TheBarossaCouncil

ANNUAL BUSINESS PLAN AND BUDGET 2025/26

Incorporating the review of the Long Term Financial Plan for 2025/26 to 2034/35

CONTENTS

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

FROM THE MAYOR

What a 2024-25 for the Barossa a unique and highly desirable tourism destination. We have delivered some amazing projects in the past 5 years, Barossa Park – Lyndoch being the latest highlight, and we started new ones the Barossa Creative Industries Centre being the current focus as we continue to support our growing community. This annual business plan and budget is the first adopted under our new Community Plan and Corporate Plan framework and aims to continue driving investment, reform of the organisation and supporting our rural rate base in another tough year for them.

Our 2025/26 budget proposes a net increase of 3.81% average increase in general rates and service charges to existing ratepayers, who receive all services. This will deliver ongoing investment in core and upgraded assets, support ever growing service expectations, and commence delivering our largest internal reform ever as we position ourselves for the Concordia development and strive to make savings and efficiencies through a 3-year implementation of organisation reforms of our processes, technology and use of emerging systems. There is also growth in new properties of 2.43% in additional revenue. Rural rate payers' rates will again be practically fixed due to another tough year on the land and this can be afforded without shifting the rate burden due to the amount of new growth this year.

Highlights within our 2025/26 budget include:

- Transport, stormwater, bridges and footpath infrastructure investment of $7.688m consisting of:
  - $2.163m for maintenance of road, bridge, footpath, kerbing assets and road vegetation and tree management.
  - $1m to commence a two year redevelopment of stormwater, footpath and Yetti Road subject to a successful road grant application.
  - $2.828m for renewal and upgrading of roads being road resheeting and resealing of existing assets.
  - $400,000 to undertake the final year of sealing Keyneton Road.
  - $580,000 for stormwater and bridge projects.
  - Footpath renewal allocation this year of $525,000.
  - $100,000 allocated to continue the work of the State to connect Birdwood to Mt Pleasant via a rubble track following the old rail corridor.
  - Streetscaping projects totalling $92,000.

- $15m in project funding under The Big Project for the Barossa Creative Industries Centre, with $6.9m funded by the Commonwealth and a further $500,000 from the State.

- $1.045m in 2025/26 for Community Wastewater Management System upgrades and expansion to support population growth and service needs.

- Other key direct investments in maintenance and service provision of note are:
  - Management of halls and community facilities $498,000
  - Sport and recreation parks and facilities and pools $2.833m
  - Parks, gardens, playgrounds and open space $1.298m
  - Community Wastewater Management Systems $1.884m
  - Library services and facilities $1.669m
  - Caravan parks $1.989m
  - Waste management $3.457m
  - Community transport, home assistance, Barossa Gallery and general community programs $1.463m.
- Investment in a new enterprise system over 3 years total capital investment $1.986m.

- Subject to funding support grants and third parties:
  - Lighting upgrades at Nuriootpa Centennial Park and Angas Recreation Park $880,000 to 300 lux.
  - Redevelopment of the Nurioopta Centennial Park netball and tennis courts $920,000.

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 has been completed and closed on Friday 6 June 2025.

CONTACT US

You are welcome to contact Council if you have questions regarding the Annual Business Plan and Budget 2025/26.

www.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	Draft adopted for Public Consultation	12 May 2025
Version 2	Final for Adoption	10 June 2025
Version 3	Final for Adoption – with final valuation and rating data changes	17 June 2025

OUR VISION

To create a vibrant and growing community where people support one another and come together to have fun and foster a sense of belonging, community spirit and connection to the Barossa.

OUR MISSION

OUR MISSION AS SHARED CUSTODIANS OF THE BAROSSA IS TO CULTIVATE AN IDENTITY THAT CELEBRATES DIVERSITY, EMBRACES INCLUSIVITY AND PROMOTES A PROSPEROUS FUTURE. WE STRIVE TO BE PREPARED AND TAKE A PLANNED AND THOUGHTFUL APPROACH TO BUILDING OUR FUTURE, ONE THAT IS WELCOMING TO ALL.

OUR VALUES

Pride:

We take pride in building strong communities in alignment with our environmental, social and governance framework.

Courageous Leadership:

We value courageous leadership by being visionary, bold and innovative and taking proactive and positive action.

Community Spirit:

We value our people and their cultural heritage, our landscapes and vistas, our food and wine, and our unique character.

Inclusiveness:

We value diversity of people, inclusion, accessibility, and tolerance.

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

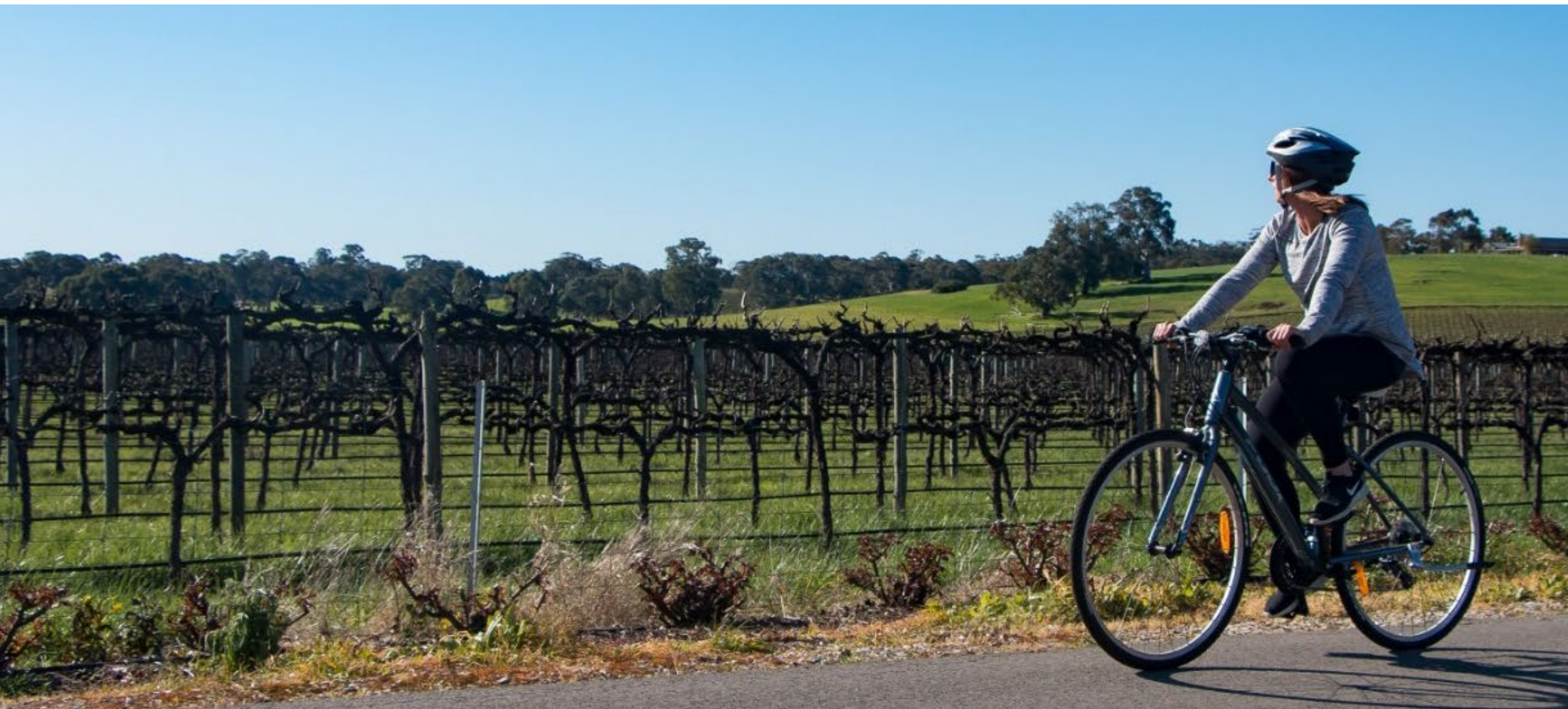
Area of Council.................... 893.5 km^2

Number of Rateable Assessments 13,620

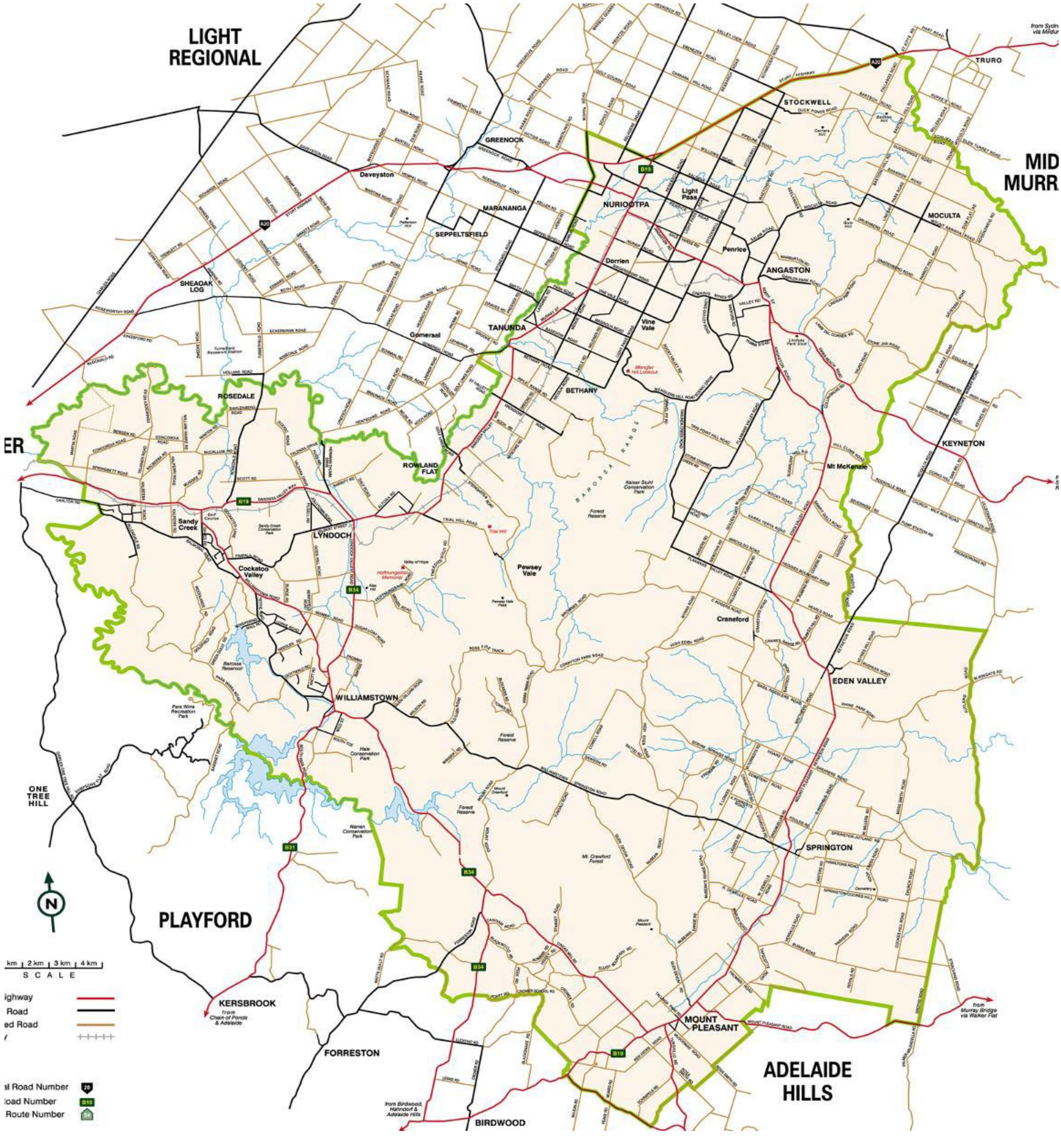
Number of Non-Rateable Assessments.................... 578

