedow Road Tanunda - MacDonnell Street to Railway Line	
Carob Street Tanunda - Braunack Avenue to Acacia Street	29,186
Falkenberg Street Tanunda- Barossa Valley Way to end	16,160
Magnolia Road Tanunda - Menge Road to Surface change	137,610
Magnolia Street Tanunda - railway line to Kerryn Drive	
Magnolia Street Tanunda - Kerryn Drive to Surface change	
Magnolia Street Tanunda - Surface change to Menge Road	
Menge Road Tanunda - Surface change to Magnolia Road	
Menge Road Tanunda - Magnolia Street to Surface change-Spray sealed	
Menge Road Tanunda - Surface change to Spray sealed to Start-Rural 80k Zone (to water course only)	64,734
Pioneer Avenue Tanunda Ash Street to Walden Street	
Project Management	112,178
Road Construction / Reconstruction / Other	1,612,537
Fife Street Angaston – from gravel to two coat sealed surface	398,500
Keyneton Road Keyneton – year 2 – from gravel to two coat sealed surface	750,000
Melrose Street Mt Pleasant – complementary drainage and footpath works prior to State Government Reseal of road (carry over from 2023-24)	360,000
Signage Track System (carry over from 2023-24)	104,037

Kerbing Upgrades	122,500
Elizabeth Street Tanunda – Left 195m	15,000
Gilbert Street – Lyndoch – Left 129m	10,500
Gilbert Street – Lyndoch – Right 157m	12,000
Kleinig Street- Lyndoch – Left 55m	6,000
Magnolia Street Tanunda – Left 158m	12,500
Melrose Street Mount Pleasant - Right 245m	21,500
Murray Street Angaston – Right 106m	9,000
Murray Street Tanunda – Right 253m	25,500
Gramp Avenue Angaston – Left 118m	10,500
Stormwater	1,509,391
Baird Street, drainage upgrade – stage 2 (includes carry over from 2023-24)	900,000
Calton Road to Hameister Court Drainage Kalbeeba (carry over from 2023-24)	367,901
Maria Street / Goat Square Drainage (carry over from 2023-24)	21,066
Moss Street Bridge Design Only (carry over from 2023-24)	103,500
Project Management	116,924
Streetscaping	88,500
Streetscaping - unallocated	88,500
Community Wastewater Management System (CWMS)	3,958,683
Gravity Mains Asset Management	60,000
Gooden Drive Pump Station Upgrade	320,000
Gooden Drive Pump Station Rising Main	320,000
Lagoon and Infrastructure Tanunda	65,840
Pump Station and Infrastructure	83,480
Water reuse infrastructure	42,300
Lyndoch Waste Water Treatment Plant Pumps	16,400
Lyndoch Waste Water Treatment Plant – Upgrade	50,000
Springton Waste Water Treatment Plant	240,000
Nuriootpa Treatment Plant Stage 1 – completion (includes carry over from 2023-24)	2,555,404
Operation Emergency IP and Manhole Repairs/Replacement	30,000
Operation Emergency Drain Repairs	20,000
Operation Construction of New Inspection Points	12,000
Lagoon Upgrades Williamstown	100,000
Project Management	43,259
Corporate Services and Business Innovation	1,017,458
Continuous Improvement and Reform Program - ICT Software/Hardware (includes carry over from 2023-24)	385,817
Intranet (carry over from 2023-24)	87,660
Mobile Phone Fleet Renewal (carry over from 2023-24)	25,621

Finance System Upgrades (carry over from 2023-24)	206,179
Pathway Systems Upgrades (carry over from 2023-24)	252,181
Switching Technology Renewal (carry over from 2023-24)	60,000
Nuriootpa Centennial Park Authority	395,733
Nuriootpa Main Oval Lighting Upgrade	175,733
Vehicle Change Over	25,000
Airconditioning Replacement for Sports Centre	50,000
Fencing Recreation Park	25,000
Amenities and Camp Kitchen Refurbishment (carry over from 2023-24)	120,000
Grand total	44,513,505

Disclaimer: Capital items are a target program and subject to variation, alterations and additions to this list may occur throughout the year. Items noted as 'Carried Forward' are items transferred from the 2023/24 budget.

2024/25 GRANTS, CONTRIBUTIONS AND ASSET SALES

Grants, Contributions and Asset Sales 2024/25	
Description	2024/25 Budget
The Big Project	6,754,625
Lyndoch Recreation Park Precinct Redevelopment and Expansion – Barossa Districts Contribution	300,000
Tanunda Recreation Park Redevelopment – Tanunda Football Club Contribution	300,000
Rugby Park Development – Barossa Rams Contribution	300,000
Local Community Infrastructure Program (carried forward)	891,075
Lyndoch Recreation Park Precinct Redevelopment and Expansion – Sport and Recreation Grant (carried forward)	500,000
Creative Industries Centre – Growing Regions Fund Program and State Open Spaces Fund	4,453,550
Lyndoch Tennis Club – Contribution to Lighting	10,000
Nuriootpa Centennial Park Authority	20,000
Soccer Club contribution	20,000
Infrastructure and Environmental Services	768,376
Vehicle and Equipment Trade-in Sales - Motor Vehicles and Plant	368,376
Bethany Road Reseal	400,000
Grand total	7,543,001

2024/25 OPERATING BUDGET

Council is budgeting expenditure of \$83.651m in 2024/25 on the delivery of services, programs, maintenance of assets (not including depreciation), replacement, new and upgraded assets and loan servicing, \$6.11M of this is carry over projects from 2023-24. Estimated full cost attribution has been applied in this plan. It is budgeting to receive \$7.543m in additional grants and contributions for capital programs the net investment for Council therefore being \$76.044m.

OPERATING REVENUE

The 2024/25 Budget provides for operating revenue increase from the 2023/24 third quarter Budget Update of \$45.977m to \$49.517m. Recurrent revenue streams of Council are:

\$m	%	Type	Description
39.840	80.46%	General Rates and Service Charges	General rates on properties as well as service rates (i.e. sewerage and refuse/recycling rates).
3.991	8.06%	User Pay Charges set by Council	Charges for the Council's fee based facilities and services such as caravan parks, swimming pools, community halls, cemeteries and refuse dump fees.
4.055	8.019%	Grants and Subsidies	Council seeks to attract as much grant funding from other tiers of government as possible, thereby reducing the reliance on other revenue streams.
0.806	1.63%	Investment, Reimbursements and Other Income	Interest received on Council's internal cash reserves and deposits, Reimbursements for work undertaken and Other Income.
0.825	1.67%	Statutory Charges set by State Government	Fees and charges set by State Government regulation and received by the Council for regulatory functions undertaken such as assessment of development and building applications, and dog control management.
49.517	100%	Total	

OPERATING EXPENDITURE

The 2024/25 Budget provides for operating expenditure to increase from the 2023/24 third quarter Budget Update of \$47.97m to \$49.954m. Full Cost Attribution has been applied - this is an allocation of internal services to external services and does not affect the overall net result. Recurrent expenditures incurred by Council are:

\$m	%	Type	Description
18.869	37.77%	Contractual Services, Materials and Other Expenses	Payments for external provision of services. Payments for physical goods such as water, fuel, energy, road materials, office consumables and administrative costs. Includes expenses not separately classified above such as insurances, postage, telephone, government levies, contributions and donations.
18.382	36.80%	Employee Costs	All labour related expenses such as wages and salaries, and on-costs such as allowances, leave entitlements and employer superannuation.
10.816	21.65%	Depreciation	Annual consumption of Council's fixed assets (e.g. infrastructure, equipment, buildings, etc) over their useful lives.
1.887	3.78%	Finance Costs	Costs of financing Council's activities through borrowings.
49.954	100%	Total	

Council plans to raise a net sum of \$32.428m from general rates in 2024/25 (which includes growth of 1.12% in revenue growth from an increase of 0.46% in rateable properties), this excludes service charges and the State Government Landscape Board levy.

