



NOTICE OF SPECIAL COUNCIL MEETING
Monday 12 May 2025
In the Council Chambers, 43-51 Tanunda Road, Nuriootpa,
commencing at 5.30 pm.



Martin McCarthy
CHIEF EXECUTIVE OFFICER
THE BAROSSA COUNCIL

A G E N D A

Welcome by Mayor

1. ATTENDANCE RECORD

1.1 Members Present

Apologies

Nil

Not Present

Nil

Leave of Absence

Nil

2. DEBATE REPORTS

2.1 Office of the Mayor and CEO

- 2.1.1 Extension of Bike and Walking Track Opportunity - Adelaide Hills Council Boundary to Mount Pleasant 4

2.2 Corporate Services, Strategy and Innovation

- 2.2.1 Documentation and Analysis for the Development of the 2025-2026 Draft Annual Business Plan and Budget Preparation, New Initiatives and Other Relevant Information 8
- 2.2.2 Approval of Draft 2025-2026 Annual Business Plan and Budget Incorporating the Long Term Financial Plan Review 2025-2026 to 2034-2035 For Public Consultation 309

3. NEXT MEETING

Tuesday 20 May 2025 at 5.30pm

4. CLOSURE

Mr Martin McCarthy
Chief Executive Officer
The Barossa Council
43-51 Tanunda Road
Nuriootpa SA 5355

30 April 2025

Dear Martin

Re: Calling of a Special Meeting of Council

Pursuant to Section 82(1) of the Local Government Act, as Mayor, I hereby call a special meeting of Council to be held at 5:30pm, Monday, 12 May 2025.

I request that the agenda shall consist of the following matters:

1. Extension Of Bike And Walking Track Opportunity - Adelaide Hills Council Boundary To Mount Pleasant
2. 2025-2026 Draft Annual Business Plan and Budget Preparation, New Initiatives and Other Relevant Documentation and Analysis.
3. Approval of 2025-2026 Draft Annual Business Plan and Budget Incorporating the Long Term Financial Plan 2025-2026 to 2034-2035.

Please prepare the necessary agenda and distribute.

Yours sincerely



Michael (Bim) Lange OAM
Mayor
The Barossa Council

DEBATE REPORT

2.1 Office of the Mayor and CEO

2.1.1 EXTENSION OF BIKE AND WALKING TRACK OPPORTUNITY - ADELAIDE HILLS COUNCIL BOUNDARY TO MOUNT PLEASANT

Author: Director Infrastructure and Environmental Services and Chief Executive Officer
25/27944

PURPOSE

To consider and approve the inclusion of funding for bicycle and walking track extension due to the opportunity that has arisen in the last 8 weeks and support for our ongoing investment in recreational, social and economic infrastructure.

RECOMMENDATION

That Council approve the inclusion of the extension of the Amy Gillet bikeway to Mount Pleasant and seek matching funding to seal the track, and if that funding is not successful the track shall be constructed to compacted open surface standard that could be sealed at a future time.

REPORT

Introduction

Council has invested heavily in bicycle and walking trails and an efficient and effective opportunity has arisen due to the State and Adelaide Hills Council investment on the Amy Gillet bikeway.

Discussion

As a part of Council's broader cycling strategy and opportunity has arisen to piggyback on a \$100,000 investment by Adelaide Hills Council who are undertaking works to formalise an existing trail to the Council boundary at Birdwood. As discussed at the workshop it is possible for Council to undertake its own works to formalise a link from the Adelaide Hills works finishing at Birdwood through to Mount Pleasant. The proposed approximate 3km alignment uses existing trails within State Government Road Reserve. A site visit has been undertaken and the works involved will require the cleaning up of some small shrubs, but the alignment will retain all existing trees and native vegetation.

The current proposal is to invest \$100,000 to place rubble along the alignment that will allow for future sealing should it be required along with the replacement of a culvert lid.

There is also an opportunity should Council choose to invest to try and leverage the \$100,000 and apply for grant funding through the State Bicycle Fund to have the path sealed as a part of Council's works.

Council is asked to consider the investment notwithstanding Council's position on new initiatives in the 2025-2026 financial year. To assist Council in its deliberations the following is the policy position of Council as it pertains to new initiatives assessments.

Council at its meeting of 17 December 2024 resolved *"That Council agree that no new initiatives will be assessed in the 2025-2026 year"*. Council's Prudential Management Policy does not specifically define what a new initiative is but provides the following guidance. As a matter of custom and practice a new initiative has been interpreted as a new or additional service undertaking not within the core service or existing asset base of the Council.

"A new initiative or undertaking or activity that would involve the expenditure of money, deployment of resources, incurring or assuming a liability, or accepting an asset.

To assist in determining the scope of the definition above the following notes are provided for assistance but are not to be read as part of the definition.

The definition should not be interpreted to mean that all Council activities are Projects. Regular, ongoing deliveries of Council services are not new activities so therefore are not included within this definition. A Project is a temporary endeavour with a defined beginning and end. The temporary nature of Projects stands in contrast to business as usual (or operations) which are repetitive, ongoing functional activities to produce products or services.

Simply purchasing an item of plant or equipment, (e.g. a single vehicle) or a parcel of land may constitute a Project if the purchase is not part of a wider Project or part of ongoing operations. Any purchase must comply with Council's Procurement Policy. However, a Project will typically involve more than merely purchasing. It will always involve Council staff time, often in undertaking activities in association with other organisations. On the other hand, a project need not entail any expenditure. It may include, for example, receiving land or other assets for free (but not including the process of land division or development by a third party), or granting permission for a private activity on Council land. All projects should be considered in the context of not only this policy, but also Council's Risk Management Plan."

Summary and Conclusion

That due to the current opportunity this matter is being brought forward for investment at the request of the Chamber through the budget workshop processes. The current draft Annual Business Plan and Budget have included the core funding of \$100,000 pending Council's decision and consideration of the matter.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Nil

Supporting references

Nil

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Community Plan



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

- Our services and facilities are accessible.



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

Strategic Outcome

- We are a destination of choice.
- We look to maximize community economic return.



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

Strategic Outcome

- We plan for and deliver infrastructure to enhance our places.

Legislative Requirements

Section 123 of the Local Government Act

RISK MANAGEMENT CONSIDERATIONS

These statements are qualitative in nature and designed to provide an indication of Council's general position when deciding to take or retain risk in pursuit of its objectives.

1. SERVICE DELIVERY

Refers to the delivery of services to the community, which includes the systems and physical assets that enable provision of these services, including structures (such as roads, buildings and facilities) as well as IT infrastructure, plant, vehicles & other equipment.

Is consistent with service levels and delivery across the region.

2. SUSTAINABILITY & ENVIRONMENT

Relates to measures to preserve, protect and minimise impact on the natural environment, including sacred and indigenous lands, flora, fauna, heritage, water, waste, hazardous materials and pollution.

Construction will be cognisant of the environment in which it is proposed to be placed on the rail corridor.

3. FINANCIAL

Refers to planning and control of Council's budget to align with the sustainable achievement of the desired outcomes articulated in its Community Plan.

\$100,000 which has been factored into the draft Annual Business Plan and Budget and if grant applications funding is approved for sealing it will increase to \$200,000 offset by a \$100,000 grant.

4. PEOPLE

Relates to recruitment, retention, wellbeing and safety of employees and volunteers and engagement and management of contractors as well as the wellbeing and safety of the community.

Nil

5. REPUTATION

Relates to policy, decisions, actions and circumstances that may cause Council to lose credibility with the community, ratepayers, key stakeholders, other levels of government and its own employees and contractors.

Nil

COMMUNITY ENGAGEMENT

The initiative has been factored into the Annual Business Plan and Budget and will be consulted upon as part of the plan and budget development and approval processes.

DEBATE REPORT

2.2 Corporate Services, Strategy and Innovation

2.2.1 DOCUMENTATION AND ANALYSIS FOR THE DEVELOPMENT OF THE 2025-2026 DRAFT ANNUAL BUSINESS PLAN AND BUDGET PREPARATION, NEW INITIATIVES AND OTHER RELEVANT INFORMATION

Author: Senior Accountant, Manager Financial Services and Chief Executive Officer 25/27616

PURPOSE

To formally receive, consider and approve the business plan and budget policy analysis and settings inherent in the draft Annual Business Plan and Budget 2025/26 and the associated Long Term Financial Plan 2025/26 to 2034/35 update, which is the subject of a separate report to Council.

RECOMMENDATION

That Council, having reviewed the information and analysis formally tabled, endorse the settings as outlined for inclusion in the Annual Business Plan and Budget for the 2025-2026 financial year and review of the Long Term Financial Plan 2025-2026 to 2034-2035 financial years.

REPORT

Discussion

The Annual Business Plan and Budget (ABPB) is the statement of Council's annual activities in support of the set Corporate Plan targets, service levels and any strategic actions which in turn is structured to support the aspirational vision of the Community Plan.

The financial information contained in this document has been prepared in accordance with Council's Annual Business Plan and Budget Policy and associated processes.

The formulation of the ABPB incorporates the work of numerous Council officers and teams which includes:

- budget preparation and input by budget managers;
- checking and refining of data input, preparation of general budgets, employee costs, depreciation, energy, financial and other corporate costs by Finance;
- review and approval by the Executive Leadership Team (ELT).

The input from Council is gained by holding workshops where discussions are held along with decisions at Council meetings, on various parts of the budget preparation and process, which provides direction for officers in the preparation of the draft budget.

The following summarises the discussions held in each of the Council workshops and meetings and all relevant documents presented and analysed are at the relevant Attachments:

17 December 2024 – Council Meeting

Endorsed the 2025/26 ABPB process – no attachment, the minutes and agenda for that meeting can be viewed online as per the link provided.

This meeting also established that there would be no assessment of new initiatives for the 2025/26 year noting the commitments already inherent in the forward plans.

5 February 2025 – Council Workshop

Draft initial capital, salary and wages and budget update.

Attachment 1

2 April 2025 – Council Workshop

Draft final capital program, full operating budget and other updates.

Attachment 2

7 May 2025 – Council Workshop

Draft final budget updates, second set of property valuations data and analysis, rate modelling proposal and Long-Term Financial Plan (LTFP).

Attachment 3

Budget Considerations

Draft Budget - Operating and Capital

Council adopts the Budget at a summary level as contained within the ABPB and annual review of the LTFP.

The operating budget in summary (not including capital revenue and other comprehensive adjustments known as above the line budget outcome) is as follows:

Budget	January 2025 LTFP Review \$'000	2025/26 Draft Budget \$'000	Difference \$'000
Operating Revenue			
Rates	41,920	41,964	44
Statutory Charges	850	907	57
User Charges	4,112	4,177	65
Grants, Subsidies and Contributions	4,605	4,651	46
Investment Income	154	166	12
Reimbursements	63	100	37
Other Income	684	622	(62)
Total Operating Revenue	52,388	52,587	199
Operating Expenses			
Salary and Wages	19,785	20,164	379

Materials, Contracts and Other Expenses	19,220	19,129	(91)
Depreciation	11,891	11,615	(276)
Interest Expenses	2,236	2,020	(216)
Net Loss or Gain from Joint Ventures	0	0	0
Total Operating Revenue	53,132	52,928	(204)
Operating Position (Deficit) / Surplus	(744)	(341)	403

Capital Expenditure is \$27.113m with \$0.479m of carried forward works at this time included. Capital Income for grants, contributions and proceeds from asset sales is budgeted at \$6.237m. Borrowing requirements for 2025-26 are estimated at \$8.1m.

Full Cost Attribution - an allocation of internal services to relevant charge areas has been estimated in the draft ABPB for consultation and applied to the Waste and CWMS service costs and the services charges. This allocation from internal to external service areas does not affect the overall net result.

Operating income and expenditure is reflective of service requirements; using last year's budget as a base and adjusted where service costs are affected by agreements, CPI, costs out of our control and/or other factors. A savings factor has also been applied where costs are increased by less than CPI when not aligned to contractual arrangements or where trend spend is below budget these budgets have been adjusted down. The indexation factor approved and applied by Council was 1.5%, the Consumer Price Index at the March 2025 release for Adelaide was 2.4%. The trimmed mean, the measure the Reserve Bank of Australia targets, which removes more volatile / outlier price movements that occur in the short term, is 2.9%.

Depreciation of selected assets has been calculated based on the actual asset base allowing for assets held in work in progress and builds. This year also sees the introduction of annual indexation of the asset base rather than 3 years to better reflect changing values of capital assets and their cost of replacement and smooth out large fluctuations in depreciation charges. The rate applied is 2.7% using the trimmed mean inflation index as predicted by the Reserve Bank of Australia.

Full detailed operating and capital budget information is at the Attachments.

Council General Rate and Service Charge / Rate revenue is proposed to be increased by:

- A net 3.95%; and
- Additional revenue from growth is currently at 1.57% subject to further analysis and revisions, the budget is set at a target of 1%.

The Community Wastewater Management Service (CWMS) service charges are proposed to be increased by 2.04% with growth being a further 1.40% additional revenue to ensure the service charge is sustainable. The Residential CWMS Service charge will increase from last year at \$396.50 to \$407.00 being \$10.50. The estimated commercial rate will increase by \$13.61 from \$819.65 to \$833.26.

Waste Service charges are proposed to be increased for all three services by 2.61% with growth being a further 1.18% additional revenue to ensure the service charge is sustainable. The refuse, recycling and green organics collection service charges combined will increase by \$7.20 from \$275.50 last year to \$282.70.

The Landscape Levy, a tax collected on behalf of the State and paid to the State, is forecast to reduce by \$4.80 per assessment, due to a redistribution of the payment requirements for the 2025-26 financial year across all of the contributing Councils for the Northern and Yorke Landscape Board.

Draft Long Term Financial Plan (LTFP) Review and Update

High level financial information is included in the LTFP including key financial indicators (KPIs) with established targets and commentary on expected results and variances, checking Council's financial sustainability. The analysis includes all subsidiaries, updated asset management modelling and general review of indexation factors applied to the LTFP. The indicators are based on various factors namely:

- Rates and service charges amended to ensure a sustainable financial position and meet service levels and asset replacement and where approved upgraded or new assets.
- General revenue and expenses are aligned to the Reserve Bank of Australia trimmed mean forecast currently 2.7%.
- Salary and wages are aligned to the Reserve Bank of Australia wage indexation forecast for the next three years being 3.1% and then the upper limit of the bank's inflation target range of 2-3% being 3%.
- Energy costs, water costs and insurance are aligned to the Reserve Bank of Australia wage indexation forecast for the next three years and then the upper limit of the bank's inflation target range of 2-3% being 3% as costs that traditionally are growing at or faster than core inflation.
- Land revaluation is set at the upper limit of the bank's inflation target range of 2-3% being 3% as assets that traditionally are growing at or faster than core inflation.
- All other asset revaluation is aligned to the Reserve Bank of Australia trimmed mean forecast currently 2.7%.
- Asset renewal costs are aligned to the Reserve Bank of Australia upper limit of the bank's inflation target range of 2-3% being 3% as costs that traditionally are growing at or faster than core inflation.

Council adopted the latest update of the LTFP in January 2025 when it approved the funding arrangements for the Barossa Creative Industries Centre. The final plan and budget will include the approved quarter 3 budget review and known changes up to the time of issuing the final ABPB for approval including carried over funds.

The LTFP forecasts for forward years in summary are:

- General rate increases are at 4.3% for 2026/27, 3.25% for 2027/28, 3.00% for 2028/29 and 2.7% for the remaining years of the 10-year plan.
- Increased revenue from growth is estimated at 1.00% for 2026/27 to 2028/29 and 0.75% growth for the remaining years of the 10-year plan.
- CWMS increases are 2.75% for the next 9 financial years reducing to 2% in year 10 (2034/35) of the plan.
- Waste services are 2.25% for 2026/27 and 2027/28 increasing due to contractual changes to 2.75% in 2028/29 and then 3.25% from 2029/30 to 2033/34 and returning to 2.5% in year 10 of the plan.
- Asset Renewal and/or Replacement expenditure is provided for on various buildings, recreation, transport, stormwater, bridge, CWMS and plant & equipment assets and information technology needs at \$98.085m providing for future needs

until the Infrastructure and Asset Management Plan (IAMP) renewal programs have been prepared and approved.

- Upgraded capital expenditure on assets over the 10-year plan period is \$13.827m.
- New capital expenditure on assets over the 10-year plan period is \$17.599m
- Loan financing is a mix of fixed loans and Cash Advance Debenture (CAD) loans with net borrowings for 2025/26 to be \$41.268m and will peak in 2026/27 at \$42.004m.
- The net loan balance outstanding as at 30 June 2035 is forecast to be \$4.235m.
- The future years of the CWMS LTFP is forecasting a breakeven operating position, although a reserve is in place which should offset any unexpected costs. This draft CWMS LTFP does not currently make provision for the cost of capital and/or risk.

It must be noted that the Concordia Growth Area is a significant development area in the Council area and the settings do not include the impacts of this development other than the current resourcing and support costs required to assist the State-led planning for Concordia.

The LTFP key performance indicators for the 10-year period of the plan meet or exceed (positively) the targets outlined and set by Council.

Nuriootpa Centennial Park Authority (NCPA) Board Draft Budget and LTFP

The NCPA budget has been incorporated into Council's consolidated draft ABPB and LTFP and the changes are as follows:

- Operating income and expenditure amendments to reflect current trends, including future operating costs for TBP projects to start from the 2025/26 year.
- Loans – repayments include:
 - a LGFA fixed loan ending 2028/29
 - Capital Expenditure - changes to renewal and upgrade program spending around cashflow requirements and holding sufficient funds for operations.

In line with Council process, NCPA is required to annually review its asset renewal/upgrade program to ensure any asset expenditure is warranted, checking service level requirements to accommodation capacity, usage and rates.

Summary and Conclusion

Council has reviewed its financial parameters for the budget and LTFP, including the indexation used for forward projections on income and expenditure.

As noted in the Financial Considerations section of this report and the ABPB, this financial analysis highlights that all KPIs are within or exceed (positively) the target ranges for this and all future financial years based on current service level and policy settings.

The adoption of the Budget is due to be undertaken at the June meeting of Council.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1 Workshop 1 - 5 February 2025 - Materials for Annual Business Plan and Budget development and Review of the Long Term Financial Plan [↓](#)



Attachment 2 Workshop 2 - 2 April 2025 - Materials for Annual Business Plan and Budget development and Review of the Long Term Financial Plan [↓](#)



Attachment 3 Workshop 3 - 7 May 2025 - Materials for Annual Business Plan and Budget development and Review of the Long Term Financial Plan [↓](#)



Supporting references

[Minutes of Ordinary Council - Tuesday, 17 December 2024](#)

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Legislative Requirements

Section 123 of the Local Government Act 1999

RISK MANAGEMENT CONSIDERATIONS

These statements are qualitative in nature and designed to provide an indication of Council's general position when deciding to take or retain risk in pursuit of its objectives.