OUR TOWNSHIPS

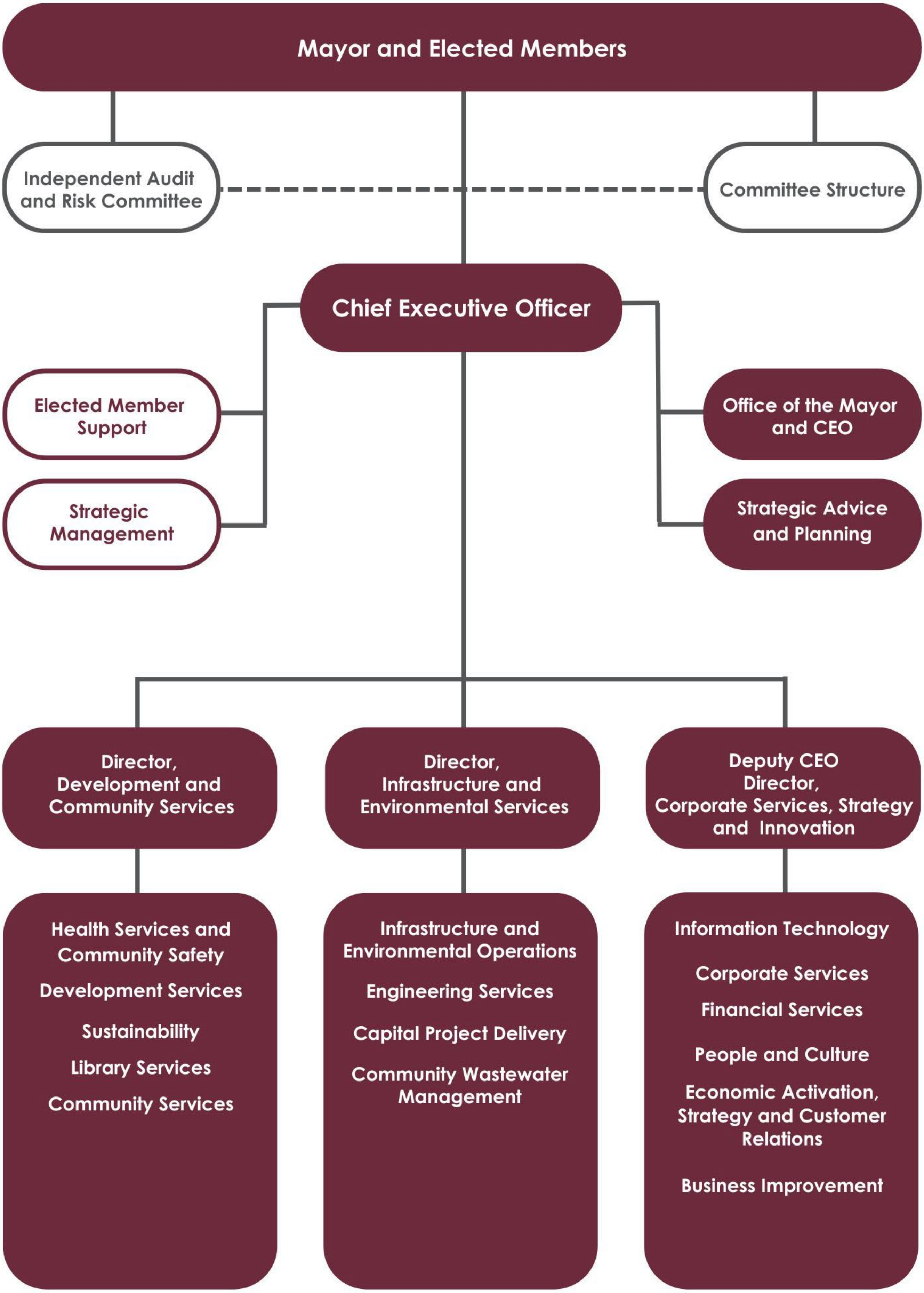
Altona, Angaston, Barossa Goldfields, Bethany, Cockatoo Valley, Concordia, Craneford, Cromer, Dorrien, Eden Valley, Flaxman Valley, Kalbeeba, Krondorf, Light Pass, Lyndoch, Moculta, Mount Crawford, Mount McKenzie, Mount Pleasant, Nuriootpa, Penrice, Pewsey Vale, Rosedale, Rowland Flat, Sandy Creek, Springton,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



COUNCIL AREA MAP



ORGANISATIONAL STRUCTURE



OVERVIEW

Net Rate and Service Revenue	$42.019m
Other Operating Revenue	$10.881m
Operating Expenditure	$53.078m
Net Operating Position Surplus / (Deficit)	($0.178m)
Capital Income	$5.673m
Capital Expenditure (assumes 100% delivery achieved not including carried forward projects)	$27.113m
Capital Expenditure (projects underway and carried forward funds from 2024-25)	$6.140m
New Borrowings	$10.000m

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 2024 - 2044, the Long Term Financial Plan (LTFP) – (the annual review is included in this document) and the Long Term Infrastructure and Asset Management Plan.

The Barossa Council acts as custodian of approximately $500m of infrastructure and other assets. 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.

2025/26 AVERAGE GENERAL RATE AND SERVICE CHARGES SUMMARY

General Rate (Excl. Growth)	Net Revenue Increase	3.43%
Refuse, Recycling and Green Organics	Service Charge Increase	$8.80
CWMS - Residential	Service Charge Increase	$6.90
CWMS – Vacant Land	Service Charge Increase	$4.00
CWMS – Commercial	Service Rate Increase	$25.40
Landscape Levy (collected on behalf of the State Government)	Service Rate Decrease	-$2.66

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 Consumer Price Index for Adelaide all groups is 2.2% as at the March 2025 quarter.
- The underlying inflation rate as measured by the trimmed median Consumer Price Index is 2.9% as at the March 2025 quarter.
- Operating costs have been estimated from current known escalation costs, trends in costs associated with service delivery and contractual commitments.
- Increase in enterprise agreement costs average 3.11%.
- Servicing of borrowings will increase over the next 3 years to support infrastructure build.

KEY FEATURES

A comprehensive capital works program of $33.254m which includes $6.140m in carried over projects from the 2024-25 financial year.

The program, not including carried over projects, has funding of $5.175m for transport assets renewal and upgrading (resealing and resheeting of roads, replacement footpaths, kerbing); drainage and bridge works $0.702m, Community Wastewater Management Systems (CWMS) $1.045m, buildings renewal of $0.620m and $1.215m for plant and equipment including a new community bus. Net expenditure of $15.0m for the Creative Industries Centre is our headline investment for 2025-26.

Council's core system is reaching end of life in 2027 and the next three years investment of approximately $1.986M is planned for necessary capital replacement of the core system and many interfacing systems to achieve a modern customer focussed, secure, simpler and efficient technology solution and prepare for growth and expansion of services in the Council area for the next decade to come. The net increase in annual annualised net present value of the operating costs of a new cloud based and enterprise system is approximately $513,029 per annum.

STRATEGIC DIRECTIONS

The Barossa Council's Community Plan 2024-2044 was adopted by Council on 20 August 2024. 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:

- Pride
- Courageous Leadership
- Community Spirit
- Inclusiveness

The Community Plan is based on the Environment Social and Governance framework and focusses strategic decision making and operational delivery on 5 key pillars:

1. Our Community
2. Our Economy
3. Our Environment
4. Our Places
5. Our Council

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 2025/26 is identified as one or more of the following four roles and relates to the Community Plan strategies as outlined in the following tables.

OUR COMMUNITY

Our Community

Creating a safe and connected community where people have access to sustainable services and service levels and infrastructure they need and feel a sense of belonging.

Strategic Outcome	Role
Our community is welcoming, vibrant and safe.	Leader Provider/Regulator Advocate Facilitator/Partner
Our services and facilities are accessible.	Leader Provider/Regulator
We have a healthy respect for our diversity, character and history and are welcoming and supportive of all people.	Leader Provider/Regulator Advocate Facilitator/Partner
We support and advocate for sound planning and community outcomes in the implementation of the Concordia development in alignment with Councils vision, mission and principles for this development.	Leader Provider/Regulator Advocate Facilitator/Partner

OUR ECONOMY

Our Economy

Implementing economic development strategies to support future growth opportunities and a diversified and resilient economy showcasing the Barossa rural and regional character.

Strategic Outcome	Role
We strive to support income and job stability and growth for the future in support of quality of life outcomes.	Leader Provider/Regulator Advocate Facilitator/Partner
We partner with and support local business.	Leader Provider/Regulator
We are a destination of choice.	Leader Provider/Regulator Advocate Facilitator/Partner
We look to maximize community economic return	Leader Provider/Regulator Advocate Facilitator/Partner

OUR ENVIRONMENT

Our Environment

Supporting a sustainable Barossa.

Strategic Outcome	Role
We support actions that manage our environment for future generations.	Leader Provider/Regulator Advocate Facilitator/Partner
We sustainably manage our resources and encourage sustainable practices.	Leader Provider/Regulator Advocate Facilitator/Partner

OUR PLACES

Our Places

Our places and spaces enhance the liveability, retain rural and regional character and diversity of our communities.

Strategic Outcome	Role
Our places are planned, managed, and sustainable.	Leader Provider/Regulator Advocate Facilitator/Partner
We have connected transport infrastructure and networks.	Leader Provider/Regulator Advocate Facilitator/Partner
We plan for and deliver infrastructure to enhance our places.	Leader Provider/Regulator Advocate Facilitator/Partner

OUR COUNCIL

Our Council

We strive to be a leader in regional Local Government and are committed to delivering effective, efficient, and valued services to the community.

Strategic Outcome	Role
We deliver a quality customer experience based on a willingness to innovate and drive change.	Leader Provider/Regulator
We are financially sustainable and take a planned and long-term approach to investment.	Leader Provider/Regulator
We have sound asset management services.	Leader Provider/Regulator
We have strong relationships, and where appropriate, partner with our community, industries, stakeholders, the Local Government sector and Governments.	Leader Provider/Regulator
We have a safe, healthy, and resilient workforce.	Leader Provider/Regulator

BUSINESS PLANNING FRAMEWORK

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;

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.

The projected 2025/26 Financial Statements for the Authority is included within Council's financial statements contained within 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 in the budget for membership.

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 $36,469 is included for the operational and maintenance subscription for the 2025-26 financial year. Council has a share in the Net Assets of $4.488M as at 30 June 2024.

SERVICE PROVISION

OFFICE OF THE MAYOR AND CEO

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

CORPORATE SERVICES STRATEGY AND 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, and shared Economic Development and Governance.

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.