Council recognises that ratepayers would like increases to their rates to be as low as possible, however it is necessary to ensure that current services are properly funded and can continue to be delivered without significantly impacting standards or passing on a financial burden to future ratepayers or cutting services utilised by the community. Current assets and infrastructure owned by Council deteriorate over time through wear and tear and must be replaced or renewed at appropriate intervals in order to prolong their lives and continue to deliver services to the community.

The increase in rate revenue will provide the necessary funding to meet the programmed upgrade, renewal and replacement plans and growth investments in place as outlined in the Long-Term Infrastructure and Asset Management Plan, ensuring that existing services to the community will be maintained.

The indexation applied to general rate revenue is 4.16% plus 1.12% in additional revenue from new properties. Our number of property assessments has grown by 0.46%, this is below the target rate of 1.00%. The SA Local Government Price Index is 4.8% (December 2023) and the general Consumer Price Index Adelaide all Groups is 4.3% as at March 2024.

Council is aware of the impact on ratepayers and is committed to providing and developing options to ease the rate burden through increasing its own efficiency and by providing those under hardship with appropriate alternatives to suit their circumstances.

RATING POLICY

Section 147 of the *Local Government Act 1999* provides Council with the power to rate all land within The Barossa Council, except for land specifically exempted, such as Crown land and land occupied by Council.

Council is mindful of its responsibility to continually review its rating policy to ensure it is fair and equitable on its residents. The current Rating Policy is available for inspection at all Council branches and can be downloaded from Council's website at barossa.sa.gov.au (Council rates are exempt from GST).

LAND VALUATION METHOD

Council uses the capital value determined by the Office of the Valuer General as the basis for valuing land and calculating rates.

Council considers that this method provides the fairest method of distributing the rate burden across all ratepayers on the following basis:

The equity principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more taxes than ratepayers of lesser wealth.

Property value is a relatively good indicator of market value of a property, providing the fairest method of calculating rates.

The total property rateable valuations provided by the Office of the Valuer General as at 17 June 2024 was \$8,398,556,800, an increase of 12.21% over last year. The table includes valuation movements within Local Government Categories, eg. vacant land to residential for house builds.

Local Govt. Category	Total Valuation Movement
Residential	13.69%
Commercial	11.33%
Industry – Light	21.46%
Industry – Other	3.54%
Primary Production	9.57%
Vacant Land	12.82%
Other	17.75%

How rates are calculated



DIFFERENTIAL RATES

Council applies differential general rates based on the land use of the property, as outlined in the Local Government Category and Land Use tables which are on page 36.

FIXED CHARGE

As part of the general rates, Council applies a fixed charge component so that all rateable properties make a fixed contribution towards the cost of administering Council's activities. The fixed charge has increased from \$420 to \$438 per assessment.

STATE GOVERNMENT LEVIES

Council collects a regional Landscape Levy on behalf of Northern and Yorke Landscape Board on all rateable properties. In this capacity, Council is operating as a revenue collector for the State Government and does not retain the revenue or determine how it is spent. Further information is available from the Board. The Board has increased the amount payable by 5.9%.

MANDATORY REBATES

Council is required under the *Local Government Act 1999* to rebate rates payable on some land. Specific provisions are made for land used for specific purposes, e.g. health services, public cemeteries and educational institutions.

SERVICE RATES & CHARGES

Council provides various prescribed services pursuant to Section 155 of the *Local Government Act 1999* which includes community wastewater management systems, refuse collection and kerbside recycling service.

The cost of these services, including a component for future capital works where appropriate, is recovered from those ratepayers utilising the service. Council is budgeting to recover:

1. \$3.440m for the service rates and charge for providing community wastewater management systems.
2. \$3.196m for the service charges for providing refuse, recycling and green waste services.

DISCRETIONARY REBATES

Discretionary rebates may be applied by Council on land used for community purposes under Section 166 of the Act.

GENERAL RATE CAPPING – RESIDENTIAL AND PRIMARY PRODUCTION

Council offers a rebate of general rates (excluding the fixed charge) which constitutes the principal place of residence of a principal ratepayer where the increase in general rates levied upon a property exceeds the 2023/24 general rates levied by more than:

- 7.5% for ratepayers on fixed government incomes;
- 15% for other ratepayers

Rate rebate, remission, relief and capping application forms with other eligibility criteria are available on-line on Council's website barossa.sa.gov.au, from Council's Principal Office or any branch office.

CONCESSIONS AND POSTPONEMENT

In order to support ratepayers who are in receipt of fixed incomes, there are concessions available for eligible pensioners. The 'Cost of Living Concession Payment' is paid *directly to eligible concession holders by the State Government* and the concession for Community Wastewater Management System (CWMS), which will also be paid directly by the State Government. The Department of Human Services administer all State concessions and Council has no part in approving or providing these concessions. In accordance with the *Local Government Act 1999*, persons who hold a Seniors Card may apply to postpone payment for any amount in excess of \$500 (\$125 per quarter) for their principal place of residence.

Council encourages ratepayers who are experiencing difficulties in paying rates to contact Council on (08) 8563 8444 to discuss support that may be available to alleviate any financial hardship. Council treats such enquiries confidentially.

PAYING RATES

Council provides for quarterly payment of rates in September, December, March and June each year. Payments can be made via Council's website (barossa.sa.gov.au), B-Pay, Australia Post Billpay, by mail, allocated EFT payment or by cash/cheque/EFTPOS over the counter at the Nuriootpa or branch offices. If you would like to discuss alternative payment arrangements, please contact the Council on (08) 8563 8444.

SERVICE CHARGES

The adopted LTFP included an increase for Waste and CWMS service charges to ensure cost recovery and the service charge increase is rounded to the nearest dollar.

CWMS SERVICES

The Residential CWMS Service charge will increase from last year at \$386 to \$396.50. The Non-Residential CWMS service rate for each of the townships reduces from \$0.001004 per dollar of the property valuation to \$0.000932, a reduction of 7.2%. An annual charge for vacant allotments has been increased to \$125 for all other vacant allotments where a CWMS connection fee has been paid but no wastewater is being discharged. Total capital expenditure for CWMS is \$3.959m.

WASTE SERVICES

Overall, the refuse, recycling and green organics collection service charge has been increased from last year at \$271 to \$275.50. The 140L Refuse Bin has increased from last year at \$130 to \$133. Recycling has increased from last year at \$70 to \$70.50 and Green Organics increased from \$71 to \$72. The refuse collection service rate for 240L bins, available to commercial premises to upsize to 240L, has increased from last year at \$169 to \$174. The service charges are based on cost increases for collection and disposal.

IMPACT ON RATEPAYERS

The Annual Business Plan and Budget for 2024/25 for general rate revenue is 4.16%. Growth from new assessments in value of rate revenue is 1.12% with property growth being 0.46%, below the 1% growth target.

For more information on the rate revenue increases please refer to the Long-Term Financial Plan (LTFP) section in this document.

The information on the following pages incorporates the overall rating and its impact using average valuations; rate changes for individual assessments will vary from these amounts.

Further information is provided in the following tables.

Statement on Expected Rate Revenue

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

Expected Rates Revenue

	2023/24 (as adopted)	2024/25 (estimated)	Change	Comments
General Rates Revenue				
General Rates (existing properties)	\$31,340,427	\$32,644,937 (a)	4.16%	
General Rates (new properties)		\$351,024 (b)	1.12%	
General Rates (GROSS)	\$31,340,427	\$32,995,961 (c)		
Less: Mandatory Rebates	(\$545,000)	(\$568,435) (d)		
General Rates (NET)	\$30,795,427	\$32,427,526 (e)	5.30%	
(e)=(c)+(d)				
Other Rates (inc. service charges)				
Regional Landscape Levy	\$821,926	\$850,122 (f)		The Regional Landscape Levy is a State tax, it is not retained by council and they have increased the charge by 5.9%.
Waste collection	\$3,020,318	\$3,196,902 (g)		Increased costs of contract and disposal and general operations.
CWMS	\$3,323,951	\$3,440,289 (h)		Increased costs of general costs and general operations
	\$37,961,622	\$39,914,839		
Less: Discretionary Rebates	(\$160,000)	(\$166,880) (i)		
Expected Total Rates Revenue	\$36,979,696	\$38,897,837 (j)	5.19%	Excluding the Regional Landscape Levy.
(m)=(e)+(g)+(h)+(i)				

Estimated growth in number of rateable properties

Number of rateable properties	13,356	13,418	(k)	0.46%
	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 residents.				