1. SERVICE DELIVERY

Refers to the delivery of services to the community, which includes the systems and physical assets that enable provision of these services, including structures (such as roads, buildings and facilities) as well as IT infrastructure, plant, vehicles & other equipment.

The ABPB is the core annual document and policy settings underpinning the delivery of the approved service levels.

2. SUSTAINABILITY & ENVIRONMENT

Relates to measures to preserve, protect and minimise impact on the natural environment, including sacred and indigenous lands, flora, fauna, heritage, water, waste, hazardous materials and pollution.

The ABPB is the core annual document and policy settings underpinning the delivery of the approved service levels including supporting sustainability and environmental outcomes.

3. FINANCIAL

Refers to planning and control of Council's budget to align with the sustainable achievement of the desired outcomes articulated in its Community Plan.

Detailed assessment including financial sustainability indicators and statements are included in the ABPB at the attachments and address the long term risk and sustainability of Council's financial policy settings.

4. PEOPLE

Relates to recruitment, retention, wellbeing and safety of employees and volunteers and engagement and management of contractors as well as the wellbeing and safety of the community.

The ABPB is the core annual document and policy settings underpinning the delivery of the approved service levels and necessary resourcing requirements.

5. REPUTATION

Relates to policy, decisions, actions and circumstances that may cause Council to lose credibility with the community, ratepayers, key stakeholders, other levels of government and its own employees and contractors.

The ABPB is the core annual document and policy settings underpinning the delivery of the approved service levels and supporting the reputation of Council.

COMMUNITY ENGAGEMENT

Consultation is not required as part of the preliminary ABPB development and forms part of the Council report for adoption of the plans for consultation.

25-26 Budget – Workshop 1

Core Capital Budget
Salary and Wages



The Barossa Council

Capital Budgets

- Capital Budget from approved Long Term Financial Budget Update 6 January 2025

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
		Budget	LTFP	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		3,727	4,198	1,262	1,173	1,185	1,196	1,719	1,389	1,400	1,411	1,559
Recreation		85	1,039	328	325	334	343	352	362	372	382	393
Transport - Roads & Footpaths		4,306	3,737	4,268	4,928	5,093	5,262	5,437	5,618	5,804	6,438	6,479
Stormwater, Bridges & Floodplain		0	312	321	331	341	351	362	373	384	395	407
CWMS		782	774	489	607	692	801	810	961	1,067	964	988
Equipment - Plant & Vehicles		1,351	1,244	973	1,002	1,032	1,063	1,095	1,128	1,161	1,196	1,227
Other Assets		117	143	146	850	359	408	418	428	989	450	2,178
		10,368	11,447	7,787	9,216	9,036	9,424	10,193	10,259	11,177	11,236	13,231
New/Upgrade Capital summary: Discretionary												
Land		0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)		3,084	11,423	887	0	0	0	341	0	0	0	0
Recreation (includes TBP program)		22,015	180	294	185	187	190	192	1,799	198	200	203
Transport - Roads & Footpaths		1,691	244	596	97	100	103	106	109	112	115	119
Stormwater, Bridges & Floodplain		1,449	395	403	411	560	429	438	448	457	467	478
CWMS		3,166	271	131	34	33	35	31	81	81	81	81
Equipment - Plant & Vehicles		0	0	0	0	0	0	0	0	0	0	0
Other		916	106	108	111	114	117	120	122	126	129	132
		32,321	12,619	2,419	838	994	874	1,228	2,559	974	992	1,013
Total Capital Expenditure		42,689	24,066	10,206	10,054	10,030	10,298	11,421	12,818	12,151	12,228	14,244
Note: includes internal allocations												

Capital Budgets

- The following new statement provides a reconciliation between the asset management system required spending to maintain assets and the long-term financial plan allocations.

Reconciliation of Capital Expenditure 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	3,727	4,198	1,262	1,173	1,185	1,196	1,719	1,389	1,400	1,411	1,559	20,219
Recreation	85	1,039	328	325	334	343	352	362	372	382	393	4,315
Transport - Roads & Footpaths	4,306	3,737	4,268	4,928	5,093	5,262	5,437	5,618	5,804	6,438	6,479	57,370
Stormwater, Bridges & Floodplain	0	312	321	331	341	351	362	373	384	395	407	3,577
CWMS	782	774	489	607	692	801	810	961	1,067	964	988	8,935
Equipment - Plant & Vehicles	1,351	1,244	973	1,002	1,032	1,063	1,095	1,128	1,161	1,196	1,227	12,472
Other Assets including Technology and Carparks	117	143	146	850	359	408	418	428	989	450	2,178	6,486
Sub-total Renewal and Replacement	10,368	11,447	7,787	9,216	9,036	9,424	10,193	10,259	11,177	11,236	13,231	113,374
Upgrade Capital summary												
Land	0	0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)	0	788	187	0	0	0	0	0	0	0	0	974
Recreation (includes TBP program)	257	180	24	185	187	190	192	195	198	200	203	2,011
Transport - Roads & Footpaths	1,587	244	596	97	100	103	106	109	112	115	119	3,288
Stormwater, Bridges & Floodplain	1,221	395	403	411	420	429	438	448	457	467	478	5,567
CWMS	3,166	271	131	34	33	35	31	81	81	81	81	4,025
Equipment - Plant & Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Other Assets including Technology and Carparks	916	106	108	111	114	117	120	122	126	129	132	2,101
Sub-total Upgrade	7,147	1,984	1,449	838	854	874	887	955	974	992	1,013	17,966
Total Capital Expenditure on Existing Assets	17,515	13,431	9,236	10,054	9,890	10,298	11,080	11,214	12,151	12,228	14,244	131,340

Capital Budgets

Reconciliation of Capital Expenditure 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
New Capital summary												
Land	0	0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)	3,084	10,635	700	0	0	0	341	0	0	0	0	14,761
Recreation (includes TBP program)	21,758	0	270	0	0	0	0	1,604	0	0	0	23,632
Transport - Roads & Footpaths	104	0	0	0	0	0	0	0	0	0	0	104
Stormwater, Bridges & Floodplain	228	0	0	0	140	0	0	0	0	0	0	368
CWMS	0	0	0	0	0	0	0	0	0	0	0	0
Equipment - Plant & Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0
Total Capital Expenditure on New Assets	25,174	10,635	970	0	140	0	341	1,604	0	0	0	38,865
Total Capital Expenditure provisioned in Long Term Financial Plan	42,689	24,066	10,206	10,054	10,030	10,298	11,421	12,818	12,151	12,228	14,244	170,205
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	8,979
Carparks	40	0	0	0	152	37	0	0	0	248	257	735
Footpaths	557	722	724	724	725	346	0	176	729	731	757	6,193
Kerbing	123	125	200	61	0	0	0	0	0	0	0	508
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	22,612
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	18,289
Stormwater and Bridges*	1,221	707	724	742	761	780	800	821	841	862	892	9,151
CWMS*	3,948	1,045	620	641	725	836	841	1,042	1,148	1,045	1,082	12,973
Equipment - Plant & Vehicles*	1,351	1,244	973	1,002	1,032	1,063	1,095	1,128	1,161	1,196	1,238	12,483
Other Assets - IT Renewal*	1,033	249	254	961	473	525	538	550	1,115	579	599	6,876
Total Capital Expenditure requirement forecast in Infrastructure and Asset Management Plan	11,662	7,601	7,049	7,917	8,667	8,479	8,253	8,791	10,164	9,934	10,282	98,799
Net Capital Expenditure Against IAMP (Surplus)/Deficit - Existing Assets	(5,852)	(5,830)	(2,187)	(2,137)	(1,223)	(1,819)	(2,827)	(2,423)	(1,987)	(2,294)	(3,962)	(32,541)
Net Capital Expenditure Against IAMP (Surplus)/Deficit - All Assets	(31,027)	(16,465)	(3,157)	(2,137)	(1,363)	(1,819)	(3,168)	(4,027)	(1,987)	(2,294)	(3,962)	(71,406)
* Based on current projections these are currently under new modelling in 2024-25												
KPI 4 - Existing Assets	150.2%	176.7%	131.0%	127.0%	114.1%	121.5%	134.3%	127.6%	119.5%	123.1%	138.5%	132.9%
KPI 4 - Total Assets	366.0%	316.6%	144.8%	127.0%	115.7%	121.5%	138.4%	145.8%	119.5%	123.1%	138.5%	172.3%

Capital Budgets

- No changes to that of the adopted LTFP at this time.
- Proposed capital budget for 25/26 is presented, with a draft program at the attachment noting (being issued Friday 31/1/2025):
 - This is still being ground truthed.
 - There are no new initiatives this year therefore this reflects a fully funded budget.

Key Budget Summary At This Time In Budget Development Cycle

- Key points:
 - Program at this time will require \$8M in borrowings.
 - The 10 year forward operating position of Council is a surplus of \$12.921M (including the 2024-25 estimates)
 - Current modelling shows our net financial liabilities are estimated to peak in 2025-26 at \$47.037M (of which \$41.168M is borrowings) or 87.5%, this will change as the budget proceed towards finalisation. This is reduced from the original peak that was estimated in the 2024-25 financial year.
 - Debt levels significantly reduce over the forward estimates on condition spending is aligned to the asset management plans and operations. With net financial liabilities in year 10 of the long-term financial plan (2034-35) at 11.4%.
 - Concordia has not yet been incorporated in the financial estimates other than officer and general project costs currently being incurred to support the planning processes.

Salary and Wages Budgets for 2025-26

- Key changes:
 - Outside staff enterprise increase 4.5% or CPI which ever is lower (like to be CPI at mid to high 2% range)
 - Inside staff enterprise increase to be negotiated last increase was 2.5% have provisioned up to 3%.
 - Last statutory increase to superannuation of 0.5%.
 - Changes to employee classification and step increases included.
 - Assume full employment.
 - Includes approved changes for economic development and events approved by Council during 2024-25 budget
- Changes to latest approved long term financial plan (LTFP) 6 January 2025:
 - Target \$19.785M operating and \$714K capital – total of \$20.499M
 - Estimate \$19.801M operating and \$703k capital – total of \$20.504M
 - Above excludes income insurance of \$0.362M a increase of \$5K on the foreward estimates.

Salary and Wages Budgets - Council

- FTE budget:
 - 25/26 amended (including NCPA) 182.89
 - 25/26 estimate (including NCPA) 183.67
- FTE changes:
 - Open spaces – 1 FTE – funded by The Big Project Rugby and Lyndoch coming on stream.
 - Reforms for Economic, Event, Tourism and Strategy approved by Council - 4.94 FTE's.
 - Other nominal changes in hours across business (-0.02 FTE).
- Other matters:
 - Continuing to address leave accruals will impact cash flows and potential needs for backfilling for roles.
 - Assumes full employment there will be vacancies

Salary and Wages Budgets

Salaries and Wages - Reconciliation Sheet									
	Total Salary and Wages and Insurances								
	2024-25 Budget			2025-2026 Estimated Budget			Change Calculations		
	Adopted	FTE		Draft	FTE		Change FTE	Change \$	Change \$ %
OMCEO									
OMCEO - Base	677,020	3.59		838,799	4.66		1.07	161,779	23.90%
	677,020	3.59		838,799	4.66		1.07	161,779	23.90%
DIES									
Infrastrucutre and Environmental - ASU	3,266,872	25.41		3,290,779	24.78		-0.63	23,907	0.73%
Infrastrucutre and Environmental - AWU	4,210,078	47.28		4,406,150	47.48		0.20	196,072	4.66%
	7,476,950	72.69		7,696,929	72.26		-0.43	219,979	2.94%
DDCS									
Library	1,307,462	13.59		1,357,061	13.57		-0.01	49,599	3.79%
Comm Wellbeing	1,232,665	11.47		1,312,398	11.63		0.16	79,733	6.47%
Dev, Health, Reg Svcs	2,468,933	20.90		2,571,191	20.90		0.00	102,258	4.14%
	5,009,060	45.96		5,240,650	46.10		0.15	231,590	4.62%
DCS&BI									
Corp Svcs and Business Innovation	4,519,034	39.25		4,970,788	41.15		1.90	451,754	10.00%
Event and TS	526,987	5.16		919,221	8.39		3.24	392,235	74.43%
	5,046,021	44.41		5,890,010	49.55		5.14	843,989	16.73%
NCPA									
NCPA	937,544	11.10		976,001	11.10		0.00	38,457	4.10%
	937,544	11.10		976,001	11.10		0.00	38,457	4.10%

Budget Development Update

- Remaining budget manager developed operating budgets currently being finalised, uploaded and reconciled – on target.
- Corporate calculated budgets (insurance, services, taxes, depreciation, grants) – on target.
- Core capital budgets presented in this presentation – month ahead of target.
- New initiatives process and analysis – Council approved no new initiatives therefore completed.
- Long Term Financial Plan development – on target.
- Rating, service charges and valuation work – on target.

Thank you.



2025/26 Capital Works Program - Infrastructure & Environmental Services

LOCATION	Asset Type	DETAILS	2024/25					Change
			Proposed Budget	Income/Funding contribution %	New Income/Funding	Council Contribution	Forecasted LTFP for 2025/26 - Q2 Revision	
Replacement / Renewal	Transport Assets	Reseal Program (Sprayed Seal and Asphalt)	\$2,821,586	0%	\$0	\$2,821,586	\$2,748,629	\$72,957
	Transport Assets	Resheet Program		0%	\$0			
	Transport Assets	Road Shoulders		0%	\$0			
	Transport Assets	Footpath Program	\$475,000	0%	\$0	\$475,000	\$470,497	\$4,503
	Transport Assets	Footpath Program - Treatments Around Nuriootpa Highschool (provision only at this stage)	\$50,000	0%	\$0	\$50,000	\$0	\$50,000
	Transport Assets	Car park resealing	\$0	0%	\$0	\$0	\$40,000	-\$40,000
	Equipment Assets	Plant & Equipment	\$365,000	0%	\$0	\$365,000	\$309,000	\$56,000
	Equipment Assets	Minor Plant	\$51,500	0%	\$0	\$51,500	\$51,500	\$0
	Bridge/Stormwater Assets	Various	\$312,120	0%	\$0	\$312,120	\$312,120	\$0
	Building Assets	Community Buildings (not part of TBP)	\$400,000	0%	\$0	\$400,000	\$400,000	\$0
	Building Assets	Office/Depot Works	\$30,000	0%	\$0	\$30,000	\$30,000	\$0
	Recreation Assets	Recreation - assets - incl internal roads	\$63,613	0%	\$0	\$63,613	\$63,613	\$0
	Recreation Assets	Playgrounds	\$30,000	0%	\$0	\$30,000	\$30,000	\$0
Replacement / Renewal (Total)			\$4,598,819		\$0	\$4,598,819	\$4,455,359	\$143,460
New / Upgrade	Transport Assets	Streetscaping - townships - unallocated	\$91,500	0%	\$0	\$91,500	\$91,500	\$0
	Transport Assets	Rural seal program	\$400,000	0%	\$0	\$400,000	\$400,000	\$0
	Recreation Assets	Playgrounds	\$77,500	0%	\$0	\$77,500	\$77,500	\$0
	Stormwater and Road Upgrade*	Yetti Road - Year 1 of 2	\$1,000,000	0%	\$660,000	\$340,000	\$0	\$340,000
	Stormwater Assets & Bridge	Various	\$150,000	0%	\$0	\$150,000	\$150,000	\$0
	Stormwater Assets & Bridge	Various	\$117,906	0%	\$0	\$117,906	\$117,906	\$0
New / Upgrade (Total)			\$1,836,906		\$660,000	\$1,176,906	\$836,906	\$340,000
Total Capital			\$6,435,725		\$660,000	\$5,775,725	\$5,292,265	\$483,460

2025/26 Capital Works Program - Other

LOCATION	Asset Type	DETAILS	2024/25					Change
			Proposed Budget	Income/Funding contribution %	Income/Funding	Council Contribution	Forecasted LTFP for 2025/26 - Q2 Revision	
Replacement / Renewal	Plant and Equipment	General Inspector, Office and Other Vehicles	\$330,000	0%	\$165,000	\$165,000	\$185,655	-\$20,655
	Plant and Equipment	Community Transport - Bus Replacement	\$368,800	0%	\$54,400	\$314,400	\$179,000	\$135,400
	Inventory	Library Books	\$98,487	0%	\$82,942	\$15,545	\$15,545	\$0
	Recreational	Angas Recreation Park - Upgrade Lighting to 300 Lux to main oval (subject to successful grant application and third party contributions)	\$440,000	0%	\$352,134	\$87,867	\$0	\$87,867
	The Big Project	Creative Industries Centre	\$5,250,000	0%	\$1,300,425	\$3,949,575	\$2,669,113	\$1,280,462
	Plant and Equipment	Continuous Improvement Systems Upgrades	\$150,000	0%	\$0	\$150,000	\$150,000	\$0
Replacement / Renewal (Total)			\$6,637,287		\$1,954,900	\$4,682,387	\$3,199,313	\$1,483,074
New / Upgrade	The Big Project	Creative Industries Centre	\$9,750,000	0%	\$2,415,075	\$7,334,925	\$4,956,924	\$2,378,001
New / Upgrade (Total)			\$9,750,000		\$2,415,075	\$7,334,925	\$4,956,924	\$2,378,001
Various	Salary	Project Management Resourcing for Capital Delivery	\$673,769	0%	\$0	\$673,769	\$673,769	\$0
Total Capital			\$17,061,056		\$4,369,975	\$12,691,081	\$8,830,006	\$3,861,075