2025/26 KEY ACTIVITIES

The following key activities represent strategic actions in Council's Corporate Plan that are set as specific works during the 2025-26 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
CS2-1 and CS14-1 Support the build and prepare for commissioning of the new creative industries centre and enact the approved strategic and operational plans including retention of local history and heritage.	Art and Culture and Heritage
CS4 – 1 Undertake a review of Caravan Park service levels, policy settings and service delivery model – carried over from 2024-2025 financial year.	Caravan Parks
CS4 – 2 Implement approved Transition Plan for NCPA into Council operations	Caravan Parks
CS6-1 Commence implementation of outcomes of the Community Development and Governance Framework.	Community
CS10-1 and CS17-1 Continue to partner with industry to achieve a long-term sustainable water supply and security to the Barossa (see CS17-1).	Economic Development and Natural Resources
CS11–1 Develop and identify market positioning for large event attraction based on Brand Barossa and infrastructure investment opportunities.	Events
CS12-1 Review the requirements for an electronic bookings management system and provide recommendation for future improvements – carried forward from 2024-25	Facilities and Community Land
CS14-2 Development of Disaster Management Plan for Library and Gallery collections	Heritage
CS15-1 and BS13-1 Commence implementation of endorsed priorities and resourcing needs as agreed Growth and Infrastructure Investment Strategy actions commencing with employment land provision needs in 2025-26.	Land Use and Development
CS15-2 Commence implementation of planning, infrastructure, land division and operational needs to support Concordia Growth Area.	Land Use and Development
CS15-3 Continue to advocate to implementation of the outcomes of the Strategic Directions Review of the Barossa Character District Overlay Code Amendment	Land Use and Development
CS19-1 Continue to develop ongoing relationships with Ngadjuri, Peramangk and Kaurna Nations and potential pathways for reconciliation and recognition	Social Inclusion
BS1–1 Complete business case for core system replacement and commence implementation of approved outcomes.	Business Technology
BS4-1 Commence preparation and implementation of legislative requirements for November 2026 Local Government Elections	Council and Committees
BS7-1 Complete final components of a review of the Office of the Mayor and CEO function, structure, service delivery model (part carried forward from 2024-25)	Governance
BS10-1 Implement the agreed training and development framework (carried over from 2024-25).	People and Culture
BS11-1 Develop rolling Strategic Forward procurement plan for key areas of spend	Procurement

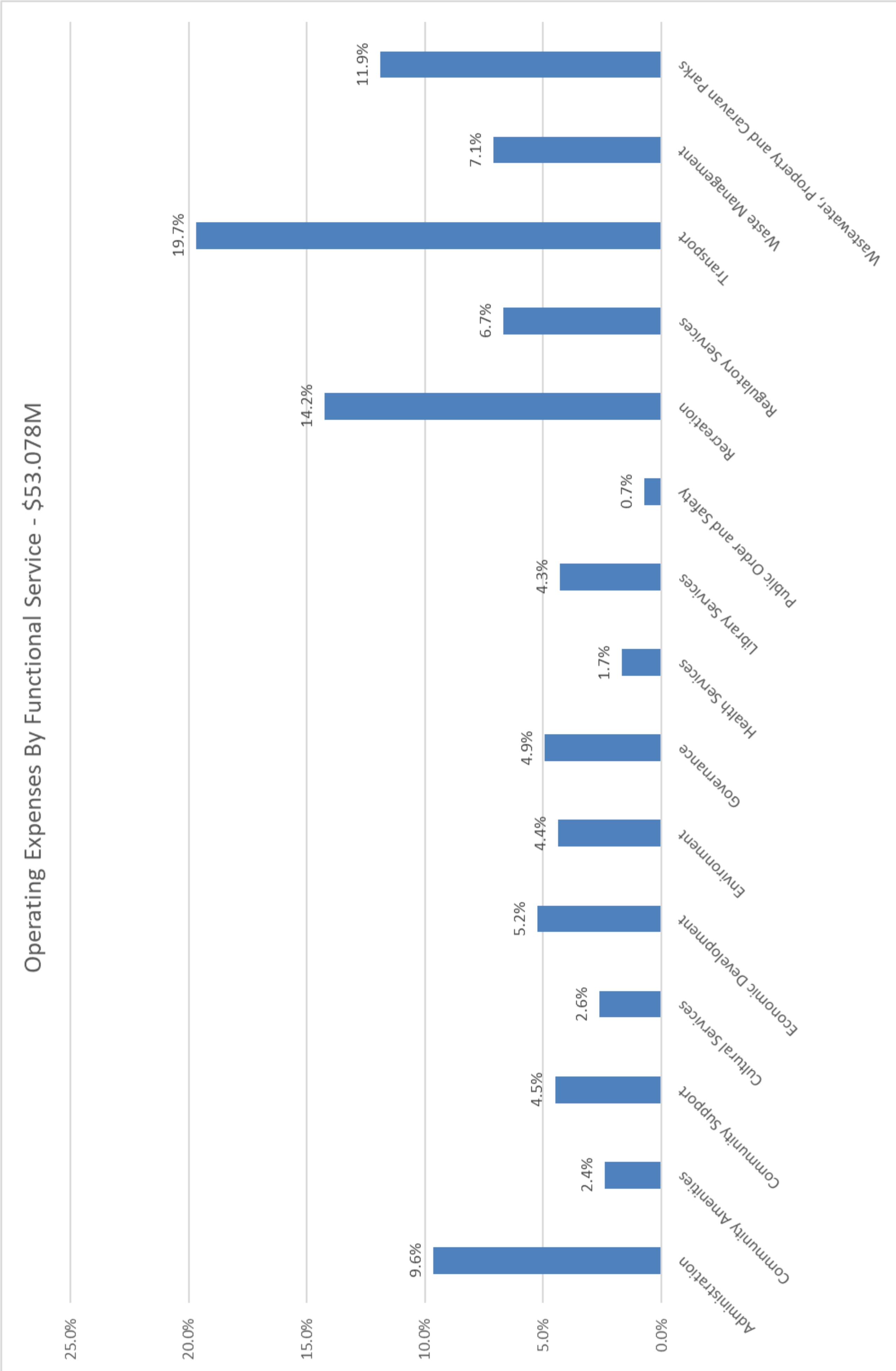
2025/26 OPERATING EXPENDITURE

In support of service provision for 2025/26

The following graph shows operating expenditure for the 2025/26 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 - $53.078M
25.0%
20.0%
15.0%
10.0%
5.0%
0.0%
9.6%
2.4%
4.5%
2.6%
5.2%
4.4%
4.9%
1.7%
4.3%
0.7%
14.2%
6.7%
19.7%
7.1%
11.9%
Administration
Community Amenities
Community Support
Cultural Services
Economic Development
Environment
Governance
Health Services
Library Services
Public Order and Safety
Recreation
Regulatory Services
Transport
Waste Management
Wastewater, Property and Caravan Parks

2025/26 CAPITAL INVESTMENT

In support of service provision for 2025/26

Capital Program 2025/26	
Description	**2025/26 Budget**
(Items noted as 'Carried Forward' are items transferred from 2024-2025 Budget)	
Development and Community Services	**98,487**
Library books	98,487
Infrastructure and Environmental Services	**24,874,469**
Building Renewal	**775,123**
Mount Pleasant Hall - Salt damp treatment& repairs	18,000
Old Union Chapel - Flooring replacement	42,000
Tanunda CWA Hall - Replacement of rear doors & window frames	12,000
The Rex - Carpet replacement & floor repairs	65,000
The REX - Balance Tank Lid Repairs	28,000
Moculta Recreation Park - Door replacement	9,000
Angaston Show Hall - Roof replacement	75,000
Public Toilet Renewal Program – includes carried forward funding from 2024-2025	245,001
Williamstown Pool - Chemical Controller replacement	30,000
Office / Depot renewals – includes carried forward funding from 2024-2025	60,000
Volunteer Centre – Barossa Bushgardens - carried forward from 2024-2025	13,442
New Public Toilet Tanunda Park - carried forward funding from 2024-2025	63,000
Kegal Club – Clubrooms Rebuild - carried forward funding from 2024-2025	114,680
Footpath Renewal and New	**625,000**
Allen Street Angaston Bitumen - Spray Seal	20,000
Eliza Street Williamstown Bitumen - Spray Seal	30,000
Park Street Angaston Bitumen - Spray Seal	50,000
Kegel Club Tanunda Bitumen - Spray Seal	10,000
Barossa Valley Way Lyndoch Paved; Pavers	40,000
Kindler Avenue Bridge Nuriootpa Bitumen - Spray Seal	20,000
Peppertree Grove Estate Stockwell Paved; Pavers	30,000
Queen Street Williamstown Paved; Pavers	30,000
Murray Street Angaston Paved; Pavers	20,000
Noske Street Lyndoch Bitumen - Spray Seal	15,000
Evans Street Angaston Bitumen - Spray Seal	30,000
Radford Road Angaston Bitumen - Spray Seal	20,000

Valley Road Angaston Bitumen - Spray Seal	60,000
Jubliee Ave Angaston Bitumen - Spray Seal	25,000
Gramp Ave Angaston Bitumen - Spray Seal	25,000
Park Road Angaston Bitumen - Spray Seal	30,000
Evans Street Angaston Bitumen - Spray Seal	20,000
Birdwood to Mt Pleasant Cycle and Walking Link (rubble track)	100,000
Provision for treatments around Nuriootpa High School to be agreed with the State	50,000
The Big Project, Recreation, Sport and Open Spaces	**17,028,000**
Creative Industries Centre – includes carried forward funding from 2024-2025	15,600,000
Barossa Park - carried forward funding from 2024-2025	548,000
Angaston and Nurioopta Oval Lighting Upgrade (subject to successful grant application)	880,000
Motor Vehicles, Plant and Equipment	**1,425,816**
General Inspector, Office, and Other Vehicles - includes carried forward from 2024-2025	498,958
Community Transport Vehicles	68,800
Community Transport 18 Seater Bus	300,000
Minor Plant – Depots - includes carried forward from 2024-2025	93,058
New Dual Cab Truck for Open spaces	125,000
New Skidsteer with attachments	280,000
New Trailer for Skidsteer	60,000
Playgrounds and Other Recreation	**624,890**
Playgrounds New and Upgrade	77,500
Playground Equipment Renewal	30,000
Playground Replacement – Eden Valley - carried forward from 2024-2025	60,000
Playground Replacement – Springton - carried forward from 2024-2025	141,015
The Rex Swimming Pool Heating and Upgrades - carried forward funding from 2024-2025	316,375
Road Resheeting	**1,801,233**
Allendale Kalbeeba	174,380
Drogumueller Springton	104,812
L Staricks Springton	149,600
Cromer Cromer	245,837
High Eden Springton	34,521
High Eden Springton	208,817
Suger Loaf Hill Mount McKenzie	8,502
Sieboths Flaxman Valley	150,793
Heggies Range Flaxman Valley	50,662
Berryfield Lyndoch	108,472
Gruenberg Moculta	170,447
Woodlands Williamstown	74,741

Hamiltons Road Springton	118,527
Blackwood Road Cromer – carried forward funding from 2024-2025	106,631
Craneford Road Eden Valley – carried forward funding from 2024-2025	94,491
Road Resealing	**1,105,961**
Krondorf Road Tanunda	284,915
Grocke Road Tanunda	20,987
Nitschke Road Tanunda	19,572
Lily Farm Road Krondorf	23,512
Barossa Court Lyndoch	122,640
Gordon Street Lyndoch	37,796
Margaret Street Lyndoch	107,829
Baird Street Nuriootpa	114,118
Siegersdorf Road Tanunda	78,973
Light Pass Road Tanunda	131,288
Rifle Range Road Bethany	25,725
Hermann Thumm Drive Lyndoch	132,619
Unallocated	5,987
Road Construction / Reconstruction / Other	**1,750,000**
Keyneton Road Keyneton – year 3 of 3 – from gravel to two coast sealed surface – includes carried forward funding from 2024-2025	750,000
Yetti Road – Stormwater, Road and Footpath – Year 1 of 2 (depending on Special Local Roads Grant Funding application outcome)	1,000,000
Kerbing Section Upgrades	**241,000**
Gramp Ave Angaston – includes carried forward funding from 2024-2025	20,000
Murray Street Angaston – includes carried forward funding from 2024-2025	18,000
Magnolia Street Tanunda – includes carried forward funding from 2024-2025	25,000
Melrose Street Mount Pleasant – includes carried forward funding from 2024-2025	52,000
Murray Street Tanunda – includes carried forward funding from 2024-2025	51,000
Gilbert Street Lyndoch – includes carried forward funding from 2024-2025	69,000
Kleinig Street Lyndoch – includes carried forward funding from 2024-2025	6,000
Stormwater	**539,888**
Stormwater Inlet Capacity Upgrade, Langmeil Road / Basedow Creek, Tanunda	75,000
Stormwater Culvert Crossing - Trial Hill Road, Pewsey Vale	65,000
Stormwater Culvert Crossing - Pimpala Road, Cockatoo Valley	120,000
Stormwater kerbing and SEP - 145 Murray Street, Nuriootpa	17,120
Williamstown Ped Footbridge - Williamstown	35,000
Calton Road to Hameister Court Drainage, Kalbeeba - carried forward from 2024-2025	227,768
Bridges	**296,018**
Glen Gillian Bridge, Williamstown - Repair	60,000