Estimated average General Rates per rateable property

Average per rateable property	\$2,347	\$2,459	(l)	4.80%
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Estimated average rates and service charges for resident receiving all services

Average per rateable property	\$2,883	\$3,017		4.65%
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Councils use property valuations to calculate each rateable property's contribution to the required rate revenue total. Councils do not automatically receive more money because property values increase but this may alter how rates are apportioned (or divided) across each ratepayer (ie. some people may pay more or less rates, this is dependent on the change in value of their property relative to the overall valuation changes across the council area).

The total General Rates paid by all rateable properties will equal the amount adopted in the budget.

Notes

- (d) Councils are **required** under the Local Government Act to provide a rebate to qualifying properties under a number of categories:
- | | | |
|----------------------------------|-----------------------------------|---|
| Health Services - 100 per cent | Religious purposes - 100 per cent | Royal Zoological Society of SA - 100 per cent |
| Community Services - 75 per cent | Public Cemeteries - 100 per cent | Educational purposes - 75 per cent |
- The rates which are foregone via Mandatory Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).
- (e) Presented as required by the *Local Government (Financial Management) Regulations 2011* reg 6(1)(ea)
- Please Note:** The percentage figure in (e) relates to the change in the total amount of General Rates revenue to be collected from all rateable properties, not from individual rateable properties (ie. individual rates will not necessarily change by this figure).
- (f) Councils are required under the *Landscape South Australia Act 2019* to collect the levy on all rateable properties on behalf of the State Government. The levy helps to fund the operations of regional landscape boards who have responsibility for the management of the State's
- (h) Community Wastewater Management Systems
- (i) 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
- (j) Expected Total Rates Revenue excludes other charges such as penalties for late payment and legal and other costs recovered.
- (k) 'Grow th' as defined in the *Local Government (Financial Management) Regulations 2011* reg 6(2)

Statement on Expected Rate Revenue

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

Expected Rates Revenue (excluding fixed charge)

	Total expected revenue			No. of rateable properties		Average per rateable property			Cents in the \$	
	2023/24	2024/25	Change	2023/24	2024/25	2023/24	2024/25	Change	2023/24	2024/25
Land Use (General Rates - GROSS)										
Residential	\$13,494,646	\$14,409,914	6.8%	9752	9868	\$1,384	\$1,460 (p)	\$76		0.002762
Commercial - Shop	\$727,987	\$766,240	5.3%	256	256	\$2,844	\$2,993 (p)	\$149		0.004340
Commercial - Office	\$146,803	\$162,625	10.8%	71	72	\$2,068	\$2,259 (p)	\$191		0.004340
Commercial - Other	\$1,326,158	\$1,413,473	6.6%	356	354	\$3,725	\$3,993 (p)	\$268		0.004340
Industry - Light	\$95,232	\$114,386	20.1%	43	48	\$2,215	\$2,383 (p)	\$168		0.004450
Industry - Other	\$3,942,854	\$4,229,670	7.3%	90	91	\$43,809	\$46,480 (p)	\$2,670		0.014850
Primary Production	\$5,222,112	\$5,137,145	-1.6%	2174	2157	\$2,402	\$2,382 (p)	-\$20		0.002649
Vacant Land	\$634,323	\$719,259	13.4%	466	432	\$1,361	\$1,665 (p)	\$304		0.005590
Other	\$370,112	\$391,184	5.7%	148	140	\$2,501	\$2,794 (p)	\$293		0.004400
Total Land Use	\$25,960,227	\$27,343,897	5.3%	13,356	13,418	\$1,944	\$2,038 (p)	\$94		

The above information is general rates only for each Land Use. Note: a rate notice also includes the fixed charge, Landscape Levy and where relevant service charges. Service charges include Waste Services for Refuse, Recycling and Green Organics and Community Wastewater Management Systems (CWMS).

Fixed Charge

	Total expected revenue			Charge		
	2023/24	2024/25	Change	2023/24	2024/25	Change
Fixed Charge	\$5,380,620	\$5,653,704	5.1%	\$420	\$438 (q)	\$18

This revenue amount is **included** in the General Rates GROSS figure at (c).

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.

Council uses the capital value determined by the State Valuation Office as the basis for valuing land and calculating rates. Council considers that this method provides the fairest method of distributing the rate burden across all ratepayers on the following basis:

- The equity principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more taxes than ratepayers of lesser wealth;
- Property value is a relatively good indicator of market value of a property, providing the fairest method of calculating rates.

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.

Measuring and monitoring performance is important to ensure our objectives are achieved and services are delivered to our community. Council monitors financial performance through its **Business Planning Framework** (refer also to the section on "Strategic Directions"). This includes:

Monthly Financial Reports which regularly track Council finances;

Quarterly Budget Reviews which outline financial performance against the Annual Business Plan and Budget;

Audited Financial Statements which are included in the **Annual Report** as required under the *Local Government Act 1999*;

The **Annual Report** which describes the performance of Council on objectives set in the **Annual Business Plan and Budget**;

Council's **Community Plan 2020-2040** includes the long term objectives and strategies Council is striving to achieve. The Community and Corporate plans are used to form the Annual Business Plan and Budget.

To provide advice and recommendations on financial and governance matters, Council has appointed an Audit Committee which includes independent members with qualifications and experience in related disciplines.

KEY PERFORMANCE INDICATORS

Council has a number of financial Key Performance Indicators (KPI's) which measure the impact of the annual budget on Council's financial position. Each of these indicators, together with associated comments, is outlined below:

Indicator **Target Not Met** **Target At Risk** **Target Met**
Legend:



Forecast is the second Budget Update for the year, adopted by Council at the February meeting and material financial information received since that time has been included.

Individual years are shown within the Long Term Financial Plan section in this document from including a rolling 3 year period on selected KPIs.

Key Performance Indicator 1: Operating Result (\$'000)

Council's target is to achieve an operating break-even position, or better, over any ten year period. The operating result for 2024/25 is forecast as a deficit of \$437k. The cumulative ten year period operating surplus is forecast at \$11.223m surplus, for more information refer to LTFP section within this plan. The Federal Government paid \$2.086m from the 2023/24 financial assistance grants early on 29 June 2023, therefore impacting the operating result for the 2023/24 financial year forecast; this indicator shows an adjusted underlying budget position.

Year	2021/22 Actual \$'000	2022/23 Actual \$'000	2023/24 Forecast \$'000	2024/25 Budget \$'000
Result	2,749	949	(476)	(437)
Underlying Result			Adjusted for early financial grant payments made in 2022/2023 1,609	
Status				
Underlying Status			Adjusted Indicator 	

Key Performance Indicator 2 Operating Surplus/(Deficit) Ratio

Expresses the projected Operating Surplus/(Deficit) result as a percentage of Operating Revenue. Council has set a target to achieve an operating surplus ratio of between -2% to 10%. The forecast is ratio within the target range at -0.9%. When removing the prepayment of grants as explained above for the 2023/24 financial year the ratio is 3.3% well within the indicator range.

Year	2021/22 Actual	2022/23 Actual	2023/24 Forecast	2024/25 Budget
Result	6.4%	2.1%	(1.0%)	(0.9)
Underlying Result			Adjusted for early financial grant payments made in 2022/2023 3.3%	
Status				
Underlying Status			Adjusted Indicator 	

Key Performance Indicator 3-1: Net Financial Liabilities (\$'000)

Council has set a target that Council's level of net financial liabilities is no greater than its annual operating revenue and not less than zero the target is met.