2025/26 Capital Works Program - Common Waste Water Management System								
LOCATION	Asset Type	DETAILS	2024/25					Change
			Proposed Budget	Income/Funding contribution %	Income/Funding	Council Contribution	Forecasted LTFP for 2025/26 - Q2 Revision	
Replacement / Renewal	CWMS Asset	Gravity Mains Asset Management	\$60,000	0%	\$0	\$60,000	\$60,000	\$0
	CWMS Asset	Network Pump Station	\$400,000	0%	\$0	\$400,000	\$400,000	\$0
	CWMS Asset	Rising mains and Infrastructure	\$178,032	0%	\$0	\$178,032	\$178,032	\$0
	CWMS Asset	Nuriootpa WWTPt	\$48,225	0%	\$0	\$48,225	\$48,225	\$0
	CWMS Asset	Springton WWTPt	\$11,850	0%	\$0	\$11,850	\$11,850	\$0
	CWMS Asset	Operation Emergency IP and Manhole Repairs/Replacement	\$15,000	0%	\$0	\$15,000	\$15,000	\$0
	CWMS Asset	Operation Emergency Drain Repairs	\$10,000	0%	\$0	\$10,000	\$10,000	\$0
	CWMS Asset	Operation Construction of New Inspection Points	\$6,000	0%	\$0	\$6,000	\$6,000	\$0
Replacement / Renewal (Total)			\$729,107		\$0	\$729,107	\$729,107	\$0
New / Upgrade	CWMS Asset	Stockwell WWTPt Reuse Lagoon 2	\$240,000	0%	\$0	\$240,000	\$240,000	\$0
	CWMS Asset	Operation Emergency IP and Manhole Repairs/Replacement	\$15,000	0%	\$0	\$15,000	\$15,000	\$0
	CWMS Asset	Operation Emergency Drain Repairs	\$10,000	0%	\$0	\$10,000	\$10,000	\$0
	CWMS Asset	Operation Construction of New IP due to planning errors	\$6,000	0%	\$0	\$6,000	\$6,000	\$0
New / Upgrade (Total)			\$271,000		\$0	\$271,000	\$271,000	\$0
Various	Salary	Project Management Resourcing for Capital Delivery	\$44,695	0%	\$0	\$44,695	\$44,695	\$0
Total Capital			\$1,044,802		\$0	\$1,044,802	\$1,044,802	\$0

2025/26 Capital Works Program - NCPA (Nuriootpa Centennial Park Authority)

LOCATION	Asset Type	DETAILS	2024/25					Change
			Proposed Budget	Income/Funding contribution %	Income/Funding	Council Contribution	Forecasted LTFP for 2025/26 - Q2 Revision	
Replacement / Renewal	Recreation	Netball and Tennis Court Replacement (subject to successful grant application)	\$920,000	0%	\$600,000	\$320,000	\$180,133	\$139,867
Replacement / Renewal (Total)			\$920,000		\$600,000	\$320,000	\$180,133	\$139,867
Upgrade	Recreation	Nurioopt main oval - Upgrade Lighting to 300 Lux to main oval (subject to successful grant application and third party contributions)	\$440,000	0%	\$264,267	\$87,867	\$175,733	-\$87,867
New / Upgrade (Total)			\$440,000		\$264,267	\$87,867	\$175,733	-\$87,867
Total Capital			\$1,360,000		\$864,267	\$407,867	\$355,866	\$52,001
Grand Total Capital			\$25,901,583		\$5,894,242	\$19,919,474	\$15,522,939	\$4,396,535

* Subject to Special Local Roads Grant and if successful bringing forward budget allocations from 2026-27 and 2027-28 road and drainage and footpath budgets

Reseal Renewal Program Budget Draft for 2025-26

Location	Street	From Street	To Street	Treatment Cost	Treatment Name
Tanunda	Krondorf Road	Barossa Valley Way	Grocke Road	167,189.40	Moderate Patch and Double Spray Seal
Tanunda	Krondorf Road	Grocke Road	Nitschke Road	76,207.32	Moderate Patch and Double Spray Seal
Tanunda	Krondorf Road	Nitschke Road	Segment Limit 327m SE	41,518.68	Moderate Patch and Double Spray Seal
Tanunda	Grocke Road	Surface change-Sheeed	Krondorf Road	20,987.40	Moderate Patch and Double Spray Seal
Tanunda	Nitschke Road	Krondorf Road	to 150m from Krondorf Road	19,572.00	Moderate Patch and Double Spray Seal
Krondorf	Lily Farm Road	Surface change-Spray sealed	Krondorf Road	23,511.60	Moderate Patch and Double Spray Seal
Lyndoch	Barossa Court	Barossa Valley Way	end	122,640.00	Pavement investigation to be undertaken budget AC P&R 40mm
Lyndoch	Gordon Street	Margaret Street	81m from Robert Ross Drive	37,795.80	AC P&R 40mm
Lyndoch	Margaret Street	William Street	Gordon Street	16,808.40	AC P&R 40mm
Lyndoch	Margaret Street	Gordon Street	John Street	42,691.74	AC P&R 40mm
Lyndoch	Margaret Street	John Street	end	48,328.98	AC P&R 40mm
Nuriootpa	Baird Street	Macarthur Street	Flinders Street	114,118.11	AC P&R 40mm
Nuriootpa	Baird Street	Flinders Street	Francis Street West		AC P&R 40mm
Nuriootpa	Baird Street	Francis Street West	Old Kapunda Road		AC P&R 40mm
Tanunda	Siegersdorf Road	Surface change-Hotmix	Light Pass Road	78,973.44	Moderate Patch and Double Spray Seal
Tanunda	Siegersdorf Road	Light Pass Road	Surface change-Spray Sealed 40m E	78,973.44	Double Spray Seal
Tanunda	Light Pass Road	Siegersdorf Road	Surface change-Spray Sealed 38m South		Moderate Patch and Double Spray Seal
Tanunda	Light Pass Road	Surface change-Hotmix	Siegersdorf Road		Moderate Patch and Double Spray Seal
Angaston	Light Pass Road	Saleyard Road	Angaston Road	26,157.27	AC P&R 40mm Intersection approach only - not full segment
Angaston	Light Pass Road	Angaston Road	Diagonal Road	26,157.27	AC P&R 40mm Intersection approach only - not full segment
Bethany	Rifle Range Road	Barossa Valley Way	Surface change-sheeted 95m SE	25,725.00	Moderate Patch and Double Spray Seal
Lyndoch	Hermann Thumm Drive	Hermann Thumm Drive	Surface change-sheeted	8,425.20	Moderate Patch and Double Spray Seal
Lyndoch	Hermann Thumm Drive	Barossa Valley Way	Barritt Road	48,594.00	Extensive Patch and Double Spray Seal
Lyndoch	Hermann Thumm Drive	Fuss Road	Segment Limit - 1km S	57,708.00	Minor Patch and Double Spray Seal
Lyndoch	Hermann Thumm Drive	Segment limit	Council Boundary	17,892.00	Minor Patch and Double Spray Seal
Total				1,099,975.05	

Rural Acceleration Program Budget Draft for 2025-26

Location	Suburb	Cost	Info
Keyenton Rd Stage 3	Eden Valley	400,000	Stage 3 of the Moculta - Keyenton Rd sealing upgrade
Total		400,000	

Resheet Renew Program Draft for 2025-26

Road	District	Section	Quarry	Length	Width	Area	Tonne	Carting Days	Estimate (\$)
Allendale	Kalbeeba	Surface change sheeted to segment limit 2km S	Springton or Rosedale	1900	7	13,300	4,190	5.59	174,380.40
Drogumuller	Springton	Whole	Springton	1142	7	7,994	2,518	3.36	104,811.80
L Staricks	Springton	Whole	Springton	1630	7	11,410	3,594	4.79	149,600.02
Cromer	Cromer	Whites Boundary to Carnells Boundary, infills & completes previous resheeting done approx 3 yrs ago, we are getting poor feedback	Springton	2500	7.5	18,750	5,906	7.88	245,837.03
High Eden	Springton	Rattell to No 0659	Springton	351.06	7.5	2,633	829	1.11	34,521.42
High Eden	Springton	Cowell to Rattell	Springton	2123.53	7.5	15,926	5,017	6.69	208,816.92
Suger Loaf Hill	Mount McKenzie	Surface change formed to end	Penrice	108.07	6	648	204	0.27	8,501.63
Sieboths	Flaxman Valley	Whole	Penrice	1643	7	11,501	3,623	4.83	150,793.15
Heggies Range	Flaxman Valley	Surface Change sheeted to Road no 0640	Penrice	552	7	3,864	1,217	1.62	50,662.09
Berryfield	Lyndoch	Miamba to Krieg	Springton or Rosedale	1654.64	5	8,273	2,606	3.47	108,472.47
Gruenberg	Moculta	Moculta Rd to Church?		2000	6.5	13,000	4,095	5.46	170,447.00
Woodlands	Williamstown	Middleton to Segment End		877	6.5	5,701	1,796	2.39	74,741.01
Hamiltons Road	Springton	Eckerts Street to O Herbig Road	Springton/Rosedale	1,130.0	8.0	9,040	2,848	3.80	118,526.22
Total									1,600,111.18

Kerbing Renewal Program Budget Draft for 2025-26

Location	Suburb	Cost	Treatment
309263 - KERB, GRAMP AVE	Angaston	9,500	Kerb Minor Rehabilitation
309419 - KERB, MURRAY ST	Angaston	9,000	Kerb Minor Rehabilitation
314272 - KERB, MAGNOLIA STREET	Tanunda	12,500	Kerb Minor Rehabilitation
313532 - KERB, MELROSE ST, MT PLEASANT	Mt Pleasant	30,500	Kerb Minor Rehabilitation
313549 - KERB, MURRAY STREET, TANUNDA	Tanunda	25,500	Kerb Minor Rehabilitation
311459 - KERB, GILBERT ST, LYNDOKH	Lyndoch	34,500	Kerb Minor Rehabilitation
Total		121,500	

Footpath Renew Program Draft for 2025-26

Location	Suburb	Cost	Treatment
Allen Street	Angaston	20,000.00	Bitumen - Spray Seal
Eliza Street	Williamstown	30,000.00	Bitumen - Spray Seal
Park Street	Angaston	50,000.00	Bitumen - Spray Seal
Kegel Club	Tanunda	10,000.00	Bitumen - Spray Seal
Barossa Valley Way	Lyndoch	40,000.00	Paved; Pavers
Kindler Avenue Bridge	Nuriootpa	20,000.00	Bitumen - Spray Seal
Peppertree Grove Estate	Stockwell	30,000.00	Paved; Pavers
Queen Street	Williamstown	30,000.00	Paved; Pavers
Murray Street	Angaston	20,000.00	Paved; Pavers
Noske Street	Lyndoch	15,000.00	Bitumen - Spray Seal
Evans Street	Angaston	30,000.00	Bitumen - Spray Seal
Radford Road	Angaston	20,000.00	Bitumen - Spray Seal
Valley Road	Angaston	30,000.00	Bitumen - Spray Seal
Valley Road	Angaston	30,000.00	Bitumen - Spray Seal
Jubilee Ave	Angaston	25,000.00	Bitumen - Spray Seal
Gramp Ave	Angaston	25,000.00	Bitumen - Spray Seal
Park Road	Angaston	30,000.00	Bitumen - Spray Seal
Evans Street	Angaston	20,000.00	Bitumen - Spray Seal
Unallocated / Contingency			
Total		475,000.00	

Building Renew Program Draft for 2025-26

Asset Name	Site	Township	Component	Funding	Notes
The Rex - Balance Tanks	The Rex	Tanunda	Equipment	\$28,000.00	Routine asset renewal
The Rex - Court 2 Wall Panelling	The Rex	Tanunda	Superstructure	\$52,000.00	
The Rex - Pool Deck Renewal	The Rex	Tanunda	Superstructure	\$20,000.00	
Old Union Chapel	Old Union Chapel	Angaston	Superstructure	\$35,000.00	Main hall flooring renewal/replacement
Public Toilet Renewal Program			Renewal	\$150,000.00	
Still To Be Allocated				\$115,000.00	
Total				\$400,000.00	

Bridges - 2025-26

Location	Information	Cost	Priority
Project - Glen Gillian Bridge, Williamstown - Repair	Remove and replace existing bridge retaining on both side. The existing grader blade retaining wall is failing and requires a post and sleep arrangement, with additional pavement base works.	60,000.00	High Priority
Project - Springton Road Bridge (Portuguese Bridge), Mount Crawford - Repair	Excavation and anchoring the on existing eastern headwall is required, due to being pushed out by tree roots. The headwall protects the abutment and is currently allowing water to eroid the earth behind both - which is causing erosion and impacting the structural integrity of the bridge	90,000.00	High Priority
Project - Robin Bridge Nuriootpa, Repair gabion rock system	Replace gabion rock system with in-situ concrete retaining wall (under 1m) and concrete path – this would slightly increase the waterway area under the bridge. Current gabion rock is failing, due to floodings in previous years and requires replacing. This is also causing the footpath to slide way with it.	100,000.00	Works required asap
Unallocated Contingency		17,906.00	
Total		267,906.00	

Stormwater 2025-26

Location	Information	Cost	Priority
Project - Stormwater Inlet Capacity Upgrade, Langmeil Road / Basedow Creek, Tanunda	Langmeil Road crossing over Basedow Creek. New stormwater pits and pipe from Bilyara Road to Basedow Creek, New double SEP's on southern side of bridge to capture increased Tanunda Oval runoff and drainage. To mitigate frequent flood to western Erhardt Property	80,000.00	High Priority as frequent flooding of developed property currently experienced
Project - Stormwater Culvert Crossing - Trial Hill Road, Pewsey Vale	1 Pipe Culvert road crossing in Trial Hill Road - sleeve existing steel pipe with structural strength liner (Refer Pipeline Solutions Technology)	70,000.00	High Priority as exisiting pipe is rusted away and road is statrtng to collapse in.
Project - Stormwater Culvert Crossing - Pimpala Road, Cockatoo Valley	2 Pipe Culvert road crossings in Pimpala Road - sleeve existing steel pipe with structural strength liner (Refer Pipeline Solutions methodology and quote #2278) - at #189 Pimpala Road and near Krieg Road	130,000.00	High Priority as exisiting pipe is rusted away and road is statrtng to collapse in.
Unallocated Contingency	TBA	32,120.00	
Total		312,120.00	

Carparking Reseals 25-26

Location	Suburb	Cost	Treatment
Nil		0.00	
Unallocated / Contingency			
Total		0.00	

2025/2026			
Gravity Mains Asset Management	60,000	Inspection and repair only	Work Resulting from Drain Insection CCTV
Network Pump Station	400,000	Renewal	Remaining operating life reviews and replacement
Rising mains and Infrastructure	178,032	Renewal	Nuriootpa West Rising main/Pump Stations
Nuriootpa WWTPt	48,225	Renewal	Treatment Plant
Springton WWTPt	11,850	Renewal	Treatment Plant
Stockwell WWTPt Reuse Lagoon 2	240,000	Upgrade	New 20Ml Reuse Water Storage lagoon
Operation Emergency IP and Manhole Repairs/Replacement	30,000	Improvement/ Upgrades	Approximately 5 Manhole/IP fail in network Annually
Operation Emergency Drain Repairs	20,000	Improvement/ Upgrades	Approximately Cost of repairs in network Annually including Pump outs
Operation Construction of New IP due to planning errors	12,000	Improvement/ Upgrades	New IP requiring construction due to Planning approval errors
Yearly Total	<u>1,000,107</u>		

Plant and Equipment 2025-26 - Administration

<u>Position</u>	<u>CURRENT VEHICLE</u>	<u>BUDGET</u>	<u>TRADE-IN</u>	<u>Net Cost</u>
Director Infrastructure and Environmental Services	Isuzu MU-X	55,850.00	27,925.00	27,925.00
Manager Infrastructure and Environmental Services	Mitsubishi Triton	37,050.00	18,525.00	18,525.00
Manager Capital Project Delivery	Kia Sportage	37,050.00	18,525.00	18,525.00
Pool Car - Works B	Toyota RAV4 GX	28,650.00	14,325.00	14,325.00
Director, Development and Community Services	Isuzu DMAX	28,650.00	14,325.00	14,325.00
Community Safety Officer (General Inspector)	Mitsubishi Triton MR GLX	42,650.00	21,325.00	21,325.00
Pool Car - DCS A	Hyundai Kona OS v4	28,650.00	14,325.00	14,325.00
Pool Car - CS	Nissan X Trail	34,400.00	17,200.00	17,200.00
Contingency		37,050.00	18,525.00	18,525.00
Community Transport 4	Nissan X-Trail	34,400.00	17,200.00	17,200.00
Community Transport 8	Nissan X-Trail	34,400.00	17,200.00	17,200.00
18 Seater Bus		300,000.00	20,000.00	280,000.00
Total		698,800.00	219,400.00	479,400.00

Plant and Equipment 2025-26 - Depot

<u>Equipment</u>	<u>Budget</u>	<u>Trade Inn</u>	<u>Budget</u>
New dual cab truck for Openspaces	125,000.00	0.00	125,000.00
New Skidsteer with attachments	180,000.00	0.00	180,000.00
New Trailer for skidsteer	60,000.00	0.00	60,000.00
Total	365,000.00	0.00	365,000.00

25-26 Budget – Workshop 2

Updated Capital
Updated Salary and Wages
Operating Budget



The Barossa Council

Critical Assumptions

Critical Assumptions

- Does not include any new initiatives spending.
- Includes additional spending and savings identified in the latest approved Long Term Financial Plan (January 2025)
- Rate and service levy revenue is aligned to Long Term Financial Plan settings
- CPI December Qtr – Adelaide 2.5%.
- Internal allocations have not yet been applied – this does not impact the budget bottom line just the allocation to functions and activities within the budget. An estimate has been calculated to provide the functional report.
- Commonwealth grants are paid in the correct year no advance payment is made this year.

Critical Assumptions

- South Australia receipt of supplementary roads funding \$268K finishes in 2025-26 has been removed in future years financial plan without any reduction to the roads budgets.
- Capital as outlined and anticipated grants achieved (otherwise assumes projects are deferred).
- Is a budget prepared on existing service levels and asset replacement models as determined by our asset management systems and processes.
- Borrowings are assumed to be borrowed on 1 July 2025 – but interest has been adjusted to cater for normal cash flow estimates. This will be further refined as the budget is completed.
- Indexation is aligned to Councils approval of December 2024 where it is required.