Springton Road Bridge (Portuguese Bridge), Mount Crawford - Repair	90,000
Robin Bridge Nuriootpa, Repair gabion rock system	100,000
Moss Smith Road Bridge Design	28,112
Unallocated Contingency	17,906
Streetscaping	**91,500**
Streetscaping – unallocated	91,500
Community Wastewater Management System (CWMS)	**3,490,804**
Gravity Mains Asset Management	60,000
Network Pump Station	400,000
Rising mains and Infrastructure	178,032
Nuriootpa Wastewater Treatment Plant – includes carried forward from 2024-2025	1,450,969
Springton Wastewater Treatment Plant – includes carried forward from 2024-2025	251,850
Stockwell Wastewater Treatment Plant Reuse Lagoon 2	240,000
Williamstown Lagoons – carried forward from 2024-2025	55,000
Gooden Drive Pump Station and Rising Main Extension – carried forward from 2024-2025	543,783
Nuriootpa Site 2 – Reuse – Pump Station – carried forward from 2024-2025	83,480
Tanunda Gravity Mains Renewal – carried forward from 2024-2025	60,000
Tanunda Lagoon & Infrastructure Aerator Reconditioning – carried forward from 2024-2025	65,840
Water Reuse Infrastructure – carried forward from 2024-2025	39,850
Operation Emergency IP and Manhole Repairs/Replacement	30,000
Operation Emergency Drain Repairs	20,000
Operation Construction of New IP due to planning errors	12,000
Other	**17,037**
Signage Trak System – carried forward from 2024-25	17,037
Project Management Costs for Capital Projects	**718,464**
Project Management Costs	718,464
Corporate Services, Strategy and Innovation	**1,358,570**
Telecommunications and Mobile Refresh (Carried over from 2024-2025)	200,225
TechnologyOne Upgrades (Carried over from 2024-2025)	50,705
Hardware Refresh – Purchase Current Contract Out	279,000
Hardware Refresh - carried forward from 2024-2025	350,000
Asset Management System Hardware Purchases - carried forward funding from 2024-2025	16,139
Defibrillator (approximately 20 required to meet new legislative requirements)	60,000
Core System Replacement Year 1 of 3	363,177
Core System Replacement Project Management Costs	39,325
Nuriootpa Centennial Park Authority	**1,265,733**
Camp Kitchen – carried forward from 2024-2025	170,000
Contribution to Lighting Upgrades – carried forward from 2024-2025	175,733

Nuriootpa Netball and Tennis Court Reconstruction (subject to grant funding)	920,000
Grand total	**33,253,524**

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 2024/25 budget.

2025/26 GRANTS, CONTRIBUTIONS AND ASSET SALES

Grants, Contributions and Asset Sales 2025/26	
Description	**2025/26 Budget**
Creative Industries Centre – Growing Regions Fund Program and State Open Spaces Fund	3,480,500
Angaston and Nurioopta Lighting Upgrades – Grants, Contributions from Clubs and NCPA (pending grant decision outcome)	882,000
Yetti Road Construction – Year 1 of 2 – Special Local Road Grant (pending grant decision outcome)	660,000
Nurioopta Netball and Tennis Courts Reconstruction – State Grant, Contributions from Clubs (pending grant decision outcome)	600,000
Disposal Revenue from Computer Hardware	125,000
Vehicle and Equipment Trade-in Sales - Motor Vehicles and Plant	219,400
CWMS Contributions	50,000
Grand total	**6,016,900**

Council is budgeting expenditure of $72.819m in 2025/26 on the delivery of services, programs, maintenance of assets (not including depreciation), replacement, new and upgraded assets and loan servicing. Estimated full cost attribution has been estimated in this plan. It is budgeting to receive $6.017m in additional grants and contributions for capital programs and sale of assets the net investment for Council therefore being $66.802m.

OPERATING REVENUE

The 2025/26 Budget provides for operating revenue increase from the 2024/25 third quarter Budget Update of $50.786m to $52.900m. Recurrent revenue streams of Council are:

$m	%	Type	Description
42.019	79.43%	General Rates and Service Charges	General rates on properties as well as service rates (i.e. sewerage and refuse/recycling rates).
4.178	7.90%	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.
4.853	9.17%	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.
0.943	1.78%	Investment, Reimbursements and Other Income	Interest received on Council's internal cash reserves and deposits, Reimbursements for work undertaken and Other Income.
0.907	1.72%	Statutory Charges	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.
52.900	**100%**	**Total**	

OPERATING EXPENDITURE

The 2025/26 Budget provides for operating expenditure to increase from the 2024/25 third quarter Budget Update of $51.676m to $53.078m. Estimated 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
20.211	38.08%	Employee Costs	All labour related expenses such as wages and salaries, and on-costs such as allowances, leave entitlements and employer superannuation.
19.354	36.46%	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.
11.615	21.88%	Depreciation and Amortisation Charges	Annual consumption of Council's fixed assets (e.g. infrastructure, equipment, buildings, etc) over their useful lives and other assets such as computer systems.
1.898	3.58%	Finance Costs	Costs of financing Council's activities through borrowings.
53.078	**100%**	**Total**	

Council plans to raise a net sum of $34.331m from general rates in 2025/26 (which includes growth of 2.43% in revenue growth from an increase of 1.65% in rateable properties, fines, interest, and rebates), 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 3.43% plus 2.43% in additional revenue from new properties. Our number of property assessments has grown by 1.65%, this is above the target rate of 1.00%.

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.

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.

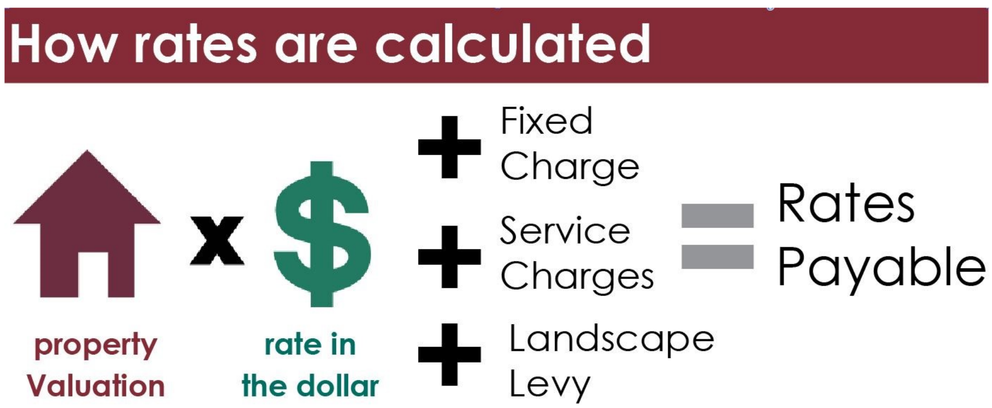
Council considers that this method provides the fairest method of distributing the rate burden across all ratepayers on the following basis:

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 rateable property valuations provided by the Office of the Valuer General as at 14 June 2025 was $9,234,378,480, an increase of 12.3% and $1.011B 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	16.5%
Commercial	5.0%
Industry – Light	-2.1%
Industry – Other	-0.2%
Primary Production	4.9%
Vacant Land	21.3%
Other	0.9%



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 32.

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 $438 to $458 per assessment.

STATE GOVERNMENT LEVIES

Council collects a regional Landscape Levy on behalf of the 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 3.5%, however through distribution of the levy Council contributions has reduced by a net amount of 2.5% reducing the average levy by $2.66 or 4.19% per rateable property.

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 and is estimated at $598,562 for the financial year.

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. $3.561m for the service rates and charge for providing community wastewater management systems.
2. $3.349m 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 and is estimated at $175,725 for the financial year.

GENERAL RATE CAPPING – RESIDENTIAL AND PRIMARY PRODUCTION

Council offers a rebate of general rates (excluding the fixed charge) on the principal place of residence of a principal ratepayer where the increase in general rates levied upon a property exceeds the 2024/25 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 are 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 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.

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 $396.50 to $403.40. The Non-Residential CWMS service rate for each of the townships increases from $0.000932 per dollar of the property valuation to $0.0009445. An annual charge for vacant allotments has been increased from $125 to $129 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 estimated at $1.045m not including carried over projects from the 2024-25 financial year.

WASTE SERVICES

Overall, the refuse, recycling and green organics collection service charge has been increased from last year at $275.50 to $284.30 per annum. The 140L Refuse Bin has increased from last year at $133 to $137.20. Recycling has increased from last year at $70.50 to $72.70 and Green Organics increased from $72 to $74.40. The refuse collection service rate for 240L bins, available to commercial premises to upsize to 240L, has increased from last year at $174 to $178. The service charges are based on cost increases for collection and disposal.

IMPACT ON RATEPAYERS

The Annual Business Plan and Budget for 2025/26 for general rate revenue excluding growth of 3.43%. Growth from new assessments in value of rate revenue is 2.43% with the additional properties growing by 1.65%, above the 1.0% growth target.

The average change per rateable property for general rates across all categories of land use is $101.87 per annum or $1.96 per week.

Depending on the other services received by ratepayer's service charges will differ. In summary the following table provides the impact of service changes or service rates.

Typical Service Mixes	**Ave Annual Amount**	**Ave Weekly Amount**
Residential / Rural Living – receiving full waste and CWMS services	$13.34	$0.26
Residential / Rural Living Vacant Land – no waste service but access to CWMS available	$-0.75	-$0.01
Commercial – receiving full waste and CWMS services	$29.22	$0.56
Industry – receiving full waste and CWMS services	$13.44	$0.26
Industry – receiving full waste service and no CWMS service	$6.25	$0.12
Rural – receiving full waste service and no CWMS service	$6.25	$0.12
Rural – receiving putrescible and recycle waste and no CWMS	$3.85	$0.07

For more information on the rate revenue increases please refer to the 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

	2024/25 (as adopted)	2025/26 (estimated)		Change	Comments
General Rates Revenue					
General Rates (existing properties)	$32,996,287	$34,128,345	*(a)*	3.43%	
General Rates (new properties)		$800,875	*(b)*	2.43%	
General Rates (GROSS)	**$32,996,287**	**$34,929,220**	*(c)*		
Less: Mandatory Rebates	($574,290)	($598,562)	*(d)*		
General Rates (NET)	**$32,421,996**	**$34,330,658**	*(e)*	**5.89%**	
	(e)=(c)+(d)				
Other Rates (inc. service charges)					
Regional Landscape Levy	$851,306	$828,505	*(f)*		The Regional Landscape Levy is a State tax, it is **not retained** by council.
Waste collection	$3,144,324	$3,348,755	*(g)*		Increased costs of contract and disposal and general operations.
CWMS	$3,442,556	$3,560,699	*(h)*		Increased costs of general costs and general operations
	$39,860,183	$42,068,617			
Less: Discretionary Rebates	($153,070)	($175,725)	*(i)*		
Expected Total Rates Revenue	**$39,707,113**	**$41,892,892**	*(j)*	**5.50%**	
	(m)=(e)+(g)+(h)+(i)				

Estimated growth in number of rateable properties

Number of rateable properties	**13,418**	**13,639**	*(k)*	**1.65%**
	Actual	*Estimate*		

'Growth' is defined in the regulations as where new properties have been created which has added rateable properties to council's ratepayer base. Growth can also increase the need and expenditure related to infrastructure, services and programs which support these properties and residents.