Year	2021/22 Actual \$'000	2022/23 Actual \$'000	2023/24 Forecast	2024/25 Budget \$'000
Result	1,773	9,238	21,314	46,308
Status				

Key Performance Indicator 3-2: Net Financial Liabilities Ratio

Expresses the projected Net Financial Liabilities as a percentage of total operating revenue for each year. It is Council policy (and industry best practice) that this ratio shall not exceed 100%. Council has set the target that a Net financial liabilities ratio is greater than zero but less than 100% of total operating revenue the target is met.

Year	2021/22 Actual	2022/23 Actual	2023/24 Forecast	2024/25 Budget
Result	4%	20%	46%	93.5%
Status				

Key Performance Indicator 4: Asset Renewal Funding Ratio

Expresses the rate by which assets are wearing out and being replaced by comparing capital outlays on renewal/replacement to the Infrastructure Asset Management Plans. Council has set the following target: Capital outlays on renewing/replacing assets net of proceeds from sale of replaced assets is greater than 80% but less than 110% of Infrastructure Asset Management Plans. A substantial amount of 'Upgraded' asset work completed each year is partly renewing components of existing assets. The calculation to compile this ratio does not include any upgrade costs as it is not considered 'renewal/replacement'. This is then effectively understating the expenditure for asset replacement and the ratio is not then reflecting the true actual net asset renewals. It is expected the renewal spend information will be more accurate when the four year review of the IAMP's is undertaken and the improvement plans from that work provides these projections pa. The target is exceeded.

Year	2021/22 Actual	2022/23 Actual	2023/24 Forecast	2024/25 Budget
Result	89%	108%	109%	129%
Status				

NON-FINANCIAL PERFORMANCE MEASURES

Council continues to review its Key Performance Indicators (KPIs) to improve the measurement of performance. This is part of Council's Community Plan, as well as continuous improvement initiatives related to Council's Business Planning Framework. Indicators measuring the performance of Council in relation to the Annual Business Plan are shown below.

They provide information with regards to Council's capacity to effectively deliver services to our community and the targets Council intends to meet. Council's performance against these indicators is then reported in the Annual Report each year.

Indicator	Description	Target
Theme 1 – Natural & Built Heritage		
Development Performance	% of development applications determined within statutory timeframes	90%
Theme 2 – Community & Culture		
Library Visits	The number of library visits and participation within the Barossa Council Area	5 visits per capita
Mutual Liability Claims	Number of successful Mutual Liability Claims against Council	3 or less per annum
Theme 3 – Infrastructure		
Asset Spending Ratio	Ratio of asset expenditure on renewal, replacement and upgraded assets and maintenance on assets	Between 100% and 150% of Depreciation
Theme 4 – Health & Wellbeing		
Waste Disposal Rate	Percentage of waste disposed to landfill	Less than 65%
Recycling Rate	Percentage of waste recycled	More than 35%
Theme 5 – Business & Employment		
Tourism Customer Satisfaction with Visitor Information Services	Average Customer Satisfaction Rating	4 or above
Visitor Information Centre Bookings	Annual Booking Revenue (Accommodation/Tours/Tickets)	100% of Budget
How We Work – Good Governance		
LGA KPI Audit Action Plan	Percentage of KPI Audit Actions Complete	90%
LGA Risk Review	Percentage risk review conformance	90%
Operational Expenditure Against Budget	Actual Operating Expenditure as a % of Budgeted Operating Expenditure	100%
Capital Expenditure Against Budget	Actual Capital Expenditure as a percentage of Budgeted Capital Expenditure	90%



The Barossa Council

BUDGETED FINANCIAL STATEMENTS 2024/25

BUDGETED FINANCIAL STATEMENTS

The following pages contain Council's budgeted financial statements, **including the Nuriootpa Centennial Park Authority (NCPA)**, in a format consistent with the requirements of Regulation 5B of the *Local Government (Financial Management) Regulations*, comprising for the year ending 30 June 2025:

- **Statement of Comprehensive Income**
- **Statement of Financial Position**
- **Statement of Changes in Equity**
- **Statement of Cash Flows**
- **Uniform Presentation of Finances**

Please note: the format of the following Financial Statements is based on the 2020 Model Financial Statements.

STATEMENT OF COMPREHENSIVE INCOME

For the year ending 30 June 2025

	2023-24	2023-24	2024-25
	Original Budget	Forecast*	Draft Budget
	(\$'000)	(\$'000)	(\$'000)
Income			
Rates	37,892	37,892	39,840
Statutory Charges	828	837	825
User Charges	3,837	3,927	3,991
Grants, Subsidies and Contributions	1,471	2,139	4,055
Investment Income	152	175	150
Reimbursements	62	62	74
Other Income	772	1,122	582
Net Gain – Joint Ventures and Associates	0	0	0
TOTAL REVENUES	45,014	46,154	49,517
Expenses			
Employee Costs	17,478	17,824	18,382
Materials, Contracts and Other Expenses	18,426	17,503	18,869
Depreciation, Amortisation and Impairment	10,170	10,420	10,816
Finance Costs	1,285	883	1,887
Net Loss – Joint Ventures and Associations	0	0	0
TOTAL EXPENSES	47,359	46,630	49,954
Operating Surplus / (Deficit)	(2,345)	(476)	(437)
Asset Disposal & Fair Value Adjustments	(854)	(668)	(878)
Amounts Received Specifically for New or Upgraded Assets	2,838	193	6,725
Physical Resources Received Free of Charge	0	1,371	2,211
Net Surplus / (Deficit)	(361)	420	7,621
Transferred to Equity Statement	0	0	0
Other Comprehensive Income	0	0	0
Changes in revaluation surplus - infrastructure, property, plant & equipment	0	0	0
Total Other Comprehensive Income	0	0	0
Total Comprehensive Income	(361)	420	7,621
* Forecast uses the third quarter revised budget and estimates for operating and capital expenditure to 30 June 2024 using the latest information available at 30 April 2024 including material financial information received since the draft budget was placed on public consultation.			

STATEMENT OF FINANCIAL POSITION

For the year ending 30 June 2025

		2023-24 Original Budget (\$'000)	2023-24 Forecast* (\$'000)	2024-25 Draft Budget (\$'000)
Assets				
Current Assets				
Cash and Cash Equivalents		902	183	39
Trade and Other Receivables		2,703	2,960	2,966
Other Financial Assets		0	0	0
Inventories		391	245	245
Subtotal		3,996	3,388	3,250
Non-Current Assets Held for Sale		0	0	0
Total Current Assets		3,996	3,388	3,250
Non-current Assets				
Financial Assets		1,212	1,106	985
Equity Accounted Investments in Council		2,281	2,263	2,263
Infrastructure, Property, Plant and Equipment		439,067	428,275	474,818
Other Non-Current Assets		0	0	0
Total Non-current Assets		442,560	431,644	478,066
Total Assets		446,556	435,032	481,316
Liabilities				
Current Liabilities				
Trade and Other payables		5,429	5,074	5,077
Borrowings		22,644	14,430	37,697
Provisions		3,035	3,001	3,008
Total Current Liabilities		31,108	22,505	45,782
Non-Current Liabilities				
Borrowings		2,380	2,375	2,908
Provisions		1,073	682	682
Total Non-current Liabilities		3,453	3,057	3,590
Total Liabilities		34,561	25,562	49,372
Net Assets		411,995	409,470	431,944
Equity				
Accumulated Surplus		105,899	103,462	114,759
Asset Revaluation Reserve		293,089	290,470	304,871
Other Reserves		13,007	15,538	12,314
Total Equity		411,995	409,470	431,944
* Forecast uses the third quarter revised budget and estimates for operating and capital expenditure to 30 June 2024 using the latest information available at 30 April 2024 including material financial information received since the draft budget was placed on public consultation.				