Critical Assumptions

- Detailed approved Long Term Financial Plan Assumptions.
 - Rates increase 4.3%
 - Rates new property and growth increase of 1%.
 - General operating income and grants indexed at 2.5%.
 - Employee expenses 3.11%
 - Operating expenditure indexation applied where required:
 - 1.5% on general cost base where not related to CPI linked contracts
 - 2.5% for CPI linked contracts.
 - Consultants 20% base reduction.
 - Electricity 3% but adjusted for reduction in usage costs of average of 7%
 - Water costs 3%
 - Insurance costs 3%
 - Depreciation is directly calculated based on capital spend and average depreciation rates.
 - Interest rates 5.5% for cash advance debentures (most of the borrowings) and fixed rates ranging from 2.05% to 6.85%

Critical Assumptions

- Additional funding provided for in the approved long term financial plan:
 - Additional outdoor employee to support new infrastructure spend over the past 18 months namely Barossa Park and Rugby.
 - Additional machinery for the same reason as above.
 - Barossa Park and Rugby direct costs of maintenance, power, insurance, depreciation etc all factored into the plan before approval of the infrastructure spends.
 - Increased computer licensing costs namely for automation of our human resourcing and payroll functions.
 - Core funding to assist with our aboriginal engagement on projects and reconciliation.
 - Investment in Strategic Land Use planning and growth position aligned to Concordia and our growth and investment strategy.
 - Core funding for full year for economic development, events, strategy resourcing.
 - Additional support for RDA Barossa – subject to conditions of new funding agreement to be approved by Council.
 - Significant 3-year systems upgrade to an enterprise solution due to core system not to be supported by 2027 – still subject to a full business case.

Capital Budget

Capital Budgets

- Changes from that presented in February 2025:
 - Minor changes to road reseal, resheet program of \$5,925 additional cost.
 - Additional \$100K for plant and equipment needed by depot namely for new infrastructure builds at Lyndoch, Rugby and Soccer.
 - Stormwater and bridges new and upgrade has been shift to renewal works – no bottom line budget change.
 - \$1K reduction in buildings renewal budget.
 - \$63,613 reduction in recreational assets internal road work – none identified for 2025-26.
 - Minor saving in plant and equipment for administration and community transport replacement of \$28,455
 - Creative industries net cost for 25-26 increase of \$235K no change to bottom line – this is related to greater grant receipts in 24-25 than budgeted, we have received the funds earlier than anticipated.

Capital Budgets

- Changes from that presented in February 2025:
 - Major computer hardware refresh (occurs 1 in 4 years) proposing, subject to final calculations, to buy outright rather than lease – likely cash saving over 21 year period (6 rotations) is \$2.259M or \$107,576 per annum average
 - Operating improvement to operating statement over the same period is estimated at \$3.465M or \$164,976 per annum average – funding moving from operating to capital.
 - Provision of full implementation of an enterprise computer system over three years. Capital cost over three years \$1.5M. Subject to full business case and possible prudential management assessment. Increase in 25-26 \$150K. Net capital change over four financial years \$1.248m.
 - Carried over telecommunications and mobile phone refresh \$145K, no cash impact budgeted for in 24/25.
 - See Attachment 1 for full program details and target road, footpath, building, stormwater, bridge, and plan and equipment interventions.

Capital Budgets

- Key funding for 25-26 budget and forward estimates:

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
		Q2 Budget	Draft 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		3,727	5,121	1,262	1,173	1,184	1,195	1,717	1,387	1,398	1,410	1,557
Recreation		85	976	329	325	334	343	352	362	372	382	393
Transport - Roads & Footpaths		4,306	4,331	4,768	4,587	4,752	5,260	5,435	5,615	5,802	5,985	6,014
Stormwater, Bridges & Floodplain		0	580	321	331	341	351	362	373	384	395	407
CWMS		782	774	489	607	692	801	810	961	1,067	963	988
Equipment - Plant & Vehicles		1,351	1,215	872	998	1,025	1,053	1,081	1,110	1,139	1,170	1,199
Other Assets		96	399	601	803	106	158	162	166	170	474	2,178
		10,347	13,396	8,642	8,824	8,434	9,161	9,919	9,974	10,332	10,779	12,736
New/Upgrade Capital summary: Discretionary												
Land		0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)		3,084	10,500	887	0	0	0	341	0	0	0	0
Recreation (includes TBP program)		22,015	1,060	294	185	188	190	193	1,799	198	201	204
Transport - Roads & Footpaths		1,691	744	1,097	97	100	103	106	109	113	116	119
Stormwater, Bridges & Floodplain		1,449	122	398	406	415	424	433	442	452	462	472
CWMS		3,166	271	131	34	33	35	31	81	81	81	81
Equipment - Plant & Vehicles		0	0	0	0	0	0	0	0	0	0	0
Other		930	424	26	26	579	145	148	152	644	160	164
		32,335	13,121	2,833	748	1,315	897	1,252	2,583	1,488	1,020	1,040
Total Capital Expenditure		42,682	26,517	11,475	9,572	9,749	10,058	11,171	12,557	11,820	11,799	13,776

Operating Budget

Operating Revenue

Budget	23/24 Actual	24/25 Q2 Budget Review	25/26 Draft Budget	Difference to 24/25 Q2 Budget Review	Difference to LTFP January 2025
Rates	37,956,000	39,939,000	41,863,000	1,934,000	(57,000)
Statutory Charges	830,000	822,000	908,000	86,000	58,000
User Charges	3,828,000	3,997,000	4,177,000	180,000	65,000
Grants, Subsidies and Contributions	1,903,000	4,699,000	4,651,000	(48,000)	46,000
Investment Income	217,000	150,000	166,000	16,000	12,000
Reimbursements	63,000	209,000	100,000	(109,000)	37,000
Other Income	1,242,000	775,000	622,000	(154,000)	(63,000)
Total Revenue	46,039,000	50,591,000	52,487,000	1,954,000	98,000

Operating Expenses

Budget	23/24 Actual	24/25 Q2 Budget Review	25/26 Draft Budget	Difference to 24/25 Q2 Budget Review	Difference to LTFP January 2025
Salary and Wages	17,817,000	18,947,000	20,169,000	1,222,000	(384,000)
Materials Contracts and Other Expenses	17,533,000	19,680,000	19,220,000	(460,000)	0
Interest Expenses	771,000	1,638,000	2,020,000	382,000	216,000
Depreciation	11,010,000	11,136,000	11,659,000	523,000	232,000
Net Loss – Joint Ventures	47,000	0	0	0	0
Total Expenses	47,178,000	51,401,000	53,068,000	1,564,000	64,000
Operating Position (Surplus) / Deficit	(1,139,000)	(810,000)	(581,000)	288,000	163,000

Other Information

- Salary and wages changes since February 2025:
 - Increase to operating budget for salary, wages and employee insurances from \$20.379M to \$20.518M total of \$139K increase:
 - Addition of a Strategic Planning and Growth Manager.
 - Other Council core budget reductions total \$77,460.
 - Significant increase in NCPA salary budget of 28.9% or \$232,043 – it has been requested of the Board to review - awaiting outcome.
 - Capital salary and wages budget unchanged \$718K.
 - Total salary and wages and employee insurances budget \$21.237M.
- Operating position summary:
 - Revenue slighted better than forecast mainly estimated grants from transport and home assist increase of \$94,000
 - Operating expenditure under forecast by \$64,000
 - Net improvement for forecast position for 2025/26 \$163,000
- Functional spending and other operating budget table provided in draft Annual Business Plan and Budget.

Core Systems Change

- Pending a full business case the 10-year long term financial plan contain expenditure of approximately \$10.125M operating and between \$1.5M to \$2.1M over three years capital for implementation to move to a full enterprise solution.
- Long term plan already allocated the above (at \$1.5M) to model the impact.
- Estimated operating savings on replaced systems over the same period are \$2.003M.
- Estimated efficiencies and operating savings over the same period are \$2.068m.
- Net operating cost being \$6.054M over the 10 years.
- Net cost of continuing with existing bespoke approach still being calculated.
- Must do something as our core system will no longer be supported by 2027 and Pathway is not offering a cloud based modern platform post that year.

Core Systems Change

The case for change

- A full service and cloud-based product will be more secure and maintained to latest specification.
- We will be able to offer front end resolution of matters for customers and a modern experience to close the loop.
- One system offers efficiencies and reliability in term of IT management – including less integration and complexity.
- We will be continuing with a trusted software partner - our HR, Finance and Purchasing systems are already in TechnologyOne.
- The proposed product has capacity to replace all our systems (see image)
- A core software platform will significantly lower risk.
- We will be able to future proof our technology as we seek to ensure scalability to cater for future growth, especially with Concordia coming online



Core Systems Change

Outcomes



User experience - customer centric platform to be able to provide real time information and allow our customers to be able to interact with us anytime and anywhere.



Retaining and attracting talent – modern, digitally enabled, socially aware workplaces are more successful at retaining and attracting talent



Scalability - reviewing current processes to ensure they are ready to scale to deliver services at the agreed level and meet compliance prior to the growth of Concordia occurring



Software as a Service (SaaS) - Transitioning to a cloud platform will significantly improve our security posture and operational efficiency

Core Systems Change

Outcomes



Data reliability and reporting - consistency and availability of data between the different products/modules within the TechnologyOne platform.



Ongoing investment – ensuing a continuous improvement mindset and budgeting for ongoing enhancements, productivity, efficiency and automation effectively.



Artificial Intelligence – leading-edge technologies like Artificial Intelligence / Machine Learning (AI/ML), Optical Character Recognition (OCR) and Large Language Models (LLM) aid in reimagine existing business processes to deliver higher efficiency for users and an elevated user experience.

Core Systems Change

If we do...

- ✓ Improved customer experience
- ✓ Self-integrated environment
- ✓ Published product roadmap
- ✓ Vendor managed cyber security
- ✓ Industry leader
- ✓ Real time, consistent and accurate reporting
- ✓ Reduced administration costs
- ✗ Increased investment required in licencing and implementation

If we don't...

- ✗ No improvement to the user or customer experience
- ✗ Continue to manage bespoke integration
- ✗ Poorly-defined product development
- ✗ On-premise managed cyber security
- ✗ Financial outlay required to fix broken processes and enhance functionality

Long Term Financial Plan

Long Term Financial Plan

- With rate modelling still to be undertaken the following Long Term Financial Plan is practically complete and is not expected to materially change: The following additional key assumptions apply to the plan:
 - Capital cash expenditure is modelled on achieving a completion rate of 92% of the set budget (higher performance will require additional cash funding in 25-26 but less in future years and vice versa)
 - Interest rates continue to decrease over the long-term.
 - Other indexation factors are outlined in the KPI slide.
 - Predicated on current levels of service and capital investment to at least align to the Asset and Infrastructure Management Plans.
 - Initial long term plan settings are in the draft Annual Business Plan and Budget provided – this will be completed for the May workshop once rate modelling is completed.

Key Financial Performance Indicators

- The budget settings as drafted result in the following outcomes and all indicators meet or exceed industry benchmarks and targets:
 - 25/26 Financial Year
 - Operating deficit of \$581K
 - Operating Surplus ratio for the year is (1.1%)
 - Operating Surplus ratio for rolling 3 years is (1.7%)
 - Operating Surplus ratio for rolling 5 years is 1.4%
 - Net Financial Liabilities ratio is 89.53%
 - Asset Renewal Funding ratio – using asset plan forecasts – 195.1%
 - Asset Renewal Funding ratio – using depreciation – 138.5%
 - Borrowings \$41.018M
 - 10-year Long Term Financial Plan
 - Operating surplus of \$10.076M
 - Operating Surplus ratio for year 10 is 3.7%
 - Operating Surplus ratio for rolling 3 years at year 10 is 3.3%
 - Operating Surplus ratio for rolling 5 years at year 10 is 2.9%
 - Net Financial Liabilities ratio at year 10 is 13.5%
 - Asset Renewal Funding ratio – using asset plan forecasts average over 10 years – 133.0%
 - Asset Renewal Funding ratio – using depreciation average over 10 years – 110.6%
 - Borrowings \$4.154M

Budget Status

Budget Development Update

- Core budget practically complete.
- Long Term Financial Plan is practically complete at this time pending rate modelling.
- Rate modelling and valuation analysis – May workshop (along with final long term financial plan) – awaiting 25/26 data from Land Services.
- Business Plan on target for May Council meeting and to commence consultation following week.
- Adoption still planned at June Council meeting or special meeting thereafter.

Attachments



2025/26 Capital Works Program - Infrastructure & Environmental Services

LOCATION	Asset Type	DETAILS	2025/26					Change
			Proposed Budget	Income/Funding contribution %	New Income/Funding	Council Contribution	LTFP Estimate from Draft 1 of Capital Budget	
Replacement / Renewal	Transport Assets	Reseal Program (Sprayed Seal and Asphalt)	\$2,827,511	0%	\$0	\$2,827,511	\$2,821,586	\$5,925
	Transport Assets	Resheet Program		0%	\$0			
	Transport Assets	Road Shoulders		0%	\$0			
	Transport Assets	Footpath Program	\$475,000	0%	\$0	\$475,000	\$475,000	\$0
	Transport Assets	Footpath Program - Treatments Around Nuriootpa Highschool (provision only at this stage)	\$50,000	0%	\$0	\$50,000	\$50,000	\$0
	Transport Assets	Car park resealing	\$0	0%	\$0	\$0	\$0	\$0
	Equipment Assets	Various	\$465,000	0%	\$0	\$465,000	\$365,000	\$100,000
	Equipment Assets	Minor Plant	\$51,500	0%	\$0	\$51,500	\$51,500	\$0
	Bridges	Various	\$312,120	0%	\$0	\$312,120	\$312,120	\$0
	Stormwater Assets & Bridge	Now part of renewal spend for stormwater	\$267,906	0%	\$0	\$267,906	\$0	\$267,906
	Building Assets	Community Buildings (not part of TBP)	\$399,000	0%	\$0	\$399,000	\$400,000	-\$1,000
	Building Assets	Office/Depot Works	\$30,000	0%	\$0	\$30,000	\$30,000	\$0
	Recreation Assets	Recreation - assets - incl internal roads	\$0	0%	\$0	\$0	\$63,613	-\$63,613
	Recreation Assets	Playgrounds	\$30,000	0%	\$0	\$30,000	\$30,000	\$0
Replacement / Renewal (Total)			\$4,908,037		\$0	\$4,908,037	\$4,598,819	\$309,218
New / Upgrade	Transport Assets	Streetscaping - townships - unallocated	\$91,500	0%	\$0	\$91,500	\$91,500	\$0
	Transport Assets	Keyenton Road Stage 3	\$400,000	0%	\$0	\$400,000	\$400,000	\$0
	Recreation Assets	Playgrounds	\$77,500	0%	\$0	\$77,500	\$77,500	\$0
	Road, Footpath and Stormwater Assets & Bridge	Yetti Road - Year 1 of 2	\$1,000,000	66%	\$660,000	\$340,000	\$340,000	\$0
	Stormwater Assets & Bridge	Now part of renewal spend for stormwater	\$0	0%	\$0	\$0	\$150,000	-\$150,000
	Stormwater Assets & Bridge	Now part of renewal spend for stormwater	\$0	0%	\$0	\$0	\$117,906	-\$117,906
New / Upgrade (Total)			\$1,569,000		\$660,000	\$909,000	\$1,176,906	-\$267,906
Total Capital			\$6,477,037		\$660,000	\$5,817,037	\$5,775,725	\$41,312

2025/26 Capital Works Program - Other

LOCATION	Asset Type	DETAILS	2025/26					Change
			Proposed Budget	Income/Funding contribution %	Income/Funding	Council Contribution	LTFP Estimate from Draft 1 of Capital Budget	
Replacement / Renewal	Plant and Equipment	General Inspector, Office and Other Vehicles	\$330,000	50%	\$165,000	\$165,000	\$185,655	-\$20,655
	Plant and Equipment	Community Transport - Bus Replacement	\$300,000	7%	\$20,000	\$280,000	\$322,200	-\$42,200
	Plant and Equipment	Community Transport - Vehicle Replacement	\$68,800	50%	\$34,400	\$34,400	\$0	\$34,400
	Inventory	Library Books	\$98,487	84%	\$82,942	\$15,545	\$15,545	\$0
	Rereation and Sport	Angaston and Nuriootpa Lighting Upgrades to Ovals	\$880,000	100%	\$880,000	\$0	\$0	\$0
	The Big Project	Creative Industries Centre	\$5,250,000	23%	\$1,218,175	\$4,031,825	\$3,949,575	\$82,250
	Plant and Equipment	Major Hardware Refresh - Purchase Instead of Lease	\$279,000	0%	\$0	\$279,000	\$0	\$279,000
	Plant and Equipment	Telecommunications Hardware Refresh (carried forward from 24/25)	\$145,000	0%	\$0	\$145,000	\$0	\$145,000
	Plant and Equipment	Continuous Improvement Systems Upgrades	\$300,000	0%	\$0	\$300,000	\$150,000	\$150,000
Replacement / Renewal (Total)			\$7,651,287		\$2,400,517	\$5,250,770	\$4,622,975	\$627,795
New / Upgrade	The Big Project	Creative Industries Centre	\$9,750,000	23%	\$2,262,325	\$7,487,675	\$7,334,925	\$152,750
New / Upgrade (Total)			\$9,750,000		\$2,262,325	\$7,487,675	\$7,334,925	\$152,750
Various	Salary	Project Management Resourcing for Capital Delivery	\$673,769	0%	\$0	\$673,769	\$673,769	\$0
Total Capital			\$18,075,056		\$4,662,842	\$13,412,214	\$12,631,669	\$780,545

2025/26 Capital Works Program - Common Waste Water Management System								
LOCATION	Asset Type	DETAILS	2025/26					Change
			Proposed Budget	Income/Funding contribution %	Income/Funding	Council Contribution	Forecasted LTFP for 2025/26 - Q2 Revision	
Replacement / Renewal	CWMS Asset	Gravity Mains Asset Management	\$60,000	0%	\$0	\$60,000	\$60,000	\$0
	CWMS Asset	Network Pump Station	\$400,000	0%	\$0	\$400,000	\$550,000	-\$150,000
	CWMS Asset	Rising mains and Infrastructure	\$178,032	0%	\$0	\$178,032	\$178,032	\$0
	CWMS Asset	Nuriootpa WWTPt	\$48,225	0%	\$0	\$48,225	\$48,225	\$0
	CWMS Asset	Springton WWTPt	\$11,850	0%	\$0	\$11,850	\$11,850	\$0
	CWMS Asset	Operation Emergency IP and Manhole Repairs/Replacement	\$15,000	0%	\$0	\$15,000	\$15,000	\$0
	CWMS Asset	Operation Emergency Drain Repairs	\$10,000	0%	\$0	\$10,000	\$10,000	\$0
	CWMS Asset	Operation Construction of New Inspection Points	\$6,000	0%	\$0	\$6,000	\$6,000	\$0
		Savings Required	\$0	0%	\$0	\$0	-\$150,000	\$150,000
Replacement / Renewal (Total)			\$729,107		\$0	\$729,107	\$729,107	\$0
New / Upgrade	CWMS Asset	Stockwell WWTPt Reuse Lagoon 2	\$240,000	0%	\$0	\$240,000	\$240,000	\$0
	CWMS Asset	Operation Emergency IP and Manhole Repairs/Replacement	\$15,000	0%	\$0	\$15,000	\$15,000	\$0
	CWMS Asset	Operation Emergency Drain Repairs	\$10,000	0%	\$0	\$10,000	\$10,000	\$0
	CWMS Asset	Operation Construction of New IP due to planning errors	\$6,000	0%	\$0	\$6,000	\$6,000	\$0
New / Upgrade (Total)			\$271,000		\$0	\$271,000	\$271,000	\$0
Various	Salary	Project Management Resourcing for Capital Delivery	\$44,695	0%	\$0	\$44,695	\$44,695	\$0
Total Capital			\$1,044,802		\$0	\$1,044,802	\$1,044,802	\$0