Estimated average General Rates per rateable property

Average per rateable property	**$2,459**	**$2,561**	*(l)*	**4.14%**

Estimated average rates and service charges for resident receiving all services

Average per rateable property	**$3,013**	**$3,128**	**3.81%**

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 natural resources.

(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 receive the rebate).

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

(k) 'Growth' 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 $
	2024/25	**2025/26**	**Change**	2024/25	**2025/26**	2024/25	**2025/26**		**Change**	**2025/26**
Land Use (General Rates - GROSS)										
Residential	$14,409,914	**$15,408,903**	**6.9%**	9868	**9987**	$1,460	$1,543	*(p)*	**$83**	**0.0025350**
Commercial - Shop	$766,240	**$769,039**	**0.4%**	256	**254**	$2,993	$3,028	*(p)*	**$35**	**0.0043345**
Commercial - Office	$162,625	**$167,380**	**2.9%**	72	**73**	$2,259	$2,293	*(p)*	**$34**	**0.0043345**
Commercial - Other	$1,413,473	**$1,519,305**	**7.5%**	354	**356**	$3,993	$4,268	*(p)*	**$275**	**0.0043345**
Industry - Light	$114,386	**$118,094**	**3.2%**	48	**47**	$2,383	$2,513	*(p)*	**$130**	**0.0046910**
Industry - Other	$4,229,670	**$4,453,460**	**5.3%**	91	**91**	$46,480	$48,939	*(p)*	**$2,459**	**0.0156610**
Primary Production	$5,137,145	**$5,108,050**	**-0.6%**	2157	**2163**	$2,382	$2,362	*(p)*	**-$20**	**0.0025112**
Vacant Land	$719,259	**$938,795**	**30.5%**	432	**527**	$1,665	$1,781	*(p)*	**$116**	**0.0060175**
Other	$391,184	**$414,792**	**6.0%**	140	**141**	$2,794	$2,942	*(p)*	**$148**	**0.0046240**
Total Land Use	**$27,343,897**	**$28,897,818**	**5.7%**	**13,418**	**13,639**	**$2,038**	**$2,119**	*(p)*	**$81**	

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 Wasterwater Management Systems (CWMS).

Fixed Charge

	Total expected revenue			Charge			
	2024/25	**2025/26**	**Change**	2024/25	**2025/26**		**Change**
Fixed Charge	$5,652,390	**$6,031,402**	**6.7%**	$438	**$458**	*(q)*	**$20.00**

This revenue amount is **included** in the General Rates GROSS figure at (c) *and includes $101,000 of growth from new properties.*

Adopted valuation method

Capital 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; 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.

PERFORMANCE MEASURES

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*;

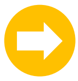
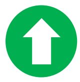
The Annual Report which describes the performance of Council on objectives set in the Annual Business Plan and Budget;

Council's Community Plan 2024-2044 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 and Risk 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 Legend:	Target Not Met	Target At Risk	Target Met
			

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 2025/26 is forecast as a deficit of $177,546. The cumulative ten year period operating surplus is forecast at $12.975m 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	2022/23 Actual $'000	2023/24 Actual $'000	2024/25 Q3 Revised Budget $'000	2025/26 Budget $'000
Result **Underlying Result**	949	(1,139) Adjusted for early financial grant payments made in 2022/2023 947	(891)	(178)
Status **Underlying Status**	⬆	➡ Adjusted Indictor ⬆	⬆	⬆

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 too achieve an operating surplus ratio of between -2% to 10%. The forecast is ratio within the target range at -0.3%.

Year	2022/23 Actual	2023/24 Actual	2024/25 Q3 Revised Budget	2025/26 Draft Budget
Result **Underlying Result**	2.1%	(2.5%) Adjusted for early financial grant payments made in 2022/2023 2.0%	(1.8)	(0.3)
Status **Underlying Status**	⬆	➡ Adjusted Indictor ⬆	⬆	⬆

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	2022/23 Actual $'000	2023/24 Actual	2024/25 Q3 Revised Budget $'000	2025/26 Budget $'000
Result	9,238	17,169	33.583	46,856
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	2022/23 Actual	2023/24 Actual	2024/25 Q3 Revised Budget	2025/26 Budget
Result	20%	37%	66.1%	88.6%
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	2022/23 Actual	2023/24 Forecast	2024/25 Q3 Revised Budget	2025/26 Draft Budget
Result	108%	123%	107.5%	136.4%
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
Our Community		
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
Customer Request Completion Rate	Number of completed customer requests	90%
Community Support Program - Transport	Number of outputs - one way trips	Minimum 4477
Community Support Program - Domestic Assistance	Number of outputs - hours	Minmum of 3058
Community Support Program - Home Maintenance and Repairs	Number of outputs - hours	Minimum 3509
Community Support Program - Sector Support and Development	Activity Work Plan	Completed
Community Support Program - Group Social Support	Number of outputs - hours	Minimum 5646
Community Support Program - Individial Social Support	Number of outputs - hours	Minmum of 260
Our Economy		
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
Events	At least three key regional, state or national events hosted annually	3 or above
Our Environment		
Waste Disposal Rate	Percentage of waste disposed to landfill	Less than 65%
Recycling Rate	Percentage of waste recycled	More than 35%
Our Places		
Development Performance	% of development applications determined within statutory timeframes	90%
Asset Spending Ratio	Ratio of asset expenditure on renewal, replacement and upgraded assets and maintenance on assets	Between 100% and 150% of Depreciation
Our Council		
LGA KPI Audit Action Plan	Percentage of KPI Audit Actions Complete	90%
LGA Risk Review	Percentage risk review conformance	90%
Operating delivery	Actual Operating Expenditure as a % of Budgeted Operating Expenditure	95%
Capital program delivery	Actual Capital Expenditure as a percentage of Budgeted Capital Expenditure	92%

BUDGETED FINANCIAL STATEMENTS 2025/26

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 2026:

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

STATEMENT OF COMPREHENSIVE INCOME

For the year ending 30 June 2026

	2024-25 Original Budget ($'000)	2024-25 Forecast* ($'000)	2025-26 Budget ($'000)
Income			
Rates	39,840	39,947	42,019
Statutory Charges	825	816	907
User Charges	3,991	4,095	4,178
Grants, Subsidies and Contributions	4,055	4,702	4,853
Investment Income	150	150	166
Reimbursements	74	209	155
Other Income	582	867	622
Net Gain – Joint Ventures and Associates	0	0	0
TOTAL REVENUES	**49,517**	**50,786**	**52,900**
Expenses			
Employee Costs	18,382	18,914	20,211
Materials, Contracts and Other Expenses	18,869	19,987	19,354
Depreciation, Amortisation and Impairment	10,816	11,136	11,615
Finance Costs	1,887	1,640	1,898
Net Loss – Joint Ventures and Associations	0	0	0
TOTAL EXPENSES	**49,954**	**51,677**	**53,078**
Operating Surplus / (Deficit)	**(437)**	**(891)**	**(178)**
Asset Disposal & Fair Value Adjustments	(878)	(567)	(915)
Amounts Received Specifically for New or Upgraded Assets	6,725	8,622	5,673
Physical Resources Received Free of Charge	2,211	2,243	2,400
Net Surplus / (Deficit)	**7,621**	**9,407**	**6,980**
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	**7,621**	**9,407**	**6,980**

* Forecast uses the third quarter revised budget and estimates for operating and capital expenditure to 30 June 2025 using the latest information available at 31 March 2025 including material financial information received since the draft budget was placed on public consultation.

STATEMENT OF FINANCIAL POSITION

For the year ending 30 June 2026

	2024-25 Original Budget ($'000)	2024-25 Forecast* ($'000)	2025-26 Budget ($'000)
Assets			
Current Assets			
Cash and Cash Equivalents	38	4,280	559
Trade and Other Receivables	2,966	3,249	3,237
Other Financial Assets	0	0	0
Inventories	245	125	125
Subtotal	3,249	7,654	3,921
Non-Current Assets Held for Sale	0	0	0
Total Current Assets	3,249	7,654	3,921
Non-current Assets			
Financial Assets	985	2,041	1,935
Equity Accounted Investments in Council Businesses	2,263	4,518	4,518
Infrastructure, Property, Plant and Equipment	474,818	470,328	501,518
Other Non-Current Assets	0	0	0
Total Non-current Assets	478,066	476,887	507,971
Total Assets	**481,315**	**484,541**	**511,892**
Liabilities			
Current Liabilities			
Trade and Other payables	5,077	5,382	5,382
Borrowings - Council	37,697	3,485	531
Borrowings - Community Organisations	0	294	306
Provisions	3,008	3,152	3,158
Total Current Liabilities	45,782	12,313	9,377
Non-Current Liabilities			
Borrowings	2,908	28,291	40,460
Borrowings - Community Organisations	0	1,824	2,024
Provisions	682	722	722
Total Non-current Liabilities	3,590	30,837	43,206
Total Liabilities	**49,372**	**43,150**	**52,583**
Net Assets	**431,943**	**441,391**	**459,309**
Equity			
Accumulated Surplus	114,758	148,881	159,130
Asset Revaluation Reserve	304,871	277,426	287,098
Other Reserves	12,314	15,084	13,081
Total Equity	**431,943**	**441,391**	**459,309**

* Forecast uses the third quarter revised budget and estimates for operating and capital expenditure to 30 June 2025 using the latest information available at 31 March 2025 including material financial information received since the draft budget was placed on public consultation.

STATEMENT OF CHANGES IN EQUITY

As at 30 June 2026

	Accumulated Surplus ($'000)	Asset Revaluation Reserve ($'000)	Other Reserves ($'000)	Total Equity ($'000)
Budgeted balance at end of previous reporting period 30 June 2025	148,881	277,426	15,084	441,391
Restated opening balance	150,147	292,632	15,084	457,863
Net Surplus / (Deficit) for year	(178)			(178)
Other Comprehensive Income	7,158	0	0	7,158
Gain on revaluation of infrastructure, property, plant	0	(5,534)	0	(5,534)
Transfer to accumulated surplus on sale of infrastructure, property, plant and equipment	0	0	0	0
Transfer between reserves	2,003	0	(2,003)	0
Balance at the End of Period	159,130	287,098	13,081	459,309

STATEMENT OF CASH FLOWS

As at 30 June 2026

	2024-25 Original Budget ($'000)	2024-25 Forecast* ($'000)	2025-26 Budget ($'000)
Cash Flows from Operating Activities			
Receipts			
Operating Receipts	49,367	50,635	52,734
Investment Receipts	150	150	166
Payments			
Operating payments to Suppliers and Employees	(37,244)	(39,020)	(39,556)
LandFill rehabilitation expense	0	0	0
Finance Payments	(1,888)	(1,103)	(1,813)
Net Cash Provided by (or Used in) Operating Activities	10,385	10,662	11,531
Cash Flows from Investing Activities			
Receipts			
Amounts Specifically for New or Upgraded Assets	6,725	8,622	5,673
Sale of Replaced Assets	368	523	344
Repayments of Loans by Community Groups	115	218	118
Payments			
Expenditure on Renewal / Replacement of Assets	(11,202)	(7,770)	(13,623)
Expenditure on New / Upgraded Assets	(29,484)	(28,453)	(16,970)
Loans made to Community Groups	0	(1,035)	0
Net Cash Provided by (or Used in) Investing Activities	(33,478)	(27,895)	(24,458)
Cash Flows from Financing Activities			
Receipts			
Loans Received	26,600	21,000	10,000
Proceeds from Loans made to Community Groups	0	1,035	0
Lease	0	0	0
Proceeds from Bonds and Deposits	0	0	0
Proceeds from Internal Borrowings	0	0	0
Payments			
Repayments of Borrowings	(3,638)	(3,643)	(787)
Repayment Lease Liabilities	(14)	(14)	(7)
Repayment of Bonds and Deposits	0	0	0
Repayment of Internal Borrowings	0	0	0
Net Cash Provided by (or Used in) Financing Activities	22,948	18,378	9,206
Net Increase / (Decrease) in Cash Held	(145)	1,145	(3,721)
Cash and Cash Equivalents at Beginning of Period	183	3,135	4,280
Cash and Cash Equivalents at End of Period	38	4,280	559

* Forecast uses the third quarter revised budget and estimates for operating and capital expenditure to 30 June 2025 using the latest information available at 31 March 2025 including material financial information received since the draft budget was placed on public consultation.