STATEMENT OF CHANGES IN EQUITY

As at 30 June 2025

		Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	Total Equity
		(\$'000)	(\$'000)	(\$'000)	(\$'000)
Balance at end of previous reporting period 30 June 2023		105,899	293,089	13,007	411,995
Restated opening balance (Revised Budget)		103,914	290,470	15,538	409,922
Net Surplus / (Deficit) for year		(437)			(437)
Other Comprehensive Income		8,058	0	0	8,058
Gain on revaluation of infrastructure, property, plant		0	14,401	0	14,401
Transfer to accumulated surplus on sale of infrastructure, property, plant and equipment		0	0	0	0
Transfer between reserves		3,224	0	(3,224)	0
Balance at the End of Period		114,759	304,871	12,314	431,944

* Forecast uses the third quarter revised budget and estimates for operating and capital expenditure to 30 June 2024 using the latest information available at 30 April 2024 including material financial information received since the draft budget was placed on public consultation.

STATEMENT OF CASH FLOWS

As at 30 June 2025

		2023-24	2023-24	2024-25
		Original Budget	Forecast*	Draft Budget
		(\$'000)	(\$'000)	(\$'000)
Cash Flows from Operating Activities				
Receipts				
Operating Receipts		44,861	45,979	49,368
Investment Receipts		152	175	150
Payments				
Operating payments to Suppliers and Employees		(35,899)	(35,322)	(37,244)
LandFill rehabilitation expense		(362)	0	0
Finance Payments		(1,286)	(883)	(1,888)
Net Cash Provided by (or Used in) Operating Activities		7,466	9,949	10,386
Cash Flows from Investing Activities				
Receipts				
Amounts Specifically for New or Upgraded Assets		2,796	193	6,725
Sale of Replaced Assets		224	206	368
Repayments of Loans by Community Groups		101	101	115
Payments				
Expenditure on Renewal / Replacement of Assets		(8,031)	(9,254)	(11,202)
Expenditure on New / Upgraded Assets		(14,822)	(13,203)	(29,484)
Loans made to Community Groups		0	0	0
Net Cash Provided by (or Used in) Investing Activities		(19,732)	(21,957)	(33,478)
Cash Flows from Financing Activities				
Receipts				
Loans Received		14,000	8,250	26,600
Lease		0	0	0
Proceeds from Bonds and Deposits		0	0	0
Proceeds from Internal Borrowings		600	600	0
Payments				
Repayments of Borrowings		(977)	(977)	(3,638)
Repayment Lease Liabilities		(49)	(49)	(14)
Repayment of Bonds and Deposits		0	0	0
Repayment of Internal Borrowings		(600)	(600)	0
Net Cash Provided by (or Used in) Financing Activities		12,974	7,224	22,948
Net Increase / (Decrease) in Cash Held		708	(4,784)	(144)
Cash and Cash Equivalents at Beginning of Period		194	4,968	183
Cash and Cash Equivalents at End of Period		902	183	39
* Forecast uses the third quarter revised budget and estimates for operating and capital expenditure to 30 June 2024 using the latest information available at 30 April 2024 including material financial information received since the draft budget was placed on public consultation.				

UNIFORM PRESENTATION OF FINANCES

For the year ending 30 June 2025

The following is a high-level summary of both operating and capital investment activities of the Council prepared in a uniform and consistent basis.

All Councils in South Australia voluntarily have agreed to summarise annual budgets and long term financial plans on the same basis.

The arrangement ensures that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances.

		2023-24	2023-24	2024-25
		Original Budget	Forecast*	Draft Budget
		(\$'000)	(\$'000)	(\$'000)
Income		45,014	46,154	49,517
Less Expenses		(47,359)	(46,630)	(49,954)
Operating Surplus / (Deficit)		(2,345)	(476)	(437)
Less Net Outlays on Existing Assets				
Capital Expenditure on Renewal and Replacement of Existing Assets		(8,031)	(9,254)	(11,202)
Less Depreciation, Amortisation and Impairment		10,170	10,420	10,816
Less Proceeds from Sale of Replaced Assets		224	206	368
		2,363	1,372	(18)
Less Net Outlays on New and Upgraded Assets				
Capital Expenditure on New and Upgraded Assets		(14,822)	(13,203)	(29,484)
Less Amounts Received Specifically for New and Upgraded Assets		2,796	193	6,725
Less Proceeds from Sale of Surplus Assets		0	0	0
		(12,026)	(13,010)	(22,759)
Net Lending / (Borrowing) for Financial Year				
		(12,008)	(12,114)	(23,214)
* Forecast uses the third quarter revised budget and estimates for operating and capital expenditure to 30 June 2024 using the latest information available at 30 April 2024 including material financial information received since the draft budget was placed on public consultation.				



The Barossa Council



LONG TERM FINANCIAL PLAN 2024/25 - 2033/34

ASSUMPTIONS AND FINANCIAL INDICATORS

Under the *Local Government Act 1999*, Councils are required to have a **Long Term Financial Plan (LTFP)** (for a minimum period of 10 years). This Long Term Financial Plan (LTFP) has been declared by The Barossa Council as a Strategic Management Plan pursuant to Section 122(8) of the *Local Government Act 1999*. This document subsequently reflects an annual review of Council's Long Term Financial Plan and acts as a starting reference point in the formulation of Council's Annual Business Plan and Budget 2024/25.

The Long Term Financial Plan is designed as a 'high-level' document that summarises the future planning of Council's financial operations – particularly in relation to key components such as rate movements, service levels to our community, major infrastructure asset replacement/renewal, loan indebtedness and internal cash reserves.

On this basis and given the 'high-level' nature of the document, the Plan has been developed based on a number of key assumptions previously discussed and endorsed by Council. Further, Council has also previously endorsed a number of strategic financial policies which have also driven the formulation of the Plan.

Section 122 of the *Local Government Act 1999* also prescribes that Councils must have a Long Term Infrastructure and Asset Management Plan to guide the future replacement, renewal and maintenance of our significant fixed asset base. Council's Infrastructure and Asset Management Plan (IAMP) was adopted by Council in February 2023, with an ongoing review process to provide improved asset data and information.

Consequently, in recognition of this, it is appropriate that a cautious and conservative approach be undertaken with financial modelling as part of the update to the Long Term Financial Plan.

With a significant fixed asset base being predominantly comprised of major community infrastructure such as roads, footpaths, stormwater drainage and community wastewater management systems, it is imperative that there is an appropriate link and consistency between the Infrastructure and Asset Management Plan and the Long Term Financial Plan, towards ensuring that the Long Term Financial Plan provides for the necessary capital outlays (as identified in the Infrastructure and Asset Management Plan) for the renewal and replacement of existing community assets – herein referred to as 'non-discretionary' capital expenditure.

GENERAL ASSUMPTIONS

- Long term financial plans (LTFP) have been prepared to measure and check financial sustainability for Council and its component operations.
- The LTFP reflects existing recurrent service levels to our community being maintained. Council's budget process considers on-going service delivery and commitments and new expenditure items or initiatives.
- The LTFP does not include the Concordia development, this is currently being modelled and is estimated to be available by September 2024.
- 92% of the capital program is achieved and the remainder of 8% is carried forwards as works in progress or not commenced. The cash flow estimates align to the 92% capital program spend; historically this is the upper performance outcome.

OPERATIONS

- General Rate Revenue and Service Charges increments have been reviewed to ensure funding and service level provision is maintained in line with sustainability requirements.
- Operating Costs for Employee, Contractors and Materials have been based on a recalculation of budgets based on current expenditure trends, contractual arrangements and estimates for inflation and other cost growth.

- Depreciation has been calculated on existing asset classes, structures, valuation, and condition rating; asset componentisation has been included as appropriate to selected asset types. A review of useful lives, asset condition and replacement cost of all assets and components is an ongoing task refining the data.
- The LTFP assumes that the Federal Government budget will continue to supplement South Australia road funding application through Supplementary Road Funding and reflect revenue of \$268K per annum until 2025/26.
- The Roads to Recovery (RTR) grant funded program will continue in 2024/25. The Federal Government budget has announced an increase in the roads to recover payment estimated to be \$111K; funding is being used to increase footpath replacement.
- Full Cost Attribution - an allocation of internal services to relevant charge areas has been allocated in the LTFP. This allocation from internal to external service areas does not affect the overall net result.
- Provisions have been estimated for the forward years of salary growth due to increased population and support costs for growth infrastructure that is being built.