2025/26 Capital Works Program - NCPA (Nuriootpa Centennial Park Authority)

LOCATION	Asset Type	DETAILS	2025/26					Change
			Proposed Budget	Income/Funding contribution %	Income/Funding	Council Contribution	Forecasted LTFP for 2025/26 - Q2 Revision	
Replacement / Renewal	Recreation	Netball and Tennis Court Replacement	\$920,000	65%	\$600,000	\$320,000	\$320,000	\$0
Replacement / Renewal (Total)			\$920,000		\$600,000	\$320,000	\$320,000	\$0
Nil								
New / Upgrade (Total)			\$0		\$0	\$0	\$0	\$0
Total Capital			\$920,000		\$600,000	\$320,000	\$320,000	\$0
Grand Total Capital			26,516,895		\$5,922,842	\$20,594,053	\$19,772,196	\$821,857

Reseal Renewal Program Budget Draft for 2025-26

Location	Street / Road	Treatment Cost
Tanunda	Krondorf Road	284,915.40
Tanunda	Grocke Road	20,987.40
Tanunda	Nitschke Road	19,572.00
Krondorf	Lily Farm Road	23,511.60
Lyndoch	Barossa Court	122,640.00
Lyndoch	Gordon Street	37,795.80
Lyndoch	Margaret Street	107,829.12
Nuriootpa	Baird Street	114,118.11
Tanunda	Siegersdorf Road	78,973.44
Tanunda	Light Pass Road	78,973.44
Angaston	Light Pass Road	52,314.54
Bethany	Rifle Range Road	25,725.00
Lyndoch	Hermann Thumm Drive	132,619.20
Unallocated	Unallocated	5,924.95
Total		1,105,900.00

Rural Acceleration Program Budget Draft for 2025-26

Location	Street / Road	Cost
Eden Valley	Keyenton Rd Stage 3	400,000
Total		400,000

Kerbing Renewal Program Budget Draft for 2025-26

Location	Street / Road	Cost
Angaston	309263 - KERB, GRAMP AVE	9,500
Angaston	309419 - KERB, MURRAY ST	9,000
Tanunda	314272 - KERB, MAGNOLIA STREET	12,500
Mt Pleasant	313532 - KERB, MELROSE ST, MT PLEASANT	30,500
Tanunda	313549 - KERB, MURRAY STREET, TANUNDA	25,500
Lyndoch	311459 - KERB, GILBERT ST, LYNDOKH	34,500
Total		121,500

Resheet Renew Program Draft for 2025-26

Location	Street / Road	Cost
Kalbeeba	Allendale	174,380
Springton	Drogumueller	104,812
Springton	L Staricks	149,600
Cromer	Cromer	245,837
Springton	High Eden	34,521
Springton	High Eden	208,817
Mount McKenzie	Suger Loaf Hill	8,502
Flaxman Valley	Sieboths	150,793
Flaxman Valley	Heggies Range	50,662
Lyndoch	Berryfield	108,472
Moculta	Gruenberg	170,447
Williamstown	Woodlands	74,741
Springton	Hamiltons Road	118,526
Total		1,600,111

Footpath Renew Program Draft for 2025-26

Location	Street / Road	Cost
Angaston	Allen Street	20,000
Williamstown	Eliza Street	30,000
Angaston	Park Street	50,000
Tanunda	Kegel Club	10,000
Lyndoch	Barossa Valley Way	40,000
Nuriootpa	Kindler Avenue Bridge	20,000
Stockwell	Peppertree Grove Estate	30,000
Williamstown	Queen Street	30,000
Angaston	Murray Street	20,000
Lyndoch	Noske Street	15,000
Angaston	Evans Street	30,000
Angaston	Radford Road	20,000
Angaston	Valley Road	30,000
Angaston	Valley Road	30,000
Angaston	Jubilee Ave	25,000
Angaston	Gramp Ave	25,000
Angaston	Park Road	30,000
Angaston	Evans Street	20,000
Nuriootpa	Provision for treatmentns around Nuriootpa High School	50,000
Total		525,000

Building Renew Program Draft for 2025-26

Building	Works	Cost
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	TBA	120,000
Williamstown Pool	Chemical Controller replacement	30,000
Total		399,000

Bridges - 2025-26

Location	Cost
Project - Glen Gillian Bridge, Williamstown - Repair	60,000
Project - Springton Road Bridge (Portuguese Bridge), Mount Crawford - Repair	90,000
Project - Robin Bridge Nuriootpa, Repair gabion rock system	100,000
Unallocated Contingency	17,906
Total	267,906

Stormwater 2025-26

Location	Cost
Project - Stormwater Inlet Capacity Upgrade, Langmeil Road / Basedow Creek, Tanunda	75,000
Project - Stormwater Culvert Crossing - Trial Hill Road, Pewsey Vale	65,000

Project - Stormwater Culvert Crossing - Pimpala Road, Cockatoo Valley	120,000
Project - Stormwater kerbing and SEP - 145 Murray Street, Nuriootpa	17,120
Project - Williamstown Ped Footbridge - Williamstown	35,000
Total	312,120

CWMS 2025/26	Cost
Gravity Mains Asset Management	60,000
Network Pump Station	400,000
Rising mains and Infrastructure	178,032
Nuriootpa WWTPt	48,225
Springton WWTPt	11,850
Stockwell WWTPt Reuse Lagoon 2	240,000
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
Total	1,000,107

Plant and Equipment 2025-26 - Administration

Vehicle	BUDGET	TRADE-IN
Director Infrastructure and Environmental Services	55,850	27,925
Manager Infrastructure and Environmental Services	37,050	18,525
Manager Capital Project Delivery	37,050	18,525
Pool Car - Works B	28,650	14,325
Director, Development and Community Services	28,650	14,325
Community Safety Officer	42,650	21,325
Pool Car - DCS A	28,650	14,325
Pool Car - CS	34,400	17,200
Contingency	37,050	18,525
Community Transport 4	34,400	17,200
Community Transport 8	34,400	17,200
18 Seater Bus	300,000	20,000
New dual cab truck for Openspaces	125,000.00	0
New Skidsteer with attachments	280,000.00	0
New Trailer for skidsteer	60,000.00	0
Total	1,163,800	219,400

Other Items- Council

Asset	Budget	Revenue
Yetti Road Construction - Year 1 of 2	1,000,000	660,000
Library Books	98,487	82,942
Angaston and Nuriootpa Lighting Upgrades to Ovals	440,000	440,000
Angaston Lighting Upgrades to Ovals	440,000	440,000
Creative Industries Centre	15,000,000	3,480,500
Telecommunications and Mobile Hardware Refresh	145,000	0
Major Hardware Refresh - Purchase Instead of Lease	279,000	0
Continuous Improvement Systems Upgrades	300,000	0
Playgrounds Upgrade	30,000	0
Playgrounds New	77,500	0

Streetscaping	91,500	0
Minor Plant - Depot	51,500	0
Office / Depot upgrades	30,000	0
Total	17,982,987	5,103,442

NCPA

Asset	Budget	Revenue
Netball and Tennis Court Replaement	920,000	600,000
Total	920,000	600,000

Project Managemnt Cost Already Loaded Through Salary and Wages Upload	718,464	0

Grand Total	26,516,895	5,922,842

Summary Sheet Total	26,516,895	5,922,842

Difference	0	0

25-26 Budget – Workshop 3

Budget Updates
Long Term Financial Plan
Rating and Service Charges and Valuations



The Barossa Council

Budget Updates



Budget Updates Since April Workshop

Capital Budget

- Minor change to recognise additional project management costs for capital delivery, offset by reduction in operating costs - \$39,325.
- \$100,000 for Mt Pleasant Bike Track extension – subject to Council 12 May special meeting approval.
- \$63,177 related to core system renewal pending business case approval at 20 May meeting approval.
- \$60,000 for legislated defib rollout.
- Full detail in the draft Annual Business Plan and Budget provided.

Total capital budget increases from \$26.517M to \$26.780M.

Borrowings for 2025-26 estimated at \$8.1M no change.

Budget Updates Since April Workshop

Operating Budget

- \$101K in extra revenue from greater growth than budgeted (\$91K) and fines and interest (\$12K).
- \$1000 reduction in statutory charges revenue.
- \$5000 reduction in salary and wages from minor recalculations.
- \$91K reduction in various lines as estimates are finalised.
- \$44K reduction in depreciation and amortisation costs through amendment to useful life averages from revised data.

Budget bottom line has improved from a \$581K deficit to a \$341K deficit.

Operating Revenue

Budget	25/26 Draft Budget – Workshop 2	25/26 Draft Budget – Workshop 3	Difference
Rates	41,863,000	41,964,000	101,000
Statutory Charges	908,000	907,000	(1,000)
User Charges	4,177,000	4,177,000	0
Grants, Subsidies and Contributions	4,651,000	4,651,000	0
Investment Income	166,000	166,000	0
Reimbursements	100,000	100,000	0
Other Income	622,000	622,000	0
Total Revenue	52,487,000	52,587,000	100,000

Operating Expenses

Budget	25/26 Draft Budget – Workshop 2	25/26 Draft Budget – Workshop 3	Difference
Salary and Wages	20,169,000	20,164,000	(5,000)
Materials Contracts and Other Expenses	19,220,000	19,129,000	(91,000)
Interest Expenses	2,020,000	2,020,000	0
Depreciation	11,659,000	11,615,000	(44,000)
Net Loss – Joint Ventures	0	0	0
Total Expenses	53,068,000	52,928,000	(140,000)
Operating Position (Surplus) / Deficit	(581,000)	(341,000)	240,000

Long Term Financial Plan



Long Term Financial Plan Summary – See Attachments for Full Plan

Key assumptions:

- Aligns with current rate and service charge revenue settings (red is update from rate modelling):
 - Rate increase 4.3% (CPI December 2024 Quarter for Adelaide 2.5%) – **current projection from rate modelling is a net increase of 3.99% with growth increase of \$89K in revenue.**
 - Growth 1% - **current projection is 1.57% in revenue growth and 1.28% in properties.**
 - CWMS 2.75% - **update – 3.44% including 1.88% growth net change 1.56%.**
 - Waste 2.25% - **update – 3.97% including 0.57% growth net change 3.40%.**
 - Landscape Levy 3.5% (they use September 2024 CPI) – **however the distribution of the levy has resulted in a reduction of the cost of 2.5%.**
- Maintains existing service and approved levels.
- Assumes performance outcomes of 100% of operating expenditure and 92% capital expenditure spent by 30 June each year.
- Aligns to prior workshop information provided for operating and capital expenditure.
- Includes current estimates for growth associated with new and upgraded assets built under the auspice of The Big Project.

Long Term Financial Plan Summary

Key assumptions:

- Roads to Recovery phased in increase is estimated at \$169K for the 25-26 year.
- Supplementary Road funding to South Australia continues this is \$268K for the 25-26 year, ceases in forward estimates – it is the last year of the current support under this program.
- Financial Assistance Grants are paid in the correct year for 25-26 and not brought forward.
- Loan funding is all Cash Advance Debentures at an average rate of 5.44% over the financial year. Gross borrowings of \$8.1M required in net loan borrowings for 25-26.
- Available surpluses in future years pays the debt down.
- LTFP due to its forward capacity has factored in capital new initiatives (and unallocated) spending from 2034-35 of \$1.0M increasing to a base of \$3.5M from 2035-36 and indexed in the outer years.
- Includes new items of defibs and their replacement and core system renewal of \$1.986M over three years and \$478,500 per annum licensing costs align with future renewal and development and project management costs of \$40K per annum for three years.
- Does not include Concordia development (other than resourcing and consultant/contractor budget to support planning processes)

Long Term Financial Plan Summary

LTFP Key Performance Results

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
		Q2 Budget	Draft 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	(843)	(341)	(974)	(778)	(117)	1,069	2,538	4,428	6,616	9,336	12,291
KPI 2 - Operating Surplus Ratio - Rolling 3 year - retrospective average	(2%) to 10%	(0.3%)	(1.7%)	(1.2%)	(0.5%)	0.1%	1.1%	1.8%	2.4%	2.8%	3.3%	3.8%
KPI 2 - Operating Surplus Ratio - Rolling 5 year - retrospective average	(2%) to 10%	3.6%	1.4%	(0.6%)	(1.2%)	(0.4%)	0.3%	0.9%	1.7%	2.3%	2.9%	3.3%
KPI 2 - Operating Surplus Ratio - Annual		(1.7%)	(0.6%)	(1.2%)	0.3%	1.1%	1.9%	2.3%	2.9%	3.2%	3.9%	4.1%
KPI 3 - Net Financial Liabilities ratio	0-100%	74.0%	89.5%	87.4%	79.2%	70.0%	59.7%	49.8%	42.2%	33.1%	17.3%	14.1%
KPI 4 - Asset Renewal Funding Ratio - Annual - Using Asset Management Plan Forecast	80% to 110%	87.0%	168.5%	103.5%	114.2%	93.2%	110.9%	123.3%	116.3%	102.6%	107.9%	115.7%
KPI 4 - Asset Renewal Funding Ratio - Annual - Using Depreciation	80% to 110%	121.4%	135.4%	123.9%	111.0%	92.5%	96.2%	99.4%	101.4%	101.8%	100.8%	103.7%

Long Term Financial Plan Summary

LTFP Operating Results

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
	Q2 Budget \$'000	Draft Budget \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000
REVENUES											
Rates	39,939	41,964	44,026	45,993	47,785	49,449	51,171	52,953	54,798	56,707	58,614
Statutory Charges	822	907	932	957	983	1,009	1,037	1,065	1,093	1,123	1,153
User Charges	3,997	4,177	4,291	4,408	4,528	4,652	4,779	4,909	5,043	5,181	5,322
Grants, subsidies and contributions	4,699	4,651	4,689	4,870	4,970	5,073	5,180	5,288	5,400	5,515	5,633
Investment Income	150	166	170	174	179	184	189	193	199	204	209
Reimbursements	209	100	190	181	173	165	158	152	147	141	138
Other Income	774	622	634	651	669	687	705	724	744	764	785
Net Gain - Joint Venture	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCOME	50,590	52,587	54,932	57,234	59,287	61,219	63,219	65,284	67,424	69,635	71,854
EXPENSES											
Employee Costs	18,940	20,164	21,583	22,050	22,801	23,489	24,198	25,033	25,897	26,791	27,717
Materials, Contracts & Other expenses	19,719	19,129	19,933	20,627	21,238	21,793	22,644	23,207	23,995	24,654	25,545
Depreciation, Amortisation & Impairment	11,136	11,615	12,115	12,484	12,849	13,248	13,650	14,080	14,545	15,007	15,480
Finance Costs	1,638	2,020	1,934	1,877	1,738	1,503	1,258	1,074	799	463	157
Net loss - Joint Venture	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENSES	51,433	52,928	55,565	57,038	58,626	60,033	61,750	63,394	65,236	66,915	68,899
OPERATING SURPLUS / (DEFICIT)	(843)	(341)	(633)	196	661	1,186	1,469	1,890	2,188	2,720	2,955
Asset disposal & fair value adjustments	(752)	(796)	(805)	(883)	(788)	(1,040)	(1,072)	(1,131)	(1,029)	(1,226)	(1,203)
Amounts specifically for new or upgraded assets	8,196	5,691	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	2,418	2,533	2,578	2,609	2,060	2,084	2,111	2,141	2,165	2,188
NET SURPLUS / (DEFICIT)	8,844	6,972	1,825	1,961	2,552	2,549	3,192	2,940	3,370	3,729	4,010
Transfer to Equity Statement / Adjustment	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-
Changes in revaluation surplus - infrastructure, property, plant & equipment	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-
TOTAL COMPREHENSIVE INCOME	8,844	6,972	1,825	1,961	2,552	2,549	3,192	2,940	3,370	3,729	4,010

Long Term Financial Plan Summary

LTFP Cash Flow

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
	Q2 Budget	Draft 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	50,439	52,422	54,762	57,060	59,108	61,035	63,029	65,092	67,225	69,431	71,644
Investment receipts	150	166	170	174	179	184	189	193	199	204	209
Payments:											
Operating payments to suppliers & employees	(38,778)	(39,285)	(41,509)	(42,670)	(44,031)	(45,275)	(46,834)	(48,232)	(49,885)	(51,437)	(53,253)
Finance payments	(1,101)	(1,895)	(1,962)	(1,896)	(1,784)	(1,580)	(1,338)	(1,134)	(889)	(573)	(257)
Net cash provided by (or used in) Operating Activities	10,710	11,408	11,461	12,668	13,472	14,364	15,046	15,919	16,650	17,625	18,343
CASH FLOW FROM INVESTING ACTIVITIES											
Receipts:											
Amounts specifically for new or upgraded assets	8,196	5,691	730	70	70	343	711	70	70	70	70
Sale of replaced assets	523	344	347	391	541	413	425	437	604	462	474
Repayment of loans by community groups	115	120	127	122	107	106	106	111	101	87	26
Payments:											
Expenditure on renewal/replacement of assets	(9,019)	(12,735)	(7,735)	(8,097)	(8,411)	(9,106)	(9,843)	(9,955)	(10,298)	(10,565)	(11,653)
Expenditure on new/upgraded assets	(31,747)	(13,747)	(5,364)	(1,916)	(1,539)	(975)	(1,264)	(2,520)	(1,796)	(1,139)	(1,389)
Loans made to community groups	0	0	0	0	0	0	0	0	0	0	0
Net cash provided by (or used in) Investment Activities	(31,932)	(20,327)	(11,895)	(9,430)	(9,232)	(9,219)	(9,865)	(11,857)	(11,319)	(11,085)	(12,472)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts:											
Proceeds from borrowings	23,500	8,100	750	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	(3,638)	(714)	(526)	(3,233)	(4,249)	(5,145)	(5,174)	(4,061)	(5,331)	(6,507)	(5,901)
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	19,848	7,379	224	(3,233)	(4,249)	(5,145)	(5,174)	(4,061)	(5,331)	(6,507)	(5,901)
Net Increase/(Decrease) in Cash held	(1,374)	(1,540)	(210)	5	(9)	0	7	1	0	33	(30)
Cash at beginning of period	3,135	1,761	221	11	16	9	11	20	23	25	58
CASH AT END OF PERIOD	1,761	221	11	16	9	11	20	23	25	58	28