UNIFORM PRESENTATION OF FINANCES

For the year ending 30 June 2026

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.

	2024-25 Original Budget ($'000)	2024-25 Forecast* ($'000)	2025-26 Budget ($'000)
Income	49,517	50,786	52,900
Less Expenses	(49,954)	(51,677)	(53,078)
Operating Surplus / (Deficit)	(437)	(891)	(178)
Less Net Outlays on Existing Assets			
Capital Expenditure on Renewal and Replacement of Existing Assets	(11,202)	(7,770)	(13,623)
Less Depreciation, Amortisation and Impairment	10,816	11,136	11,615
Less Proceeds from Sale of Replaced Assets	368	523	344
	(18)	3,889	(1,664)
Less Net Outlays on New and Upgraded Assets			
Capital Expenditure on New and Upgraded Assets	(29,484)	(28,453)	(16,970)
Less Amounts Received Specifically for New and Upgraded Assets	6,725	8,622	5,673
Less Proceeds from Sale of Surplus Assets	0	0	0
	(22,759)	(19,831)	(11,297)
Net Lending / (Borrowing) for Financial Year	(23,214)	(16,833)	(13,139)

* Forecast uses the third quarter revised budget and estimates for operating and capital expenditure to 30 June 2025 using the latest information available at 31 March 2025 including material financial information received since the draft budget was placed on public consultation.

LONG TERM FINANCIAL PLAN 2025/26 to 2034/35

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 2025/26.

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 growth area development financial estimates, this is currently being modelled and is estimated to be available by September 2025.
- 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.
- The LTFP makes provision for ongoing Financial Assistance Grants and indexation at the trimmed RBA indexation rate.
- The LTFP investment in new infrastructure under The Big Project (Councils intergeneration community infrastructure strategy) assumes a 60% Council and 40% third party funding split for capital development costs.

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 $239K per annum until 2025/26. From the 2026/27 financial year the base amount has been removed from the financial estimates the program current ceases at the conclusion of 2025/26 financial year
- The Roads to Recovery (RTR) grant funded program will continue for the forward estimates.
- 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 and wage growth due to increased population and support costs for growth infrastructure that is being or planned to be built.
- An efficiency and saving dividend is applied at 1% of salary and wages and contractors, materials and other expenses each year to reflect our reform target.

CAPITAL

- Asset Renewal and/or Replacement expenditure is provided for on various buildings, recreation, transport, stormwater, bridge, CWMS and plant & equipment assets at $100.300m, providing for future needs.
- The estimates are based upon the 2024 adopted Infrastructure and Asset Management Plans.
- Infrastructure programs for upgrading existing assets including roads, recreation and open space, bike path, bridges, carparks, footpath program, stormwater and the continuous improvement program at $17.640m.
- Infrastructure programs for new assets (not gifted assets) including roads, recreation and open space, bike path, bridges, carparks, footpath program, stormwater and the continuous improvement program at $17.599m.
- Capital estimates have an escalation rate applied where applicable that is 10% greater than that applied to operating costs based on the RBA trimmed inflation index.

LOAN PRINCIPAL AND INTEREST REPAYMENTS

- Council’s related borrowings and loan debt is predicted to peak at $41.548m in 2025/26.
- Council is guarantor to and additional $2.330m in loans to community groups in 2025/26
- Total outstanding loans at the end of the 10-year long term financial plan on 30 June 2035 is $4.920m of which $0.149m in guarantor for loans to community groups based on the current assumptions and service level policy settings of Council.

- Financing cost will increase in 2025/26 from the current interest cover percentage of 3.23% of revenue in 2024/25 to 3.59% of revenue in 2025/26 in support of growth infrastructure development and will return to 0.24% by 30 June 2035.

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

- KPI 1: Operating Surplus:
    - A operating deficit for two years being 2025/26 and 2026/27 combined totalling $0.678m.
    - Returning to an underlying operating surplus in 2027/28 of $292,000.
    - All future years are in operating service with an accumulated surplus over 10 years as at the end of the 2034/35 financial year of $12.972m.
    - General rate increases for years 2025/26 as outlined in the business plan and budget above, 2026/27 of 4.3%, 3.75% for 2027/28, 3.00% for 2028/29 and 2.7% for the remainder of the long-term financial plan aligning to the May RBA trimmed CPI and CPI forward estimate from July 2027 plus 0.1% to ensure aligned cash flow and debt reduction targets are met. Growth for the future is estimated at between 0.75 and 1% excluding the Concordia growth area development which is still being planned and modelled.
- KPI 2: Operating surplus ratio average over 3 years:
    - Council's forecast retrospective operating result ranges from (1.6%) deficit to 3.7% profit during this plan.
    - Annual surplus ratios range from (0.9%) deficit to 3.9% surplus.
- KPI 3: Net Financial Liabilities.
    - The forecast is 88.6% in 2025/26 and by year 2034/35 it is projected to be at 13.5%.
- KPI 4: Asset Renewal Funding Ratio.
    - The average being 112.4% over the ten-year plan when measured against the adopted Infrastructure and Asset Management Plans
    - The average being 106.7% over the ten-year plan when measured against depreciation.
- 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.

All key financial performance indicators are met in each year of the financial plan and on totality of the ten-year plan.

To assist in keeping rates affordable whilst delivering current service levels and consulted upon and adopted growth and new assets Council plans to generate general rates income and predicts the following increases over the ten-year plan:

- For year 2025/26 as outlined in the business plan and budget above.
- For year 2026/27 at 4.3%
- For the year 2027/28 at 3.75%.
- For the year 2028/29 at 3%.
- For the remainder of the plan 2.7% which is aligned to the current consumer price index forecast from July 2027 by the Reserve Bank of Australia – May 2025 forecast plus 0.1%.
- The above estimates do not include new properties the growth estimates for additional income are 0.75 and 1%.
- The above estimates do not cater for the Concordia Growth Area revenue growth from rates.

Selected service areas use services charges and service rates to recover the cost, including - Waste services for Refuse, Recycling and Green Organic with 2025/26 at 2.25% and future years range from 2.25% to 3.25%; and Wastewater Management (CWMS) will increase in 2025/26 by 2.75% and future years range from 2.0% to 2.75%.

Other income changes funding the expenditure of Council are:

- General income from commercial activities and user charges such as caravan park, development fees and the like are estimated to increase at 2.6%.
- Recurrent grants are based on known factors where the grant is subject to indexation 2.6% has been applied.

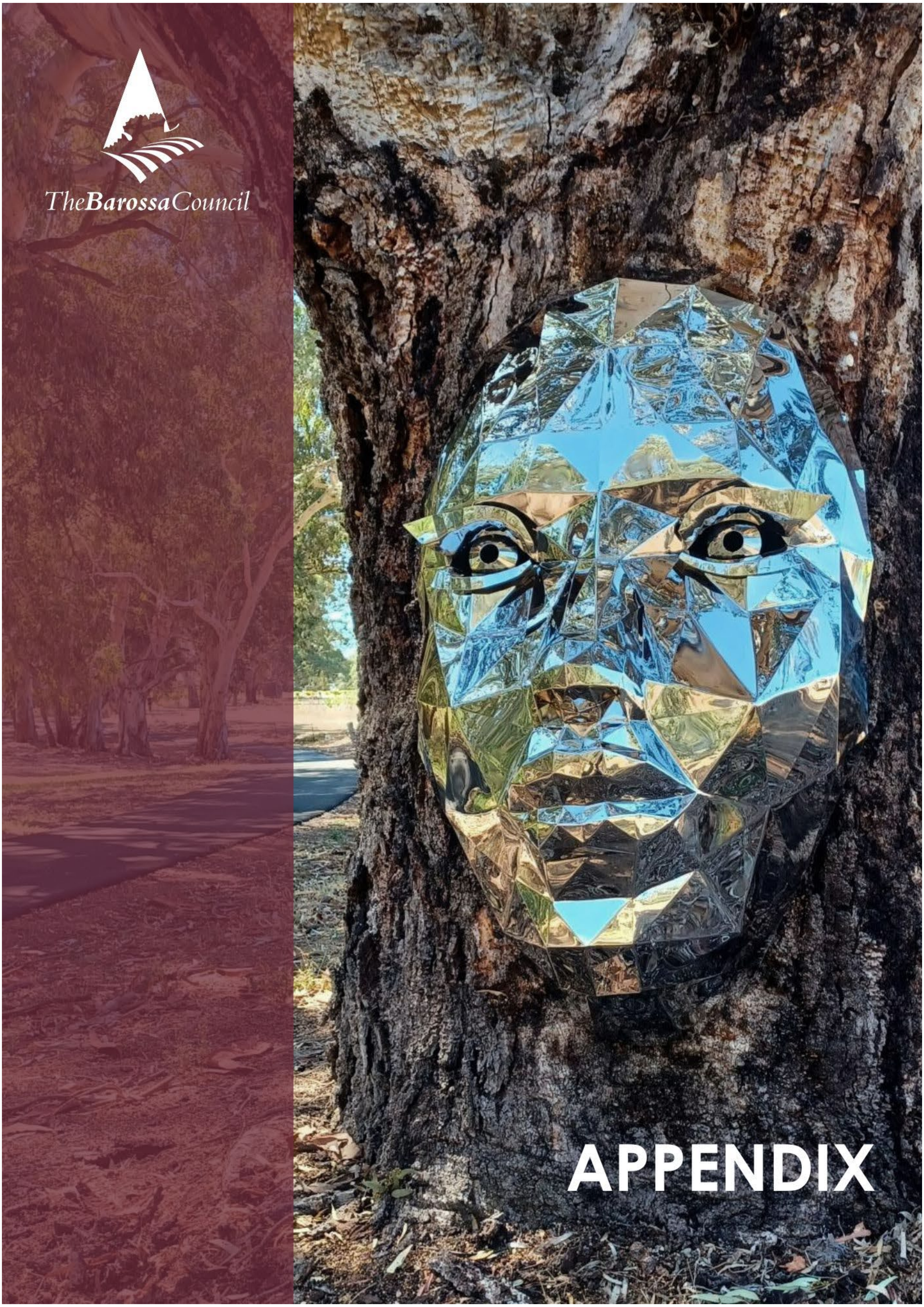
Council will run a deficit budget for two years and utilise intergenerational borrowings to support the current infrastructure build.

Council is planning to spend an average of $12.939m per annum (including indexation) on capital expenditure and projects and an average of $46.304m per annum on day-to-day 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.