CAPITAL

- Asset Renewal and/or Replacement expenditure is provided for on various buildings, recreation, transport, stormwater, bridge, CWMS and plant & equipment assets at \$100.574m, providing for future needs.
- The current Infrastructure and Asset Management Plans are currently being reviewed and the above estimates meet the current required renewal and replacement program from the asset information.
- Infrastructure programs for new and upgraded roads, recreation and open space, bike path, bridges, carparks, footpath program, stormwater and the continuous improvement program at \$47.675m.

LOAN PRINCIPAL AND INTEREST REPAYMENTS

- Council's loan debt is predicted to peak at \$42.441m in 2025/26. The net loan balance outstanding as at 30 June 2024 is estimated to be \$16.805m. Loans outstanding at the end of this plan on 30 June 2034 is \$2.144M.
- Financing cost will increase over 2024/25 and 2025/26 from the current interest cover percentage of 1.5% in 2023-24 to 3.9% of revenue in 2025/26 in support of growth infrastructure development and will return to -0.1% by 30 June 2034.

FINANCIAL SUSTAINABILITY PERFORMANCE CHIEF EXECUTIVE OFFICER REPORT — BASED ON CURRENT POLICY AND SERVICE LEVEL SETTINGS OF COUNCIL

- KPI 1: Operating Surplus. A deficit for two years being 2024/25 to 2025/26 and practically balanced budget in 2025/26 and annual surpluses for the remainder of the plan; the accumulative surplus by year 2033/34 is a cumulative amount of \$11.188m. The general rate increases for years 2024/25 to 2026/27 at 4.3%, 3.25% for 2027/28 and 2028/29 and 2.5% for 2029/30 and the remaining years in the LTFP. Growth for the future is estimated at 1% excluding the Concordia development.
- KPI 2: Operating surplus ratios average 3 years. Council's forecast retrospective results range from (1.1%) to 3.5%; Annual surplus ratios ranges from (0.9%) to 3.8%.
- KPI 3: Net Financial Liabilities. The forecast is 93.6% in 2024/25 the peak year and by year 2033/34 is projected to be at 11.8%.

- KPI 4: Asset Renewal Funding Ratio. The target is being met over the ten-year period, the average being 105.6%.
- Council has reviewed its financial parameters for the LTFP including the indexation used for forward projections on income and expenditure.
- In line with Council Policy a regular review of Council's treasury management is undertaken to ensure a positive cash position is maintained.

The key performance indicators are all within the target ranges indicating a financially sustainable position over the 10-year period of the LTFP based on the current policy and service levels set by the Elected Body. Council has the capacity to undertake growth asset construction, operational costs and other minor additional projects along with consideration of other major works in future years.

FINANCIAL SUSTAINABILITY

The Barossa Council is committed to the principles of financial sustainability. The importance of this is to ensure that each generation 'pays their way', rather than any generation 'living off their assets' and leaving it to future generations to address the issue of repairing worn out infrastructure. Such issues are frequently referred to as 'intergenerational equity'.

With community infrastructure such as recreation and sporting facilities, roads, footpaths and stormwater drainage comprising a major proportion of Council's balance sheet, it is important that Council implements appropriate strategies towards the effective maintenance and renewal of such assets to ensure it is fairly and equitably funded from current ratepayers (general rate income) and future ratepayers (long term loan borrowings).

Given the importance of ensuring financial sustainability of operations in the longer term, it is a legislative requirement that Council adopt Long Term Financial Management and Infrastructure and Asset Management Plans (minimum 10 years) as part of future planning.

The Long Term Financial Plan is designed as a 'high-level' summarised document towards the future planning of Council's financial operations; particularly in relation to key components such as rate movements, service levels to our community, major infrastructure asset replacement/renewal, loan financing and internal cash reserves. Council conducts an annual review of its Long Term Financial Plan each year.

The financial sustainability of Council is measured by the surplus/deficit (before capital revenues) disclosed in the Income Statement; with a consistent breakeven or operating surplus result indicative of a Council that is financially sustainable in the long term. Other financial sustainability indicators are separately included within this report.

FUNDING PLAN

Council uses a mix of service, user and statutory charges, grants, commercial, other income and loan financing as a means of funding both operating and capital expenditure. Refer to the appendix for funding the long term indexation, financial assumptions and estimates and the review of financial indicators.

To assist in keeping rates affordable, Council is limiting general rates income to an increase per annum to provide required service levels to the community over the life of this Plan. The general rate increases for years for 2024/25 to 2026/27 is 4.3%, 2027/28 and 2028/29 is 3.25% and the remainder of the LTFP is 2.5%. Council is estimating growth will be 1% per annum. Selected service areas use services charges and service rates to recover the cost, including - Waste services for Refuse, Recycling and Green Organic with 2024/25 at 3.75% and future years range from 2.5% to 3.75%; and CWMS with 2024/25 and all future years at 2.5%.

Council is planning to spend an average of \$14.825m per annum (including indexation and The Big Project) on capital projects and an average of \$43.955m per annum on day-to-day essential services (operational expenditure, excluding interest and depreciation but including indexation) over the next 10 years.

OUR FINANCIAL PRINCIPLES

As part of its commitment to financial sustainability, Council operates under the following key financial principles in preparing the Annual Business Plan:

- Ongoing education and training such that all Council Members and Staff understand and fulfil their financial governance responsibilities.
- Policies and practices that support decision making and assessment of performance.
- Budget and financial information is presented at a strategic level, succinct and easy to follow.

- Budget and financial information is based on the Long Term Financial Plan.
- The Asset Management Plans are maintained and reflect whole of life costs.
- The Rating strategy is equitable and generates sufficient revenue to meet financial needs.
- Financial performance is managed using suitable financial indicators and targets.
- A robust audit and internal control process is in place to ensure effective financial and governance compliance.
- Information provided to the community is open, transparent and relevant.