Long Term Financial Plan Summary

LTFP Capital Program

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
		Q2 Budget \$' 000	Draft Budget \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000
Renewal/Replacement Capital summary: Non-Discretionary												
Land		0	0	0	0	0	0	0	0	0	0	0
Buildings		3,727	5,121	1,262	1,173	1,184	1,195	1,698	1,369	1,381	1,394	1,544
Recreation		85	976	329	325	334	343	352	362	372	382	393
Transport - Roads & Footpaths		4,306	4,215	4,247	4,588	4,752	5,261	5,436	5,617	5,804	5,989	6,020
Stormwater, Bridges & Floodplain		0	580	0	331	341	351	362	372	383	395	406
CWMS		782	774	489	607	692	801	810	961	1,068	964	991
Equipment - Plant & Vehicles		1,351	750	873	1,000	1,028	1,057	1,086	1,116	1,148	1,287	1,212
Other Assets		96	99	101	104	107	159	163	168	172	177	1,182
		10,347	12,515	7,301	8,128	8,438	9,167	9,907	9,965	10,328	10,588	11,748
New/Upgrade Capital summary: Discretionary												
Land		0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)		3,084	10,500	887	0	0	0	341	0	0	0	0
Recreation (includes TBP program)		22,015	1,060	298	191	197	203	209	1,819	222	229	235
Transport - Roads & Footpaths		1,543	960	594	97	100	103	106	109	112	116	119
Stormwater, Bridges & Floodplain		1,537	122	1,847	414	427	439	452	466	480	494	509
CWMS		3,166	271	131	34	33	35	31	81	81	81	81
Equipment - Plant & Vehicles		0	465	0	0	0	0	0	0	0	0	0
Other		1,080	887	878	880	749	146	150	154	839	162	467
		32,425	14,265	4,635	1,616	1,506	926	1,289	2,629	1,734	1,082	1,411
Total Capital Expenditure		42,772	26,780	11,936	9,744	9,944	10,093	11,196	12,594	12,062	11,670	13,159
Note: includes internal allocation												

Long Term Financial Plan Summary

LTFP Summary Outcomes:

- Operating Position – is sound and sustainable on condition service levels are maintained at current settings or changed slowly overtime and compliance with assumptions:
 - Operating surplus over 10 years is \$12.291M
 - Next two years run deficits, primarily related to borrowing for large capital program.
 - Lease arrangements for Barossa Park are likely to result in depreciation for the building being on Councils books from 2025-26 previously was predicted to be at least 10 years time – still being worked through.
- Cash Flow – is in a managed position:
 - Will be requiring more oversight of cash flow for the next few years with critical need to manage activity around treasury requirements. Current monthly management techniques significant reduced interest expenses.
 - Treasury requirements is the day-to-day management of cash, where funds are moved between borrowings, interest bearing accounts and operations more actively than what we have had to do in the past.
 - The closing balance each year is based on using temporary cash surpluses through the treasury management processes to pay down debt to limit interest costs.
- Capital Expenditure – meets and exceed asset management plan requirements and is sustainable.

Long Term Financial Plan Summary

LTFP Summary Outcomes:

- Key Performance Indicators:
 - All indicators meet or are better than the key performance targets.
 - Net financial liabilities (which is mainly loans, employee entitlements and payables due at 30 June each year) as a percentage of revenue. The net financial liabilities peaks at 89.5% in 2025-26. This is the equivalent of earning \$100,000 a year and owing \$89,500 on your assets. This is at the upper end of the target but leaves further room for borrowings if necessary. By comparison, the States forecast for 2025-26 114.4% growing to its peak in 2027-28 of 145.2% (source: 2024-25 Mid Year Budget Review)
 - Long term debt is low and by the end of the LTFP period debt is forecast at \$3.960M and a net financial liabilities position of 14.1%.
 - Debt is a sound funding strategy especially for assets that provide services across multiple generations of beneficiaries as it spreads the cost of paying for the assets over time.

Long Term Financial Plan Summary

LTFP Summary Outcomes:

- Key Performance Indicators:
 - To assist in understanding our debt further the following indicators, not used by local government but are in a commercial environment provide further context:
 - Interest rate cover – this measures how much of Councils revenue we spend on servicing debt – next year it is 3.85% and reduces to 0.22% in 2034-35. This is moderate to low.
 - Net assets to borrowings (or debt to equity or gearing ratio it has various names) – this gives the context of how much we owe verses how much we own – for a personal context it is like how much your house is worth versus what your mortgage is — we have an estimated amount of \$458.321M in net assets and our borrowings outstanding at end of 25-26 is forecast to be \$41.268M. This is a ratio of 9.00% this is very low.
 - Asset renewal ratio is better than target over the 10 years and over target in the next two years with the average being 115.6%. In essence this means we are investing more in renewing our assets than we are using them up this results in a progressive improvement in our asset service levels and quality.

Long Term Financial Plan Summary

LTFP Summary Outcomes:

- Key Performance Indicators:
 - Two cautionary notes:
 - Ongoing alignment to current set service levels is maintained to allow time to support the past 6 years of capital infrastructure expansion.
 - Negotiations with the State on Barossa Park and how the lease and licenses could have further impact on the operating position and net financial liabilities of Council.

Rating, Service Charges and Valuations



Rating, Service Charges and Valuations

Key Notes:

- Please note due to resourcing constraints a full cross Council analysis this year has not been able to be performed.
- The analysis provided is based on data from the week of 26 April 2025 it will change as the valuer general undertakes what are known as revisits and new land divisions are processed.
- Growth is currently 1.28% in properties and 1.57% in value, this is above the 1% target and is currently modelled to generate the additional review totalling \$90K
- If growth is increased (or reduced) the budget will be amended and will result in:
 - A reduction to the 2025-26 and 2026-27 deficit (or increase in the alternative).
 - Increase cash holdings or reduce borrowings at the faster rate (or reduce cash holdings or increase borrowings).
 - The estimated operating and cash impact over the forward estimates is \$1.956m improvement on the current estimates.

Valuations

Local Government Categories	Land Use Code	Valuation Change - Rateable		
		25-26	24-25	%
Residential	1	5,995,290,558.00	5,217,202,791.00	14.9%
Commercial	2	177,598,864.00	176,553,108.00	0.6%
Commercial	3	37,631,429.00	37,471,245.00	0.4%
Commercial	4	330,962,742.00	325,685,057.00	1.6%
Industry - Light	5	25,174,635.00	25,704,678.00	-2.1%
Industry - Other	6	282,811,265.00	284,826,261.00	-0.7%
Primary Production	7	2,026,746,998.00	1,938,545,230.00	4.5%
Vacant Land	8	175,546,737.00	128,668,900.00	36.4%
Other	9	89,404,252.00	88,905,452.00	0.6%
		\$ 9,135,479,480.00	\$ 8,223,562,722.00	11.2%

- Rateable valuations have increased 11.1%.
- Current rateable land has increased by 160 properties from 13,418 to 13,590 - 147 of these are vacant land. It is likely during Valuer General revisits a number of these will move from vacant land to residential, reducing the rate revenue outcomes if their valuation does not proportionally increase.

Valuations

Local Government Categories	Land Use Code	Valuation Change – Total Including Non-rateable		
		25-26	24-25	%
Residential	1	5,997,690,558.00	5,220,682,791.00	14.9%
Commercial	2	177,598,864.00	176,553,108.00	0.6%
Commercial	3	38,571,429.00	38,411,245.00	0.4%
Commercial	4	344,982,478.00	339,281,523.00	1.7%
Industry - Light	5	25,174,635.00	25,704,678.00	-2.1%
Industry - Other	6	283,583,265.00	285,598,261.00	-0.7%
Primary Production	7	2,021,130,298.00	1,947,577,030.00	3.8%
Vacant Land	8	175,785,437.00	134,716,800.00	30.5%
Other	9	237,235,336.00	229,758,364.00	3.3%
		\$ 9,301,752,300.00	\$ 8,398,283,800.00	10.8%

- Total valuations have increased 10.8%.
- Current land parcels have increased by 158 properties from 13,989 to 14,147.

Rating

Key Notes:

- As outlined earlier in this presentation target rating increase for existing properties from 23-24 to 24-25 is 4.3%.
- Growth is targeted at 1%.
- Changes to the rating model will allow us to do modelling on the fly with Council, therefore the model being presented now is that which spreads the rating burden reasonably noting valuation changes with one altered policy positions to this:
 - Primary industries land rating has been set at a slightly lower rate than residential as per prior policy wishes of Council. Due to the valuation differences this effectively and practically freezes primary production properties rates for a second year running, with the average increase being \$10.75 per assessment.
- An unamended rating value would collect \$35.976M.
- Current budget targets \$34.745M.
- Fixed Charge increases from \$438 to \$458.

Rating

Key Notes:

- After assessing the data and allowing for the primary industries rating policy position the following summarises the proposed model outcome:
 - General rate increase is a net increase of 3.99% with growth increase of \$90K in revenue above the target growth rate being a total revenue increase of 5.59%.
 - Growth is 1.57% in revenue growth and 1.28% in properties.
 - CWMS is increase of 3.44% including 1.88% growth net change 1.56%.
 - Waste is increase of 3.97% including 0.57% growth net change 3.40%.
 - Landscape Levy a reduction of the cost of 2.5%.
- Comparing the average rates and charges levied for existing ratepayers the increase is 3.95% below the target of 4.3%.
- Maintains existing service and approved levels.
- Assumes performance outcomes of 100% of operating expenditure and 92% capital expenditure spent by 30 June each year.
- Aligns to prior workshop information provided for operating and capital expenditure.
- Includes current estimates for growth associated with new and upgraded assets built under the auspice of The Big Project.

Proposed Rating Model

Local Government Categories	Land Use Code	Rate in the \$	No. of assessments	24/25 Total Valuations	Total Rates
Residential	1	0.0025402	9887	\$ 5,995,290,558.00	\$ 19,754,735.08
Commercial	2	0.0045230	256	\$ 177,598,864.00	\$ 920,069.66
Commercial	3	0.0045230	72	\$ 37,631,429.00	\$ 202,724.95
Commercial	4	0.0045230	353	\$ 330,962,742.00	\$ 1,657,244.48
Industry - Light	5	0.0046910	47	\$ 25,174,635.00	\$ 139,620.21
Industry - Other	6	0.0157470	91	\$ 282,811,265.00	\$ 4,490,068.99
Primary Production	7	0.0025335	2164	\$ 2,026,746,998.00	\$ 5,946,797.52
Vacant Land	8	0.0057310	579	\$ 175,546,737.00	\$ 1,250,630.35
Other	9	0.0046390	141	\$ 89,404,252.00	\$ 471,996.33
			13,590	\$ 9,141,167,480.00	\$ 34,833,887.57
Target Revenue					\$ 34,744,747.00
Surplus / (Shortfall)					\$ 89,140.57

Proposed Rating Model

Comparison Rate in \$ and Rateable Properties

Local Government Categories	Land Use Code	2025/26		2024/25	
		Rate in the \$	No. of assessments	Rate in the \$	No. of assessments
Residential	1	0.0025402	9887	0.002762	9868
Commercial	2	0.0045230	256	0.00434	256
Commercial	3	0.0045230	72	0.00434	72
Commercial	4	0.0045230	353	0.00434	354
Industry - Light	5	0.0046910	47	0.00445	48
Industry - Other	6	0.0157470	91	0.01485	91
Primary Production	7	0.0025335	2164	0.00265	2157
Vacant Land	8	0.0057310	579	0.00559	432
Other	9	0.0046390	141	0.0044	140
			13,578		13,418

Proposed Rating Model

Average Changes

Local Government Categories	Land Use Code		% Movement Total Valuations	% increase in rate in \$	% Increase in total rates	Average 24/25	Average 25/26	Average % increase	Yearly Increase	Per week
Residential	1		14.91%	-8.03%	5.50%	\$ 1,897.51	\$ 1,998.05	5.30%	\$ 100.54	\$ 1.93
Commercial	2		0.59%	4.22%	4.80%	\$ 3,429.42	\$ 3,594.02	4.80%	\$ 164.61	\$ 3.17
Commercial	3		0.43%	4.22%	4.65%	\$ 2,690.60	\$ 2,815.62	4.65%	\$ 125.02	\$ 2.40
Commercial	4		1.62%	4.22%	5.80%	\$ 4,424.68	\$ 4,694.74	6.10%	\$ 270.07	\$ 5.19
Industry - Light	5		-2.06%	5.42%	3.11%	\$ 2,821.04	\$ 2,970.64	5.30%	\$ 149.60	\$ 2.88
Industry - Other	6		-0.71%	6.04%	5.30%	\$ 46,860.13	\$ 49,341.42	5.30%	\$ 2,481.29	\$ 47.72
Primary Production	7		4.55%	-4.40%	0.75%	\$ 2,736.56	\$ 2,748.06	0.42%	\$ 11.49	\$ 0.22
Vacant Land	8		36.43%	2.52%	41.13%	\$ 2,051.24	\$ 2,159.98	5.30%	\$ 108.74	\$ 2.09
Other	9		0.56%	5.43%	6.05%	\$ 3,178.99	\$ 3,347.49	5.30%	\$ 168.51	\$ 3.24
			11.16%			\$ 2,459.11	\$ 2,563.20	4.23%	\$ 104.09	\$ 2.00
			Commercial Combined			\$ 10,544.69	\$ 11,104.39	5.31%		

Proposed Rating Model

Share of Rates Burden

Local Government Categories	Land Use Code	Share of Rates Burden		
		25-26	24-25	Change
Residential	1	56.71%	56.75%	-0.04%
Commercial	2	2.64%	2.66%	-0.02%
Commercial	3	0.58%	0.59%	-0.01%
Commercial	4	4.76%	4.75%	0.01%
Industry - Light	5	0.40%	0.41%	-0.01%
Industry - Other	6	12.89%	12.92%	-0.03%
Primary Production	7	17.07%	17.89%	-0.82%
Vacant Land	8	3.59%	2.69%	0.90%
Other	9	1.35%	1.35%	0.01%
		100.00%	100.00%	0.00%

Proposed Waste Service Charge

Key Notes:

- Contractor and disposal cost, along with contract management costs net of other revenues have increased \$25K or 0.8% for following primary reasons:
 - Contract is aligned to quarterly amendments for fuel.
 - General CPI increases.
 - Growth of service.
- New contract commences in 2025-26 with increased CPI impacts of the contract mainly impacting from 2026-27, recommended model increases charges from this year to buffer future years run a small surplus and offset larger increases in future years.
- Net cost of service is \$3.223M
- Net proposed revenue \$3.349M.
- Cautionary note bin data still having final reconciliation being undertaken and does not model Concordia growth into the current forward estimates.

Proposed Waste Service Charge

Key Notes:

- Model proposes 3.97% of which 0.57% is current growth resulting in a net change of 3.4% or \$10.95 for someone receiving all three services (refuse, recycling and green organics).
- Refuse summary:
 - Currently estimated 12148 services (not including Council's own bins) amounting to 631,700 lifts per annum.
 - Service charge going from \$133 to \$137.85 for 140Ltr bin.
 - Service charge going from \$174 to \$180.00 for 240Ltr bin
- Recycling summary:
 - Currently 11948 (not including Council's own bins) services amounting to 310,650 lifts per annum.
 - Service charge going from \$70.50 to \$73.20 – all 240 Ltr bins.
- Green Organics:
 - Currently 9106 services amounting to 236,750 lifts per annum.
 - Service charge going from \$72 to \$75.40 – all 240 Ltr bins.

Proposed Wastewater (CWMS) Service Charge and Rate

Key Notes:

- CWMS Service Charge applies to all non-residential services
- Costs net of other revenues have increased \$130K or 3.75%.
- Net cost of service is \$3.607M
- Net service charge and service rate revenue is proposed to collect \$3.561M.
- Model proposes 3.44% increase in revenue, it is buffered by growth in services of 2.04% resulting in a net increase of 1.40% or \$10.50 for the average residential ratepayer and \$13.61 for the average non-residential ratepayers.
- Currently there are 8,344 service connections.
- Residential service charge to increase from \$396.50 to \$407.00 or 2.75%.
- Non-residential service rate to decrease from 0.000932 to 0.00091 per rate in the dollar with the average amount increasing from \$819.65 to \$833.26 or \$13.61 being 2.19%.
- Residential service charge for vacant allotments of \$128.45 from \$128 or 2.76%.