APPENDIX

APPENDIX 1: KEY PERFORMANCE INDICATORS AND FINANCIAL PARAMETERS 2025/26 TO 2034/35

Consolidated Results: Key Performance Indicators and Financial Parameters		2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
		Q3 Budget	**Budget**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
		$'000 or %	**$'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**	(891)	(178)	(678)	(386)	404	1,663	3,233	5,170	7,426	10,150	12,972
KPI 2 - Operating Surplus Ratio - Rolling 3 year - retrospective average	**(2%) to 10%**	(0.4%)	(1.6%)	(1.0%)	(0.2%)	0.3%	1.3%	2.0%	2.5%	2.9%	3.4%	3.7%
KPI 2 - Operating Surplus Ratio - Rolling 5 year - retrospective average	**(2%) to 10%**	3.5%	1.5%	(0.5%)	(1.0%)	(0.2%)	0.5%	1.1%	1.9%	2.4%	3.0%	3.3%
KPI 2 - Operating Surplus Ratio - Annual	**(2%) to 10%**	(1.8%)	(0.3%)	(0.9%)	0.5%	1.3%	2.1%	2.5%	3.0%	3.3%	3.9%	3.9%
KPI 3 - Net Financial Liabilities ratio	**0-100%**	66.1%	88.6%	86.6%	77.8%	68.1%	57.8%	47.8%	40.3%	31.2%	21.0%	13.5%
KPI 4 - Asset Renewal Funding Ratio - Annual - Using Asset Management Plan Forecast	**80% to 110%**	107.5%	136.4%	103.5%	114.2%	93.2%	111.0%	123.4%	116.3%	102.6%	107.9%	115.7%
KPI 4 - Asset Renewal Funding Ratio - Annual - Using Depreciation	**80% to 110%**	113.3%	132.3%	120.9%	116.1%	92.7%	96.4%	99.7%	101.7%	102.2%	101.2%	104.2%
Financial parameters - Indexation												
RATE REVENUE INCREASES		**Included in Revised Budget**	**Included in Budget Estimates**									
General - Rate Revenue Net Increase (excl growth)				4.30%	3.75%	3.00%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%
Growth -Development - General rates				1.00%	1.00%	1.00%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%
CWMS - Service Charge & Rates Increase (+ growth 0.5-1.5%)				2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.00%
Refuse, Recycling and Green Organic Services Charge Net Increase (excl growth)				2.25%	2.25%	2.75%	3.25%	3.25%	3.25%	3.25%	3.25%	2.50%
OPERATING REVENUE												
Operating Grants				2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Statutory Charges				2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
User Charges				2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Investment Income				1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%
Reimbursements				2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Other Revenue				2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
OPERATING EXPENSES												
Service Cost Natural Growth				0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	0.5%	0.5%	0.5%
Employee Costs				3.1%	3.1%	3.1%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Contracts, Materials & Other				2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
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				5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Insurance				3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
ASSET REVALUATION												
Land Assets				3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Building Assets				2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Recreation Assets				2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Infrastructure Assets				2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
CWMS				2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Stormwater Assets				2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Equipment Assets				2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
ASSET RENEWAL EXPENDITURE												
Infrastructure renewal increments				2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%
Office fleet vehicles				2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%

APPENDIX 2: LONG TERM PLAN FINANCIAL STATEMENTS 2025/26 TO 2034/35

A2-1 Consolidated Results: Budgeted Statement of Comprehensive Income	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	Q3 Budget	**Budget**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
	$'000	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
REVENUES											
Rates	39,947	42,019	44,083	46,052	47,845	49,510	51,234	53,017	54,863	56,773	58,682
Statutory Charges	816	907	931	955	980	1,005	1,032	1,058	1,086	1,114	1,143
User Charges	4,095	4,178	4,287	4,400	4,516	4,634	4,756	4,881	5,009	5,141	5,276
Grants, subsidies and contributions	4,702	4,853	4,690	4,868	4,964	5,064	5,166	5,270	5,377	5,487	5,600
Investment Income	150	166	170	174	178	183	188	192	197	202	207
Reimbursements	209	155	241	228	216	203	191	180	169	158	148
Other Income	867	622	633	650	667	684	702	720	739	758	778
Net Gain - Joint Venture	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCOME	50,786	52,900	55,035	57,327	59,366	61,283	63,269	65,318	67,440	69,633	71,834
EXPENSES											
Employee Costs	18,914	20,211	21,632	22,100	22,852	23,542	24,252	25,089	25,954	26,850	27,777
Materials, Contracts & Other expenses	19,987	19,354	19,893	20,597	21,168	21,767	22,582	23,188	23,942	24,647	25,652
Depreciation, Amortisation & Impairment	11,136	11,615	12,118	12,501	12,856	13,244	13,634	14,052	14,504	14,951	15,409
Finance Costs	1,640	1,898	1,892	1,837	1,700	1,471	1,231	1,052	784	461	174
Net loss - Joint Venture	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENSES	51,677	53,078	55,535	57,035	58,576	60,024	61,699	63,381	65,184	66,909	69,012
OPERATING SURPLUS / (DEFICIT)	(891)	(178)	(500)	292	790	1,259	1,570	1,937	2,256	2,724	2,822
Asset disposal & fair value adjustments	(567)	(915)	(805)	(883)	(789)	(1,040)	(1,072)	(1,131)	(1,030)	(1,226)	(1,204)
Amounts specifically for new or upgraded assets	8,622	5,673	730	70	70	343	711	70	70	70	70
Net gain (loss) on disposal or revaluation of assets - subsidiaries	0	0	0	0	0	0	0	0	0	0	0
Physical Resources received free of charge	2,243	2,400	2,539	2,582	2,611	2,063	2,086	2,111	2,140	2,162	2,184
NET SURPLUS / (DEFICIT)	9,407	6,980	1,964	2,061	2,682	2,625	3,295	2,987	3,436	3,730	3,872
Transfer to Equity Statement / Adjustment	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-
Changes in revaluation surplus - infrastructure, property, plant & equipment	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-
TOTAL COMPREHENSIVE INCOME	9,407	6,980	1,964	2,061	2,682	2,625	3,295	2,987	3,436	3,730	3,872

APPENDIX 2: LONG TERM PLAN FINANCIAL STATEMENTS 2025/26 TO 2034/35

A2-2 Consolidated Results: Budgeted Statement of Financial Position	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	Q3 Budget	**Budget**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
	$'000	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
ASSETS											
Current Assets											
Cash and cash equivalents	4,280	559	86	96	141	164	167	135	106	104	93
Trade & other receivables	3,249	3,237	3,224	3,211	3,199	3,187	3,176	3,165	3,153	3,144	3,138
Inventories	125	125	125	125	125	125	125	125	125	125	125
	7,654	3,921	3,435	3,432	3,465	3,476	3,468	3,425	3,384	3,373	3,356
Non-Current Assets held for Sale	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	7,654	3,921	3,435	3,432	3,465	3,476	3,468	3,425	3,384	3,373	3,356
Non-Current Assets											
Financial Assets	2,041	1,935	1,842	1,762	1,694	1,638	1,593	1,559	1,537	1,524	1,516
Equity accounted investments in Council businesses	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518
Infrastructure, Property, Plant & Equipment	470,328	501,518	508,334	512,417	516,557	520,083	524,200	529,143	532,335	535,078	538,490
Other Non-Current Assets	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	476,887	507,971	514,694	518,697	522,769	526,239	530,311	535,220	538,390	541,120	544,524
TOTAL ASSETS	484,541	511,892	518,129	522,129	526,234	529,715	533,779	538,645	541,774	544,493	547,880
LIABILITIES											
Current Liabilities											
Trade & Other Payables	5,382	5,382	5,382	5,382	5,382	5,382	5,382	5,382	5,382	5,382	5,382
Borrowings - Council	3,485	531	2,989	4,112	4,929	5,198	3,895	5,185	6,292	5,628	4,920
Borrowings - Commnity Organisations	294	306	308	299	306	201	212	207	199	144	46
Provisions	3,152	3,158	3,164	3,171	3,179	3,186	3,193	3,201	3,208	3,234	3,260
Total Current Liabilities	12,313	9,377	11,843	12,964	13,796	13,967	12,682	13,975	15,081	14,388	13,608
Non-Current Liabilities											
Borrowings - Council	28,291	40,460	38,559	34,560	29,840	24,821	21,099	15,959	9,717	4,131	-
Borrowings - Commnity Organisations	1,824	2,024	1,716	1,416	1,111	910	698	491	292	144	103
Provisions	722	722	722	722	722	722	722	722	722	722	722
Total Non-Current Liabilities	30,837	43,206	40,997	36,698	31,673	26,453	22,519	17,172	10,731	4,997	825
TOTAL LIABILITIES	43,150	52,583	52,840	49,662	45,469	40,420	35,201	31,147	25,812	19,385	14,433
NET ASSETS	441,391	459,309	465,289	472,467	480,765	489,295	498,578	507,498	515,962	525,108	533,447
EQUITY											
Accumulated Surplus	148,881	159,130	154,007	149,890	146,779	143,804	141,380	138,579	135,206	132,160	128,119
Asset Revaluation Reserve	277,426	287,098	297,271	307,643	318,185	328,885	339,741	350,761	361,950	373,297	384,805
Other Reserves	15,084	13,081	14,011	14,934	15,801	16,606	17,457	18,158	18,806	19,651	20,523
TOTAL EQUITY	441,391	459,309	465,289	472,467	480,765	489,295	498,578	507,498	515,962	525,108	533,447

APPENDIX 2: LONG TERM PLAN FINANCIAL STATEMENTS 2025/26 TO 2034/35

A2-3 Consolidated Results: Budgeted Statement of Cash Flows	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	Q3 Budget	**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	50,635	52,734	54,866	57,153	59,187	61,101	63,080	65,127	67,243	69,432	71,627
Investment receipts	150	166	170	174	178	183	188	192	197	202	207
Payments:											
Operating payments to suppliers & employees	(39,020)	(39,556)	(41,518)	(42,690)	(44,013)	(45,302)	(46,826)	(48,269)	(49,889)	(51,490)	(53,421)
Finance payments	(1,103)	(1,813)	(1,894)	(1,855)	(1,745)	(1,546)	(1,309)	(1,111)	(872)	(567)	(268)
Net cash provided by (or used in) Operating Activities	10,662	11,531	11,624	12,782	13,607	14,436	15,133	15,939	16,679	17,577	18,145
CASH FLOW FROM INVESTING ACTIVITIES											
Receipts:											
Amounts specifically for new or upgraded assets	8,622	5,673	730	70	70	343	711	70	70	70	70
Sale of replaced assets	523	344	347	391	540	412	423	435	600	459	471
Repayment of loans by community organisations	218	118	106	93	81	68	56	45	34	23	13
Payments:											
Expenditure on renewal/replacement of assets	(7,770)	(13,623)	(7,806)	(8,101)	(8,408)	(9,101)	(9,835)	(9,945)	(10,285)	(10,549)	(11,633)
Expenditure on new/upgraded assets	(28,453)	(16,970)	(5,621)	(1,936)	(1,537)	(972)	(1,261)	(2,516)	(1,787)	(1,133)	(1,383)
Loans made to community organisations	(1,035)	0	0	0	0	0	0	0	0	0	0
Net cash provided by (or used in) Investment Activities	(27,895)	(24,458)	(12,244)	(9,483)	(9,254)	(9,250)	(9,906)	(11,911)	(11,368)	(11,130)	(12,462)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts:											
Proceeds from borrowings for Council	21,000	10,000	750	0	0	0	0	0	0	0	0
Proceeds from borrowings for Community Organisations	1,035	0	0	0	0	0	0	0	0	0	0
Receipt of Funds from Leases	0	0	0	0	0	0	0	0	0	0	0
Proceeds from Bonds and Deposits	0	0	0	0	0	0	0	0	0	0	0
Payments:											
Repayment of borrowings	(3,643)	(787)	(603)	(3,289)	(4,310)	(5,165)	(5,226)	(4,062)	(5,342)	(6,449)	(5,694)
Repayment of Lease	(14)	(7)	0	0	0	0	0	0	0	0	0
Repayment of Bonds and Deposits	0	0	0	0	0	0	0	0	0	0	0
Net cash provided by (or used in) Financing Activities	18,378	9,206	147	(3,289)	(4,310)	(5,165)	(5,226)	(4,062)	(5,342)	(6,449)	(5,694)
Net Increase/(Decrease) in Cash held	1,145	(3,721)	(473)	10	43	21	1	(34)	(31)	(2)	(11)
Cash at beginning of period	3,135	4,280	559	86	96	141	164	167	135	106	104
CASH AT END OF PERIOD	4,280	559	86	96	141	164	167	135	106	104	93