The Barossa Council



APPENDIX

APPENDIX 1: KEY PERFORMANCE INDICATORS AND FINANCIAL PARAMETERS 2024/25 TO 2033/34

Consolidated Results: Key Performance Indicators and Financial Parameters			2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Draft Bud - next years draft; LTFF = Long Term Financial Plan			Q4 Forecast	Budget	LTFF	LTFF	LTFF	LTFF	LTFF	LTFF	LTFF	LTFF	LTFF
			\$'000 or %	\$'000 or %	\$'000 or %	\$'000 or %	\$'000 or %	\$'000 or %	\$'000 or %	\$'000 or %	\$'000 or %	\$'000 or %	\$'000 or %
Key Performance Indicators (KPI's) - Summary		Adopted target											
KPI 1 - Operating Surplus cumulative forward 10 year period	Surplus year 10	(476)	(437)	(1,213)	(1,212)	(656)	760	2,578	4,232	6,329	8,831	11,188	
KPI 2 - Operating Surplus Ratio - Rolling 3 year - retrospective average	(2%) to 10%	2.4%	(0.0%)	(1.1%)	(0.8%)	(0.2%)	1.1%	2.1%	2.7%	3.0%	3.2%	3.5%	
KPI 2 - Operating Surplus Ratio - Rolling 5 year - retrospective average	(2%) to 10%	3.4%	2.4%	1.0%	(0.3%)	(0.5%)	0.2%	1.0%	1.8%	2.5%	3.0%	3.2%	
KPI 2 - Operating Surplus Ratio - Annual		(1.0%)	(0.9%)	(1.5%)	0.0%	1.0%	2.4%	3.0%	2.6%	3.3%	3.8%	3.4%	
KPI 3 - Net Financial Liabilities ratio	0-100%	46.2%	93.6%	92.7%	83.2%	71.5%	60.2%	49.1%	38.8%	31.1%	21.4%	11.8%	
KPI 4 - Asset Renewal Funding Ratio - Annual	80% to 110%	108.6%	129.4%	127.3%	113.2%	93.9%	92.9%	97.1%	100.4%	100.7%	100.9%	100.2%	
Financial parameters - Indexation													
RATE REVENUE INCREASES				Included in Budget Estimates									
General - Rate Revenue Net Increase (excl growth)					4.30%	4.30%	3.25%	3.25%	2.50%	2.50%	2.50%	2.50%	2.50%
Growth -Development - General rates					1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
CWMS - Service Charge & Rates Increase (+ growth 0.5-1.5%)					2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Refuse, Recycling and Green Organic Services Charge Net Increase (excl growth)					3.75%	3.75%	3.75%	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%
OPERATING REVENUE													
Operating Grants					3.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Statutory Charges					3.0%	3.0%	3.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
User Charges					3.0%	3.0%	3.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Investment Income					1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%
Reimbursements					3.0%	3.0%	3.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Other Revenue					3.0%	3.0%	3.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
OPERATING EXPENSES													
Service Cost Natural Growth					0.0%	0.8%	1.0%	0.8%	1.0%	0.8%	1.0%	0.8%	1.0%
Employee Costs					2.6%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Contracts, Materials & Other					3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Energy Costs					3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Water Costs					3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Debenture & Cash Advance Loan interest rate					5.5%	5.0%	5.0%	4.5%	4.5%	4.0%	4.0%	4.0%	4.0%
Insurance					4.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
ASSET REVALUATION													
Land Assets				6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	
Building Assets				0.0%	7.5%	0.0%	0.0%	7.5%	0.0%	0.0%	7.5%	0.0%	
Recreation Assets				0.0%	7.5%	0.0%	0.0%	7.5%	0.0%	0.0%	7.5%	0.0%	
Infrastructure Assets				0.0%	0.0%	7.5%	0.0%	0.0%	7.5%	0.0%	0.0%	7.5%	
CWMS				0.0%	7.5%	0.0%	0.0%	7.5%	0.0%	0.0%	7.5%	0.0%	
Stormwater Assets				7.5%	0.0%	0.0%	7.5%	0.0%	0.0%	7.5%	0.0%	0.0%	
Equipment Assets				3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	
ASSET RENEWAL EXPENDITURE													
Infrastructure renewal increments				3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	
Office fleet vehicles				3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	
* All amounts in KPI 1 are in \$'000													
** Growth index included where relevant to Employee Costs and Contracts, Materials & Other for additional service requirements													
***2024/25 the operating expenditure is based on last years budget unless a contract or agreement(s) applies or where actual costs are higher to provide the current service level then no index was added to actual for the budget \$													

Included in Budget Estimates

APPENDIX 2: LONG TERM PLAN FINANCIAL STATEMENTS 2024/25 TO 2033/34

A2-1 Consolidated Results: Budgeted Statement of Comprehensive Income											
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
	Q4 Forecast \$'000	Budget \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000
REVENUES											
Rates	37,892	39,840	41,855	43,973	45,824	47,717	49,387	51,116	52,905	54,756	56,673
Statutory Charges	837	825	849	873	899	917	935	954	973	992	1,012
User Charges	3,927	3,991	4,109	4,231	4,357	4,475	4,596	4,721	4,849	4,981	5,116
Grants, subsidies and contributions	2,139	4,055	4,349	4,360	4,529	4,619	4,711	4,806	4,903	5,003	5,105
Investment Income	175	150	154	158	162	166	170	174	178	183	187
Reimbursements	62	74	69	61	52	44	36	29	23	18	12
Other Income	1,122	582	600	618	636	649	662	675	689	702	716
Net Gain - Joint Venture	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCOME	46,154	49,517	51,985	54,274	56,459	58,587	60,497	62,475	64,520	66,635	68,821
EXPENSES											
Employee Costs	17,824	18,382	19,096	19,580	20,301	20,950	21,667	22,361	23,126	23,867	24,685
Materials, Contracts & Other expenses	17,503	18,869	19,665	20,762	21,089	21,951	22,782	23,808	24,615	25,539	26,458
Depreciation, Amortisation & Impairment	10,420	10,816	11,789	12,076	12,788	12,938	13,146	13,911	14,107	14,387	15,232
Finance Costs	883	1,887	2,211	1,855	1,725	1,332	1,084	741	575	340	89
Net Gain - Joint Venture	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENSES	46,630	49,954	52,761	54,273	55,903	57,171	58,679	60,821	62,423	64,133	66,464
OPERATING SURPLUS / (DEFICIT)	(476)	(437)	(776)	1	556	1,416	1,818	1,654	2,097	2,502	2,357
Asset disposal & fair value adjustments	(668)	(878)	(674)	(784)	(975)	(1,113)	(1,167)	(1,202)	(1,266)	(1,322)	(1,386)
Amounts specifically for new or upgraded assets	193	6,725	3,077	70	70	70	343	711	70	70	70
Physical Resources received free of charge	1,371	2,211	2,449	2,521	2,605	2,684	2,734	2,825	2,912	2,977	3,076
Operating result from discontinued operations											
NET SURPLUS / (DEFICIT)	420	7,621	4,076	1,808	2,256	3,057	3,728	3,988	3,813	4,227	4,117
Transfer to Equity Statement / Adjustment	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-
Changes in revaluation surplus - infrastructure, property, plant & equipment	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-
TOTAL COMPREHENSIVE INCOME	420	7,621	4,076	1,808	2,256	3,057	3,728	3,988	3,813	4,227	4,117

APPENDIX 2: LONG TERM PLAN FINANCIAL STATEMENTS 2024/25 TO 2033/34 (CONTINUED)

A2-2 Consolidated Results: Budgeted Statement of Financial Position	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
	Q4 Forecast \$'000	Budget \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000
ASSETS											
Current Assets											
Cash and cash equivalents	183	39	50	38	42	36	20	11	22	30	29
Trade & other receivables	2,960	2,966	2,972	2,967	2,952	2,952	2,951	2,957	2,947	2,933	2,871
Other financial assets	0	0	0	0	0	0	0	0	0	0	0
Inventories	245	245	245	245	245	245	245	245	245	245	245
	3,388	3,250	3,267	3,250	3,239	3,233	3,216	3,213	3,214	3,208	3,145
Non-Current Assets held for Sale	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	3,388	3,250	3,267	3,250	3,239	3,233	3,216	3,213	3,214	3,208	3,145
Non-Current Assets											
Financial Assets	1,106	985	859	737	630	524	418	307	205	118	92
Equity accounted investments in Council businesses	2,263	2,263	2,263	2,263	2,263	2,263	2,263	2,263	2,263	2,263	2,263
Infrastructure, Property, Plant & Equipment	428,275	474,818	488,075	501,077	515,440	524,006	537,920	553,808	565,356	580,511	596,106
Other Non-Current Assets	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	431,644	478,066	491,197	504,077	518,333	526,793	540,601	556,378	567,824	582,892	598,461
TOTAL ASSETS	435,032	481,316	494,464	507,327	521,572	530,026	543,817	559,591	571,038	586,100	601,606
LIABILITIES											
Current Liabilities											
Trade & Other Payables	5,074	5,077	5,081	5,084	5,088	5,092	5,096	5,100	5,104	5,108	5,112
Borrowings	14,430	37,697	40,249	37,685	33,422	28,765	23,398	17,977	13,947	8,216	2,063
Provisions	3,001	3,008	3,014	3,019	3,025	3,031	3,038	3,044	3,051	3,058	3,081
Total Current Liabilities	22,505	45,782	48,344	45,788	41,535	36,888	31,532	26,121	22,102	16,382	10,256
											2,144
Non-Current Liabilities											
Borrowings (External)	2,375	2,908	2,192	1,664	1,129	703	487	381	270	169	81
Provisions	682	682	682	682	682	682	682	682	682	682	682
Total Non-Current Liabilities	3,057	3,590	2,874	2,346	1,811	1,385	1,169	1,063	952	851	763
TOTAL LIABILITIES	25,562	49,372	51,218	48,134	43,346	38,273	32,701	27,184	23,054	17,233	11,019
NET ASSETS	409,470	431,944	443,246	459,193	478,226	491,753	511,116	532,407	547,984	568,867	590,587
EQUITY											
Accumulated Surplus	103,462	114,759	116,808	117,633	119,445	122,200	125,677	129,458	133,238	137,285	141,191
Asset Revaluation Reserve	290,470	304,871	313,870	328,284	344,745	354,801	370,050	386,878	398,142	414,499	431,675
Other Reserves	15,538	12,314	12,568	13,276	14,036	14,752	15,389	16,071	16,604	17,083	17,721
TOTAL EQUITY	409,470	431,944	443,246	459,193	478,226	491,753	511,116	532,407	547,984	568,867	590,587