Proposed Landscape Levy

Key Notes:

- Council distribution has reduced by 2.5%
- Reduction in levy rate from 0.0001036 to 0.000089 or -14.9%
- Average cost reduced from \$63.38 to \$58.58 for relevant assessments

Rate and Service Charges Summary

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	\$34,314,303 (a)	3.99%	
General Rates (new properties)		\$519,584 (b)	1.57%	
General Rates (GROSS)	\$32,996,287	\$34,833,888 (c)		
Less: Mandatory Rebates	(\$574,290)	(\$598,562) (d)		
General Rates (NET)	\$32,421,996	\$34,235,326 (e)	5.59%	
(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	\$41,973,285		
Less: Discretionary Rebates	(\$153,070)	(\$175,725) (i)		
Expected Total Rates Revenue	\$39,707,113	\$41,797,560 (j)	5.26%	
(m)=(e)+(g)+(h)+(i)				
Estimated growth in number of rateable properties				
Number of rateable properties	13,418	13,590 (k)	1.28%	
Actual Estimate 'Grow th' is defined in the regulations as w here new properties have been created w hich has added rateable properties to council's ratepayer base. Grow th can also increase the need and expenditure related to infrastructure, services and programs w hich support these properties and residents.				
Estimated average General Rates per rateable property				
Average per rateable property	\$2,459	\$2,563 (l)	4.23%	
Estimated average rates and service charges for resident receiving all serices				
Average per rateable property	\$3,013	\$3,133	3.95%	
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 w ill 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 w hich are foregone via Mandatory Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties w ho 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 w ill 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 w ho have responsibility for the management of the State's				
(h) Community Wastew ater Management Systems				
(i) A council may grant a rebate of rates or service charges in a number of circumstances. The rates w hich are foregone via Discretionary Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties w ho				
(j) Expected Total Rates Revenue excludes other charges such as penalties for late payment and legal and other costs recovered.				
(k) 'Grow th' as defined in the Local Government (Financial Management) Regulations 2011 reg 6(2)				

Rate and Service Charges Summary

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	\$15,229,237	5.7%	9868	9887	\$1,460	\$1,540	(p)	\$80	0.002540
Commercial - Shop	\$766,240	\$803,280	4.8%	256	256	\$2,993	\$3,138	(p)	\$145	0.004523
Commercial - Office	\$162,625	\$170,207	4.7%	72	72	\$2,259	\$2,364	(p)	\$105	0.004523
Commercial - Other	\$1,413,473	\$1,496,944	5.9%	354	353	\$3,993	\$4,241	(p)	\$248	0.004523
Industry - Light	\$114,386	\$118,094	3.2%	48	47	\$2,383	\$2,513	(p)	\$130	0.004691
Industry - Other	\$4,229,670	\$4,453,429	5.3%	91	91	\$46,480	\$48,939	(p)	\$2,459	0.015747
Primary Production	\$5,137,145	\$5,134,764	0.0%	2157	2164	\$2,382	\$2,373	(p)	-\$9	0.002534
Vacant Land	\$719,259	\$1,006,058	39.9%	432	579	\$1,665	\$1,738	(p)	\$73	0.005731
Other	\$391,184	\$414,746	6.0%	140	141	\$2,794	\$2,941	(p)	\$147	0.004639
Total Land Use	\$27,343,897	\$28,826,760	5.4%	13,418	13,590	\$2,038	\$2,121	(p)	\$83	
The above information is general rates only for each Land Use. Note: a rate notice also includes the fixed charge, Landscape Levy and where relevant service charges. Service charges include Waste Services for Refuse, Recycling and Green Organics and Community Wastewater Management Systems (CWMS).										
Fixed Charge										
	Total expected revenue			Charge						
	2023/24	2024/25	Change	2023/24	2024/25	Change				
Fixed Charge	\$5,652,390	\$6,007,128	6.3%		\$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/Site Value/Annual Value										
Council has the option of adopting one of three valuation methodologies to assess the properties in its area for rating purposes:										
Capital Value – the value of the land and all improvements on the land;										
Site Value – the value of the land and any improvements which predominantly affect the amenity of use of the land, such as drainage works, but excluding the value of buildings and other improvements (Note: Site Value will cease to be an option from 1 Sept 2023); or										
Annual Value – a valuation of the rental potential of the property.										
Council uses the capital value determined by the State Valuation Office as the basis for valuing land and calculating rates. Council considers that this method provides the fairest method of distributing the rate burden across all ratepayers on the following basis:										
• The equity principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more taxes than ratepayers of lesser wealth;										
• Property value is a relatively good indicator of market value of a property, providing the fairest method of calculating rates.										
Notes										
(p) Average per rateable property calculated as General Rates for category, including any fixed charge or minimum rate (if applicable) but excluding any separate rates, divided by number of rateable properties within that category in the relevant financial year.										
(q) A fixed charge can be levied against the whole of an allotment (including land under a separate lease or licence) and only one fixed charge can be levied against two or more pieces of adjoining land (whether intercepted by a road or not) if they are owned by the same owner and occupied by the same occupier. Also if two or more pieces of rateable land within the area of the council constitute a single farm enterprise, only one fixed charge may be imposed against the whole of the land.										

Attachments – Draft Annual Business Plan and Budget with LTFP Update



ANNUAL BUSINESS PLAN AND BUDGET 2025/26

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

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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 and delivery of some amazing projects, starting new ones and ever supporting our growing community. As a Council we are prepared to maximise opportunities to work together with the community to enhance our unique lifestyle, heritage and community spirit while creating a strong future for the region. This annual business plan and budget is the first adopted under our new Community Plan and Corporate Plan framework.



Our 2025/26 budget proposes a net increase of 3.95% average increase in general rates and charges to existing ratepayers, who receive all services, to deliver expanded services, deliver on ever growing service standards, investing more in infrastructure and 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 in our processes, technology and use of emerging systems. There is also growth in new properties, currently forecast at 1.57% in additional revenue.

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 per 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 \$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. With the completion of the Rugby, Soccer and Barossa Park developments work are underway on the next phase of investments including Williamstown oval repurposing, Stockwell second oval and equestrian investment at Talunga Park (all being ready for future funding opportunities in the next 10 year long term plan).
- \$1.045m in 2025/26 for Common 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 is budgeted but subject a full business case 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 Nuriootpa 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

Public Consultation Start	14 May 2025
Public Consultation 1 Hour for Public Attendance	4 June 2025
Public Consultation Submissions Close	6 June 2025
Proposed Adoption	17 June 2025

CONTACT US

You are welcome to contact Council if you have questions regarding the Annual Business Plan and Budget 2025/26 or would like further information regarding the finances of Council.

barossa.sa.gov.au
barossa@barossa.sa.gov.au
Principal Office: 43-51 Tanunda Road, Nuriootpa (Monday – Friday, 9am – 5pm)
Phone: 8563 8444

Version	Status	Date
Version 1.1	Draft Council adopted for Public Consultation	12 May 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.

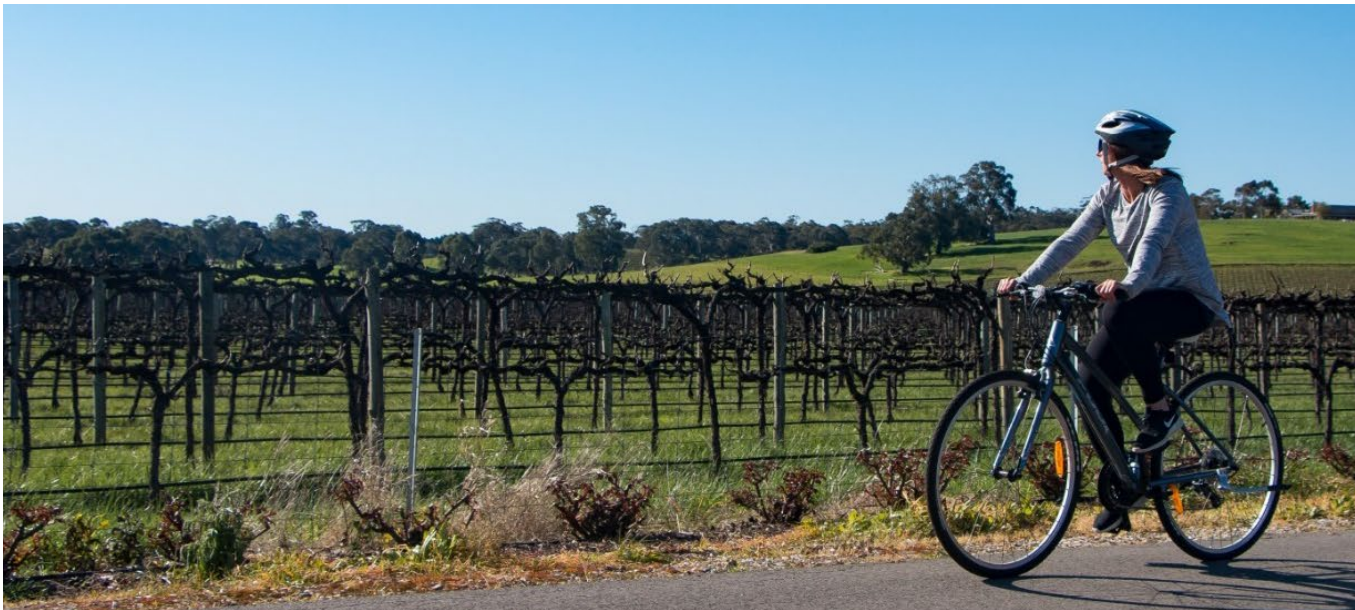
The tourism industry has become a major focus for the continued development of the region with the Barossa acknowledged as one of the five most recognised wine regions in the world.

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.

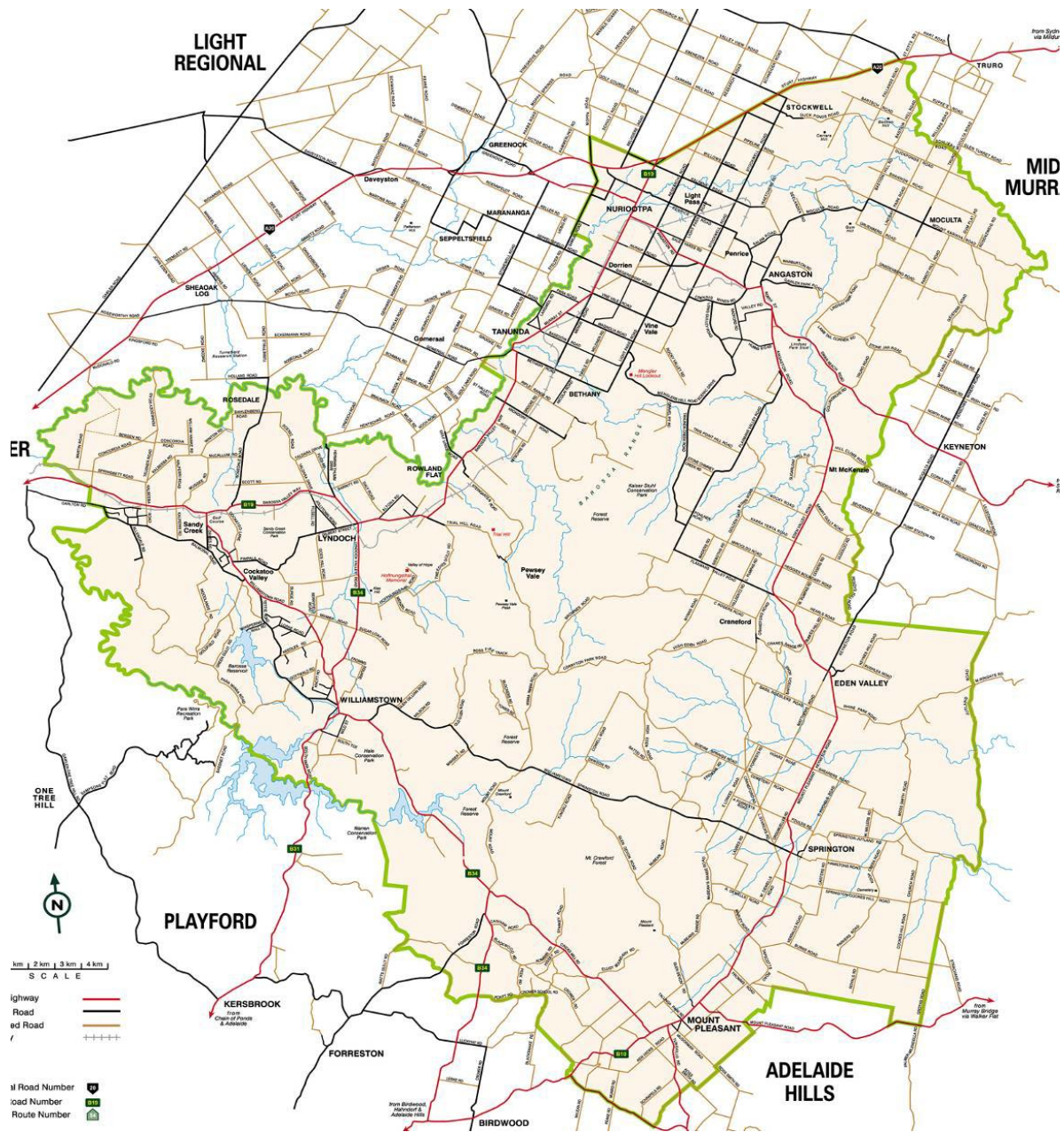
Distance of Principal Office from Adelaide CBD	70 km
Area of Council.....	893.5 km ²
Number of Rateable Assessments	13,590
Number of Non-Rateable Assessments.....	557

OUR TOWNSHIPS

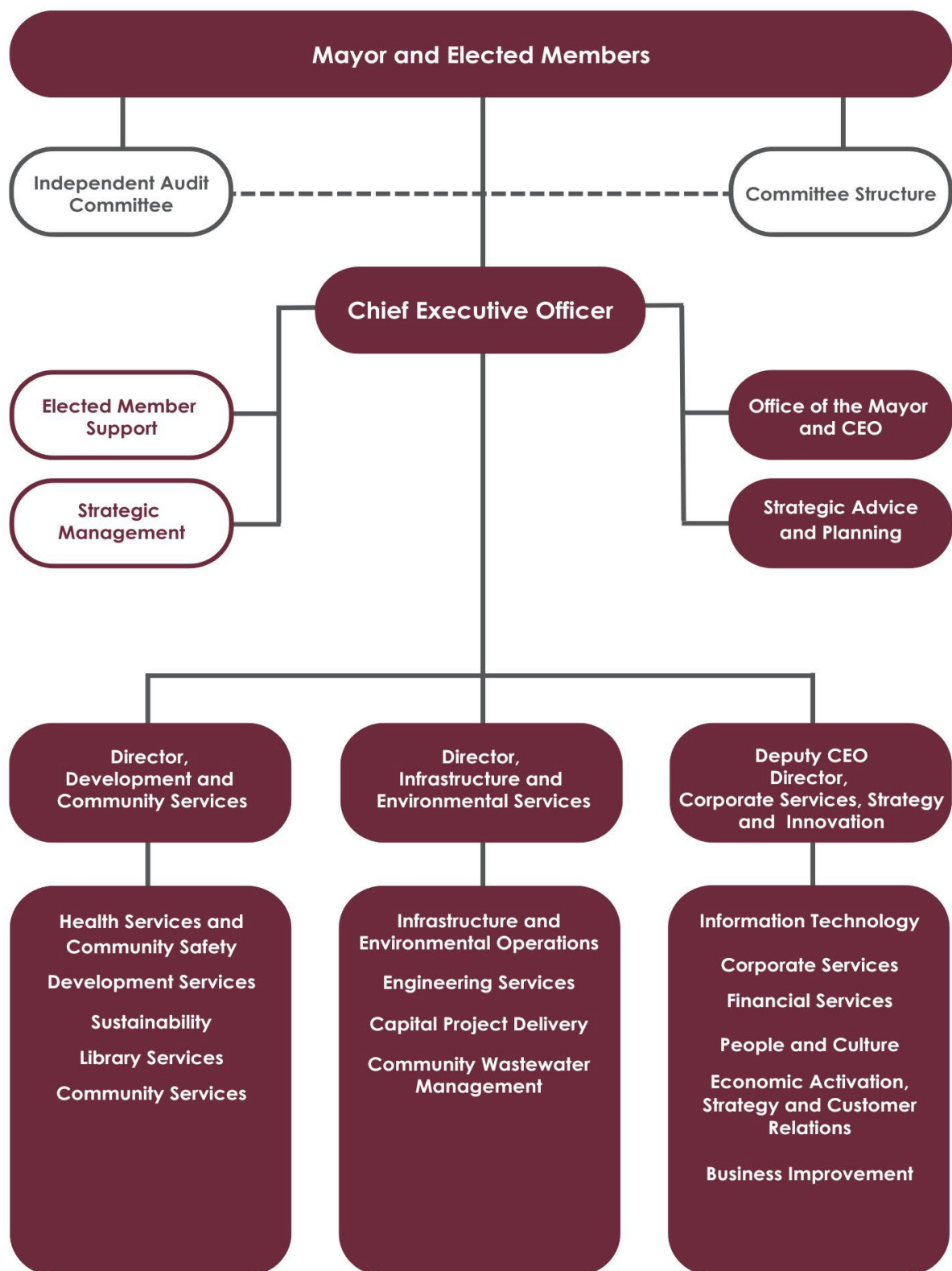
Altona, Angaston, Barossa Goldfields, Bethany, Cockatoo Valley, Concordia, Craneford, Cromer, Dorrien, Eden Valley, Flaxman Valley, Kalbeeba, Krondorf, Light Pass, Lyndoch, Moculta, Mount Crawford, Mount McKenzie, Mount Pleasant, Nuriootpa, Penrice, Pewsey Vale, Rosedale, Rowland Flat, Sandy Creek, Springton,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



COUNCIL AREA MAP



ORGANISATIONAL STRUCTURE



OVERVIEW

Net Rate and Service Revenue	\$41.964m
Other Operating Revenue	\$10.623m
Operating Expenditure	\$52.928m
Net Operating Position Surplus / (Deficit)	(\$0.341m)
Capital Income	\$5.691m
Capital Expenditure (assumes 100% delivery achieved not including carried forward projects)	\$26.780m
Capital Expenditure (projects underway and carried forward funds from 2024-25)	\$120,000
New Borrowings	\$8.100m

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 Long Term Infrastructure and Asset Management Plan.

Local Government is the most asset-intensive tier of government. The Barossa Council acts as custodian of approximately \$499.75m of infrastructure, property and plant and equipment assets, including road infrastructure encompassing approximately 350 kilometres of sealed, 570 kilometres of unsealed roads and 70 kilometres of unformed roads. This presents Council with a number of complexities, including how to allocate resources in order to satisfy community demands for new and expanded services, whilst ensuring appropriate resources are provided for maintenance and future replacement of existing community assets.

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

2025/26 GENERAL RATE AND SERVICE CHARGES SUMMARY

General Rate (Excl. Growth)	Net Revenue Increase	3.99%
Refuse, Recycling and Green Organics	Service Charge Increase	\$10.95
CWMS	Service Charge Increase	\$10.50
Landscape Levy (collected on behalf of the State Government)	Service Rate Decrease	-\$4.80

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 \$26.780m. The program includes \$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 subject to a final business case 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 \$478,500 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



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



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 for the subscription.

GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY (GRFMA)

Established in 2002, this organisation is responsible for the construction, operation, and maintenance of flood mitigation infrastructure in the Gawler River catchment. An amount of \$36,469 is included for the operational and maintenance subscription. Council has a share in the Net Assets of \$2,239k 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, Economic Development, Executive Support and Management, Advocacy, 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.