APPENDIX 2: LONG TERM PLAN FINANCIAL STATEMENTS 2025/26 TO 2034/35 (CONTINUED)

A2-4 Consolidated Results: Budgeted Uniform Presentation of Finances	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	Q3 Budget	**Budget**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
	$ '000	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**
Operating Revenues	50,786	52,900	55,035	57,327	59,366	61,283	63,269	65,318	67,440	69,633	71,834
less Operating Expenses	(51,677)	(53,078)	(55,535)	(57,035)	(58,576)	(60,024)	(61,699)	(63,381)	(65,184)	(66,909)	(69,012)
Operating Surplus / (Deficit)	(891)	(178)	(500)	292	790	1,259	1,570	1,937	2,256	2,724	2,822
***less* Net outlays on existing Assets**											
Capital expenditure on renewal and replacement of existing assets	(7,770)	(13,623)	(7,806)	(8,101)	(8,408)	(9,101)	(9,835)	(9,945)	(10,285)	(10,549)	(11,633)
less Depreciation, Amortisation and Impairment	11,136	11,615	12,118	12,501	12,856	13,244	13,634	14,052	14,504	14,951	15,409
less Proceeds from Sale of Replaced Assets	523	344	347	391	540	412	423	435	600	459	471
	3,889	(1,664)	4,659	4,791	4,988	4,555	4,222	4,542	4,819	4,861	4,247
***less* Net outlays on New and Upgraded Assets**											
Capital expenditure on New and Upgraded Assets	(28,453)	(16,970)	(5,621)	(1,936)	(1,537)	(972)	(1,261)	(2,516)	(1,787)	(1,133)	(1,383)
less Amounts received specifically for New and Upgraded Assets	8,622	5,673	730	70	70	343	711	70	70	70	70
less Proceeds from Sale of Surplus Assets	0	0	0	0	0	0	0	0	0	0	0
	(19,831)	(11,297)	(4,891)	(1,866)	(1,467)	(629)	(550)	(2,446)	(1,717)	(1,063)	(1,313)
Net Lending / (Borrowing) for Financial Year	(16,833)	(13,139)	(732)	3,217	4,311	5,185	5,242	4,033	5,358	6,522	5,756

APPENDIX 3: CAPITAL EXPENDITURE 2025/26 TO 2034/35

A3 Consolidated Results: Budgeted Capital Expenditure	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	Q3 Budget	**Budget**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
	$' 000	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**
Renewal/Replacement Capital summary: Non-Discretionary											
Land	0	0	0	0	0	0	0	0	0	0	0
Buildings	2,732	5,721	1,263	1,173	1,185	1,196	1,698	1,369	1,381	1,394	1,543
Recreation	25	1,382	329	325	334	342	351	360	370	380	391
Transport - Roads & Footpaths	3,635	4,651	4,246	4,587	4,752	5,260	5,435	5,616	5,803	5,988	6,020
Stormwater, Bridges & Floodplain	0	580	0	331	341	350	360	371	381	392	403
CWMS	141	1,415	489	607	692	801	810	961	1,068	964	990
Equipment - Plant & Vehicles	1,140	961	873	999	1,026	1,053	1,082	1,111	1,141	1,279	1,202
Other Assets	96	98	101	104	106	158	162	167	171	175	1,180
	7,769	14,808	7,301	8,126	8,436	9,160	9,898	9,955	10,315	10,572	11,729
New/Upgrade Capital summary: Discretionary											
Land	0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)	2,210	11,437	887	0	0	0	341	0	0	0	0
Recreation (includes TBP program)	21,600	1,475	297	191	197	203	209	1,819	221	228	234
Transport - Roads & Footpaths	1,526	1,211	594	97	100	102	105	108	111	115	118
Stormwater, Bridges & Floodplain	1,193	378	1,847	414	426	439	451	464	478	492	506
CWMS	1,316	2,121	131	34	33	35	31	81	81	81	81
Equipment - Plant & Vehicles	0	525	0	0	0	0	0	0	0	0	0
Other	608	1,299	878	880	747	145	149	153	832	161	466
	28,453	18,446	4,634	1,616	1,503	924	1,286	2,625	1,723	1,077	1,405
Total Capital Expenditure	36,222	33,254	11,935	9,742	9,939	10,084	11,184	12,580	12,038	11,649	13,134
Note: includes internal allocation											

APPENDIX 4: RECONCILIATION OF CAPITAL INVESTMENT WITH INFRASTRUCTURE AND ASSET MANAGEMENT PLAN 2025/26 TO 2034/35

A4 - Reconciliation of Capital Expenditue with Infrastructure and Asset Management Plan	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	10 Year Forecast
LONG TERM FINANCIAL PLAN SETTINGS	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**
Renewal/Replacement Capital summary												
Land	0	0	0	0	0	0	0	0	0	0	0	0
Buildings	2,732	5,721	1,263	1,173	1,185	1,196	1,698	1,369	1,381	1,394	1,543	17,923
Recreation	25	1,382	329	325	334	342	351	360	370	380	391	4,564
Transport - Roads & Footpaths	3,635	4,651	4,246	4,587	4,752	5,260	5,435	5,616	5,803	5,988	6,020	52,358
Stormwater, Bridges & Floodplain	0	580	0	331	341	350	360	371	381	392	403	3,509
CWMS	141	1,415	489	607	692	801	810	961	1,068	964	990	8,797
Equipment - Plant & Vehicles	1,140	961	873	999	1,026	1,053	1,082	1,111	1,141	1,279	1,202	10,727
Other Assets including Technology and Carparks	96	98	101	104	106	158	162	167	171	175	1,180	2,422
Sub-total Renewal and Replacement	7,769	14,808	7,301	8,126	8,436	9,160	9,898	9,955	10,315	10,572	11,729	100,300
Upgrade Capital summary												
Land	0	0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)	0	937	187	0	0	0	0	0	0	0	0	1,124
Recreation (includes TBP program)	116	1,035	27	191	197	203	209	1,017	221	228	234	3,562
Transport - Roads & Footpaths	1,422	611	94	97	100	102	105	108	111	115	118	1,561
Stormwater, Bridges & Floodplain	965	378	926	414	426	439	451	464	478	492	506	4,974
CWMS	169	2,121	131	34	33	35	31	81	81	81	81	2,709
Equipment - Plant & Vehicles	0	60	0	0	0	0	0	0	0	0	0	60
Other Assets including Technology and Carparks	608	887	55	57	747	145	149	153	832	161	466	3,651
Sub-total Upgrade	3,280	6,029	1,419	793	1,503	924	945	1,823	1,723	1,077	1,405	17,640
Total Capital Expenditure on Existing Assets	11,049	20,837	8,720	8,919	9,939	10,084	10,843	11,778	12,038	11,649	13,134	117,940
New Capital summary												
Land	0	0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)	2,210	10,500	700	0	0	0	341	0	0	0	0	11,541
Recreation (includes TBP program)	21,484	440	270	0	0	0	0	802	0	0	0	1,512
Transport - Roads & Footpaths	104	600	500	0	0	0	0	0	0	0	0	1,100
Stormwater, Bridges & Floodplain	228	0	921	0	0	0	0	0	0	0	0	921
CWMS	1,147	0	0	0	0	0	0	0	0	0	0	0
Equipment - Plant & Vehicles	0	465	0	0	0	0	0	0	0	0	0	465
Other	0	412	823	823	0	0	0	0	0	0	0	2,059
Total Capital Expenditure on New Assets	25,173	12,417	3,215	823	0	0	341	802	0	0	0	17,599
Total Capital Expenditure provisioned in Long Term Financial Plan	36,222	33,254	11,935	9,742	9,939	10,084	11,184	12,580	12,038	11,649	13,134	135,539

A4 - Reconciliation of Capital Expenditue with Infrastructure and Asset Management Plan	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	10 Year Forecast
INFRASTRUCTURE AND ASSET MANAGEMENT PLAN SETTINGS	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**
Land	0	0	0	0	0	0	0	0	0	0	0	0
Buildings	731	756	735	896	830	831	832	833	834	836	865	8,248
Carparks	40	0	0	0	152	37	0	0	0	248	257	695
Footpaths	557	722	724	724	725	346	0	176	729	731	757	5,636
Kerbing	123	125	200	61	0	0	0	0	0	0	0	386
Transport - Sealed Roads	1,060	1,097	1,163	1,232	2,311	2,397	2,483	2,574	2,668	2,765	2,862	21,552
Transport - Unsealed Roads	1,599	1,655	1,656	1,658	1,658	1,663	1,664	1,667	1,667	1,672	1,730	16,690
Stormwater and Bridges*	965	958	926	745	767	789	811	835	859	884	915	8,489
CWMS*	310	3,536	620	641	725	836	841	1,042	1,149	1,045	1,082	11,517
Equipment - Plant & Vehicles*	1,140	1,021	873	999	1,026	1,053	1,082	1,111	1,141	1,279	1,324	10,909
Other Assets - IT Renewal*	704	985	156	161	853	303	311	320	1,003	336	348	4,774
Total Capital Expenditure requirement forecast in Infrastructure and Asset Management Plan	7,228	10,856	7,052	7,116	9,047	8,256	8,024	8,558	10,051	9,796	10,139	88,896
Net Capital Expenditure Against IAMP (Surplus)/Deficit - Existing Assets	(3,820)	(9,981)	(1,668)	(1,802)	(892)	(1,828)	(2,819)	(3,220)	(1,987)	(1,853)	(2,995)	(29,044)
Net Capital Expenditure Against IAMP (Surplus)/Deficit - Renew and Replacement only of Existing Assets	(541)	(3,952)	(249)	(1,010)	611	(904)	(1,874)	(1,397)	(264)	(776)	(1,590)	(11,404)
Net Capital Expenditure Against IAMP (Surplus)/Deficit - All Assets	(28,994)	(22,398)	(4,883)	(2,626)	(892)	(1,828)	(3,160)	(4,022)	(1,987)	(1,853)	(2,995)	(46,643)
* Based on current projections these are currently under new modelling in 2024-25												
KPI 4 - Existing Assets - All	152.9%	191.9%	123.6%	125.3%	109.9%	122.1%	135.1%	137.6%	119.8%	118.9%	129.5%	132.7%
KPI 4 - Existing Assets - Renewal and Replacement Only	107.5%	136.4%	103.5%	114.2%	93.2%	111.0%	123.4%	116.3%	102.6%	107.9%	115.7%	112.8%
KPI 4 - Total Assets	501.1%	306.3%	169.2%	136.9%	109.9%	122.1%	139.4%	147.0%	119.8%	118.9%	129.5%	152.5%
Please note this statement is based on budget allocations and 100% capital program delivery, the corresponding cash flow reflects 92% capital program delivery.												