APPENDIX 2: LONG TERM PLAN FINANCIAL STATEMENTS 2024/25 TO 2033/34 (CONTINUED)

A2-3 Consolidated Results: Budgeted Statement of Cash Flows	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
	Q4 Forecast	Budget	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
CASH FLOWS FROM OPERATING ACTIVITIES											
Receipts:											
Operating receipts	45,979	49,368	51,831	54,116	56,297	58,421	60,328	62,301	64,342	66,453	68,635
Investment receipts	175	150	154	158	162	166	170	174	178	183	187
Payments:											
Operating payments to suppliers & employees	(35,322)	(37,244)	(38,751)	(40,333)	(41,380)	(42,892)	(44,439)	(46,158)	(47,730)	(49,395)	(51,131)
Finance payments	(883)	(1,888)	(2,211)	(1,855)	(1,725)	(1,332)	(1,084)	(741)	(575)	(340)	(89)
Net cash provided by (or used in) Operating Activities	9,949	10,386	11,023	12,086	13,354	14,363	14,975	15,576	16,215	16,901	17,602
CASH FLOW FROM INVESTING ACTIVITIES											
Receipts:											
Amounts specifically for new or upgraded assets	193	6,725	3,077	70	70	70	343	711	70	70	70
Sale of replaced assets	206	368	505	366	377	389	402	414	427	441	455
Repayment of loans by community groups	101	115	120	127	122	107	106	106	111	101	87
Payments:											
Expenditure on renewal/replacement of assets	(9,254)	(11,202)	(9,223)	(7,737)	(8,567)	(9,386)	(9,788)	(10,525)	(10,662)	(11,033)	(11,459)
Expenditure on new/upgraded assets	(13,203)	(29,484)	(7,343)	(1,850)	(570)	(476)	(478)	(773)	(2,013)	(646)	(519)
Net cash provided by (or used in) Investment Activities	(21,957)	(33,478)	(12,864)	(9,024)	(8,568)	(9,296)	(9,415)	(10,067)	(12,067)	(11,067)	(11,366)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts:											
Proceeds from borrowings	8,250	26,600	2,575	0	0	0	0	0	0	0	0
Payments:											
Repayment of borrowings	(977)	(3,638)	(714)	(3,076)	(4,783)	(5,074)	(5,575)	(5,521)	(4,136)	(5,826)	(6,237)
Repayment of Lease	(49)	(14)	(7)	0	0	0	0	0	0	0	0
Net cash provided by (or used in) Financing Activities	7,224	22,948	1,854	(3,076)	(4,783)	(5,074)	(5,575)	(5,521)	(4,136)	(5,826)	(6,237)
Net Increase/(Decrease) in Cash held	(4,784)	(144)	13	(14)	3	(7)	(15)	(12)	12	8	(1)
Cash at beginning of period	4,968	183	39	50	38	42	36	20	11	22	30
CASH AT END OF PERIOD	183	39	50	38	42	36	20	11	22	30	29

APPENDIX 2: LONG TERM PLAN FINANCIAL STATEMENTS 2024/25 TO 2033/34 (CONTINUED)

A2-4 Consolidated Results: Budgeted Uniform Presentation of Finances	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
	Q4 Forecast \$ '000	Budget \$ '000	LTFP \$ '000	LTFP \$ '000	LTFP \$ '000	LTFP \$ '000	LTFP \$ '000	LTFP \$ '000	LTFP \$ '000	LTFP \$ '000	LTFP \$ '000
Operating Revenues	46,154	49,517	51,985	54,274	56,459	58,587	60,497	62,475	64,520	66,635	68,821
less Operating Expenses	(46,630)	(49,954)	(52,761)	(54,273)	(55,903)	(57,171)	(58,679)	(60,821)	(62,423)	(64,133)	(66,464)
Operating Surplus / (Deficit)	(476)	(437)	(776)	1	556	1,416	1,818	1,654	2,097	2,502	2,357
less Net outlays on existing Assets											
Capital expenditure on renewal and replacement of existing assets	(9,254)	(11,202)	(9,223)	(7,737)	(8,567)	(9,386)	(9,788)	(10,525)	(10,662)	(11,033)	(11,459)
less Depreciation, Amortisation and Impairment	10,420	10,816	11,789	12,076	12,788	12,938	13,146	13,911	14,107	14,387	15,232
less Proceeds from Sale of Replaced Assets	206	368	505	366	377	389	402	414	427	441	455
	1,372	(18)	3,071	4,705	4,598	3,941	3,760	3,800	3,872	3,795	4,228
less Net outlays on New and Upgraded Assets											
Capital expenditure on New and Upgraded Assets	(13,203)	(29,484)	(7,343)	(1,850)	(570)	(476)	(478)	(773)	(2,013)	(646)	(519)
less Amounts received specifically for New and Upgraded Assets	193	6,725	3,077	70	70	70	343	711	70	70	70
less Proceeds from Sale of Surplus Assets	0	0	0	0	0	0	0	0	0	0	0
	(13,010)	(22,759)	(4,266)	(1,780)	(500)	(406)	(135)	(62)	(1,943)	(576)	(449)
Net Lending / (Borrowing) for Financial Year	(12,114)	(23,214)	(1,971)	2,926	4,654	4,951	5,443	5,392	4,026	5,721	6,136

APPENDIX 3: CAPITAL EXPENDITURE 2024/25 TO 2033/34

A3 Consolidated Results: Budgeted Capital Expenditure		2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
		Q4 Forecast \$' 000	Budget \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000
Renewal/Replacement Capital summary: Non-Discretionary												
Land		0	0	0	0	0	0	0	0	0	0	0
Buildings		1,587	5,568	2,606	960	1,170	1,180	1,190	1,691	1,360	1,371	1,381
Recreation		1,665	85	120	329	325	335	346	357	368	379	391
Transport - Roads & Footpaths		4,607	4,605	3,888	4,425	5,091	5,761	5,954	6,154	6,361	6,576	7,038
Stormwater, Bridges & Floodplain		113	0	312	321	331	341	351	362	373	384	395
CWMS		96	782	773	488	606	691	800	809	959	1,065	962
Equipment - Plant & Vehicles		991	958	1,201	929	958	988	1,019	1,051	1,084	1,117	1,152
Other Assets		195	177	152	154	157	160	163	166	169	173	176
		9,254	12,175	9,052	7,606	8,638	9,456	9,823	10,590	10,674	11,065	11,495
New/Upgrade Capital summary: Discretionary												
Land		1,556	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)		5,496	5,295	4,210	187	0	0	0	341	0	0	0
Recreation (includes TBP program)		3,899	20,442	181	295	187	189	192	196	1,802	202	205
Transport - Roads & Footpaths		1,011	994	594	597	98	101	105	109	112	116	120
Stormwater, Bridges & Floodplain		393	1,509	385	388	391	394	397	400	404	407	411
CWMS		535	3,176	271	131	34	33	35	31	81	81	81
Equipment - Plant & Vehicles		0	0	0	0	0	0	0	0	0	0	0
Other		313	921	85	87	89	91	94	96	98	101	103
		13,203	32,337	5,726	1,685	799	808	823	1,173	2,497	907	920
Total Capital Expenditure												
		22,457	44,512	14,778	9,291	9,437	10,264	10,646	11,763	13,171	11,972	12,415
Note: includes internal allocations												