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 Support the build and prepare for commissioning of the new creative industries centre and enact the approved strategic and operational plans	Art and Culture
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
CS15-1 and BS13-1 Commence implementation of agreed Growth and Infrastructure Investment Strategy actions commencing with employment land provision and character area needs.	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
CS19-1 Continue to develop ongoing relationships with Ngadjuri, Peramangk and Kurna 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

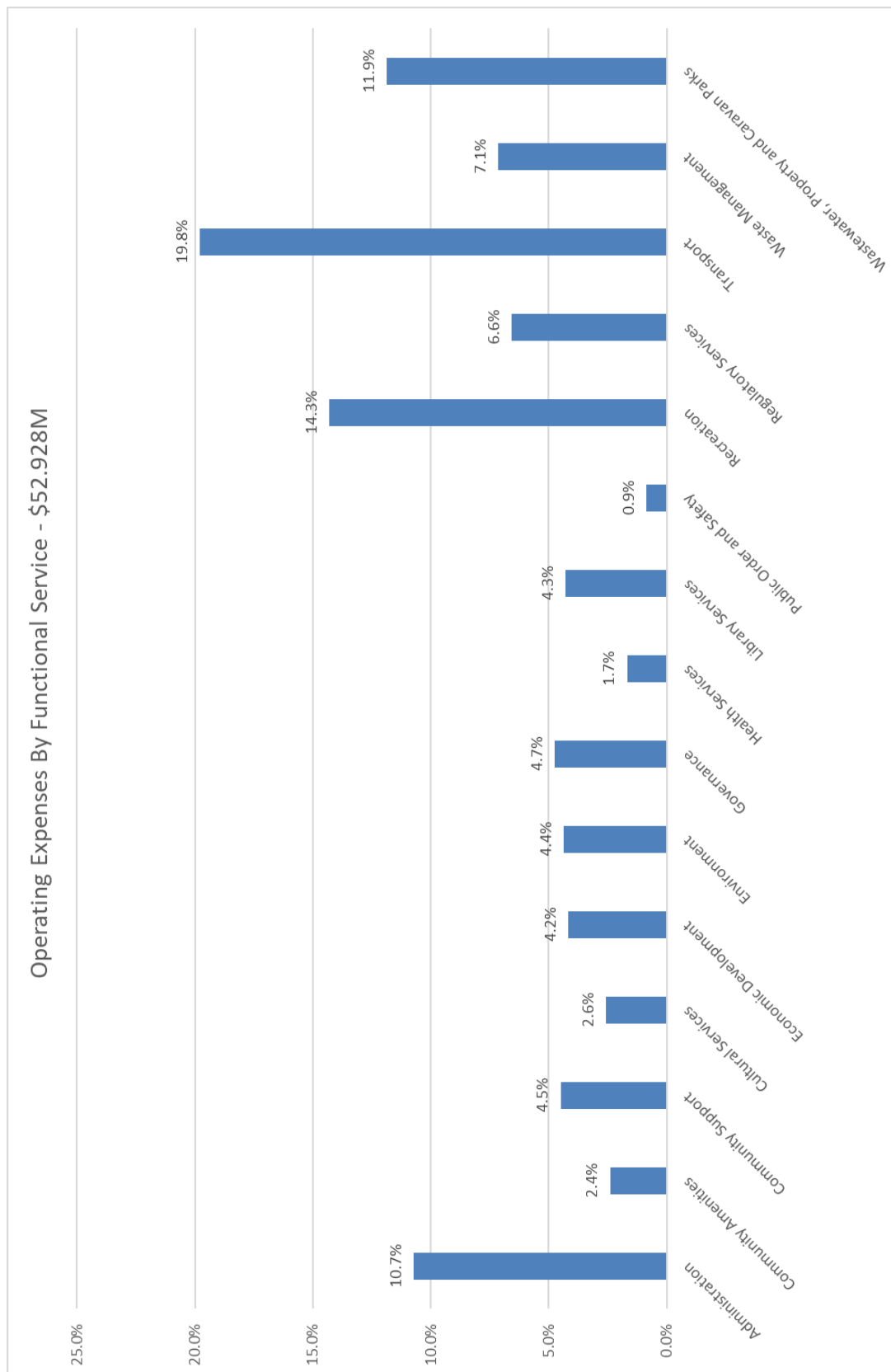
2025/26 OPERATING EXPENDITURE

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



2025/26 CAPITAL INVESTMENT

In support of service provision for 2025/26

Capital Program 2025/26	
Description	2025/26 Budget
<i>(Items noted as 'Carried Forward' are items transferred from 2024/25 Budget)</i>	
Development and Community Services	98,487
Library books	98,487
Infrastructure and Environmental Services	24,874,469
Building Renewal	429,000
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 - TBA	120,000
Williamstown Pool - Chemical Controller replacement	30,000
Office / Depot renewals	30,000
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
Jubilee 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	15,880,000
Creative Industries Centre	15,000,000
Angaston and Nuriootpa Oval Lighting Upgrade (subject to successful grant application)	880,000
Motor Vehicles, Plant and Equipment	1,215,300
General Inspector, Office, and Other Vehicles	330,000
Community Transport Vehicles	68,800
Community Transport 18 Seater Bus	300,000
Minor Plant – Depots	51,500
New Dual Cab Truck for Open spaces	125,000
New Skidsteer with attachments	280,000
New Trailer for Skidsteer	60,000
Playgrounds	107,500
Playgrounds New and Upgrade	77,500
Playground Equipment Renewal	30,000
Road Resheeting	1,600,111
Allendale Kalbeeba	174,380
Drogmueller 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
Sieboth's 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
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	1,400,000
Keyneton Road Keyneton – year 3 of 3 – from gravel to two coast sealed surface	400,000
Yetti Road – Stormwater, Road and Footpath – Year 1 of 2 (depending on Special Local Roads Grant Funding approval)	1,000,000
Kerbing Section Upgrades	121,500
Gramp Ave Angaston	9,500
Murray Street Angaston	9,000
Magnolia Street Tanunda	12,500
Melrose Street Mount Pleasant	30,500
Murry Street Tanunda	25,500
Gilbert Street Lyndoch	34,500
Stormwater	312,120
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
Bridges	267,906
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
Unallocated Contingency	17,906
Streetscaping	91,500
Streetscaping – unallocated	91,500
Community Wastewater Management System (CWMS)	1,000,107
Gravity Mains Asset Management	60,000
Network Pump Station	400,000
Rising mains and Infrastructure	178,032
Nuriootpa WWTP†	48,225
Springton WWTP†	11,850
Stockwell WWTP† Reuse Lagoon 2	240,000

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
Project Management Costs for Capital Projects	718,464
Project Management Costs	718,464
Corporate Services and Business Innovation	886,502
Telecommunications and Mobile Refresh (Carried over from 2024/25)	145,000
Hardware Refresh – Purchase Current Contract Out	279,000
Defibrillator (approximately 20 required to meet new legislative requirements)	60,000
Core System Replacement (subject to final business case) Year 1 of 3	363,177
Core System Replacement Project Management Costs	39,325
Nurioopta Centennial Park Authority	920,000
Nurioopta Netball and Tennis Court Reconstruction (subject to grant funding)	920,000
Grand total	26,779,458

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
	6,022,842
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	880,000
Library Books	82,942
Yetti Road Construction – Year 1 of 2 – Special Local Road Grant	660,000
Nurioopta Netball and Tennis Courts Reconstruction – State Grant, Contributions from Clubs	600,000
Disposal Revenue from Computer Hardware	100,000
Vehicle and Equipment Trade-in Sales - Motor Vehicles and Plant	219,400
Grand total	6,022,842

2024/25 OPERATING BUDGET

Council is budgeting expenditure of \$68.092m 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 \$5.691m in additional grants and contributions for capital programs the net investment for Council therefore being \$62.401m.

OPERATING REVENUE

The 2025/26 Budget provides for operating revenue increase from the 2024/25 second quarter Budget Update of \$50.590m to \$52.486m. Recurrent revenue streams of Council are:

\$m	%	Type	Description
41.964	79.80%	General Rates and Service Charges	General rates on properties as well as service rates (i.e. sewerage and refuse/recycling rates).
4.177	7.94%	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.
4.651	8.84%	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.
0.888	1.69%	Investment, Reimbursements and Other Income	Interest received on Council's internal cash reserves and deposits, Reimbursements for work undertaken and Other Income.
0.907	1.73%	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.
52.587	100%	Total	

OPERATING EXPENDITURE

The 2025/26 Budget provides for operating expenditure to increase from the 2024/25 second quarter Budget Update of \$51.433m to \$52.928m. 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
20.164	38.10%	Employee Costs	All labour related expenses such as wages and salaries, and on-costs such as allowances, leave entitlements and employer superannuation.
19.129	36.14%	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	21.94%	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.
2.020	3.82%	Finance Costs	Costs of financing Council's activities through borrowings.
52.928	100%	Total	

Council plans to raise a net sum of \$34.226m from general rates in 2025/26 (which includes growth of 1.57% in revenue growth from an increase of 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 3.99% plus 1.57% in additional revenue from new properties. Our number of property assessments has grown by 1.28%, 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 (Council rates are exempt from GST).

LAND VALUATION METHOD

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

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

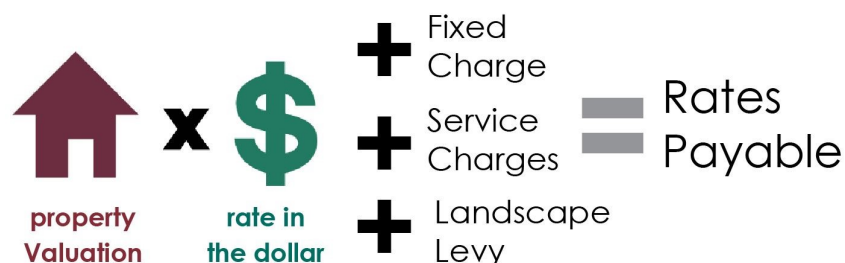
The equity principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more taxes than ratepayers of lesser wealth.

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

The total property rateable valuations provided by the Office of the Valuer General as at 26 April 2025 was \$9,141,167,480, an increase of 11.2% or \$917.605M 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	14.9%
Commercial	1.2%
Industry – Light	-2.1%
Industry – Other	-0.7%
Primary Production	4.5%
Vacant Land	36.4%
Other	0.6%

How rates are calculated



DIFFERENTIAL RATES

Council applies differential general rates based on the land use of the property, as outlined in the Local Government Category and Land Use tables which are on page 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 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 \$4.80.

MANDATORY REBATES

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

SERVICE RATES & CHARGES

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

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

1. \$3.561m 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.

GENERAL RATE CAPPING – RESIDENTIAL AND PRIMARY PRODUCTION

Council offers a rebate of general rates (excluding the fixed charge) which constitutes the principal place of residence of a principal ratepayer where the increase in general rates levied upon a property exceeds the 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 available for eligible pensioners. The 'Cost of Living Concession Payment' is paid *directly to eligible concession holders by the State Government* and the concession for Community Wastewater Management System (CWMS), which will also be paid directly by the State Government. The Department of Human Services administer all State concessions and Council has no part in approving or providing these concessions. In accordance with the *Local Government Act 1999*, persons who hold a Seniors Card may apply to postpone payment for any amount in excess of \$500 (\$125 per quarter) for their principal place of residence.

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

PAYING RATES

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

SERVICE CHARGES

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

CWMS SERVICES

The Residential CWMS Service charge will increase from last year at \$396.50 to \$407.00. The Non-Residential CWMS service rate for each of the townships reduces from \$0.000932 per dollar of the property valuation to \$0.00091, a reduction of 2.4%. An annual charge for vacant allotments has been increased from \$125 to \$128.45 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.

WASTE SERVICES

Overall, the refuse, recycling and green organics collection service charge has been increased from last year at \$275.50 to \$286.45 per annum. The 140L Refuse Bin has increased from last year at \$133 to \$137.85. Recycling has increased from last year at \$70.50 to \$73.20 and Green Organics increased from \$72 to \$75.40. The refuse collection service rate for 240L bins, available to commercial premises to upsize to 240L, has increased from last year at \$174 to \$180. 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 4.07%. Growth from new assessments in value of rate revenue is 1.42% with property growth being 1.19%, above the 1.0% growth target.

The average change per rateable property is \$120 per annum or \$2.31 per week.

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

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

Further information is provided in the following tables.

Statement on Expected Rate Revenue				
Please note: These figures represent a considered estimate of Expected Rate Revenue based on the most current information available at the time of going out to consultation on the DRAFT Annual Business Plan and Budget (ABP&B). This information is updated regularly and therefore these figures may be subject to confirmation at the time of actual adoption of the ABP&B.				
Expected Rates Revenue				
	2024/25 (as adopted)	2025/26 (estimated)	Change	Comments
General Rates Revenue				
General Rates (existing properties)	\$32,996,287	\$34,314,303 (a)	3.99%	
General Rates (new properties)		\$519,584 (b)	1.57%	
General Rates (GROSS)	\$32,996,287	\$34,833,888 (c)		
Less: Mandatory Rebates	(\$574,290)	(\$598,562) (d)		
General Rates (NET)	\$32,421,996	\$34,235,326 (e)	5.59%	
(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	\$41,973,285		
Less: Discretionary Rebates	(\$153,070)	(\$175,725) (i)		
Expected Total Rates Revenue	\$39,707,113	\$41,797,560 (j)	5.26%	
(m)=(e)+(g)+(h)+(i)				
Estimated growth in number of rateable properties				
Number of rateable properties	13,418	13,590 (k)	1.28%	
	Actual	Estimate		
'Grow th' is defined in the regulations as w here new properties have been created w hich has added rateable properties to council's ratepayer base. Grow th can also increase the need and expenditure related to infrastructure, services and programs w hich support these properties and residents.				
Estimated average General Rates per rateable property				
Average per rateable property	\$2,459	\$2,563 (l)	4.23%	
Estimated average rates and service charges for resident receiving all serices				
Average per rateable property	\$3,013	\$3,133	3.95%	
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 w ill 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 w hich are foregone via Mandatory Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties w ho receive the rebate).				
(e) Presented as required by the <i>Local Government (Financial Management) Regulations 2011</i> reg 6(1)(ea)				
Please Note: The percentage figure in (e) relates to the change in the total amount of General Rates revenue to be collected from <u>all</u> rateable properties, not from individual rateable properties (ie. individual rates will not necessarily change by this figure).				
(f) Councils are required under the <i>Landscape South Australia Act 2019</i> 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 w ho have responsibility for the management of the State's				
(h) Community Wastewater Management Systems				
(i) A council may grant a rebate of rates or service charges in a number of circumstances. The rates w hich are foregone via Discretionary Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties w ho				
(j) Expected Total Rates Revenue excludes other charges such as penalties for late payment and legal and other costs recovered.				
(k) 'Grow th' as defined in the <i>Local Government (Financial Management) Regulations 2011</i> 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	\$15,229,237	5.7%	9868	9887	\$1,460	\$1,540	(p)	\$80	0.002540
Commercial - Shop	\$766,240	\$803,280	4.8%	256	256	\$2,993	\$3,138	(p)	\$145	0.004523
Commercial - Office	\$162,625	\$170,207	4.7%	72	72	\$2,259	\$2,364	(p)	\$105	0.004523
Commercial - Other	\$1,413,473	\$1,496,944	5.9%	354	353	\$3,993	\$4,241	(p)	\$248	0.004523
Industry - Light	\$114,386	\$118,094	3.2%	48	47	\$2,383	\$2,513	(p)	\$130	0.004691
Industry - Other	\$4,229,670	\$4,453,429	5.3%	91	91	\$46,480	\$48,939	(p)	\$2,459	0.015747
Primary Production	\$5,137,145	\$5,134,764	0.0%	2157	2164	\$2,382	\$2,373	(p)	-\$9	0.002534
Vacant Land	\$719,259	\$1,006,058	39.9%	432	579	\$1,665	\$1,738	(p)	\$73	0.005731
Other	\$391,184	\$414,746	6.0%	140	141	\$2,794	\$2,941	(p)	\$147	0.004639
Total Land Use	\$27,343,897	\$28,826,760	5.4%	13,418	13,590	\$2,038	\$2,121	(p)	\$83	
The above information is general rates only for each Land Use. Note: a rate notice also includes the fixed charge, Landscape Levy and where relevant service charges. Service charges include Waste Services for Refuse, Recycling and Green Organics and Community Wastewater Management Systems (CWMS).										
Fixed Charge										
	Total expected revenue			Charge						
	2023/24	2024/25	Change	2023/24	2024/25	Change				
Fixed Charge	\$5,652,390	\$6,007,128	6.3%	\$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/Site Value/Annual Value										
Council has the option of adopting one of three valuation methodologies to assess the properties in its area for rating purposes:										
Capital Value – the value of the land and all improvements on the land;										
Site Value – the value of the land and any improvements which predominantly affect the amenity of use of the land, such as drainage works, but excluding the value of buildings and other improvements (Note: Site Value will cease to be an option from 1 Sept 2023); or										
Annual Value – a valuation of the rental potential of the property.										
Council uses the capital value determined by the State Valuation Office as the basis for valuing land and calculating rates. Council considers that this method provides the fairest method of distributing the rate burden across all ratepayers on the following basis:										
• The equity principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more taxes than ratepayers of lesser wealth;										
• Property value is a relatively good indicator of market value of a property, providing the fairest method of calculating rates.										
Notes										
(p) Average per rateable property calculated as General Rates for category, including any fixed charge or minimum rate (if applicable) but excluding any separate rates, <i>divided</i> 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 2020-2040 includes the long term objectives and strategies Council is striving to achieve. The Community and Corporate plans are used to form the Annual Business Plan and Budget.
- To provide advice and recommendations on financial and governance matters, Council has appointed an Audit Committee which includes independent members with qualifications and experience in related disciplines.

KEY PERFORMANCE INDICATORS

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

Indicator 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 \$464,000. The cumulative ten year period operating surplus is forecast at \$10.788m 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 Q2 Revised Budget \$'000	2025/26 Draft Budget \$'000
Result	949	(1,139)	(843)	(341)
Underlying Result		Adjusted for early financial grant payments made in 2022/2023 947		
Status				
Underlying Status		Adjusted Indicator 		

Key Performance Indicator 2 Operating Surplus/(Deficit) Ratio

Expresses the projected Operating Surplus/(Deficit) result as a percentage of Operating Revenue. Council has set a target too achieve an operating surplus ratio of between -2% to 10%. The forecast is ratio within the target range at -1.1%.

Year	2022/23 Actual	2023/24 Actual	2024/25 Q2 Revised	2025/26 Draft Budget
Result	2.1%	(2.5%)	(1.7)	(0.6)
Underlying Result		Adjusted for early financial grant payments made in 2022/2023 2.0%		
Status				
Underlying Status		Adjusted Indicator 		

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

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

Year	2022/23 Actual \$'000	2023/24 Actual	2024/25 Q2 Revised Budget \$'000	2025/26 Draft Budget \$'000
Result	9,238	17,169	37,608	47,049
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 Q2 Revised Budget	2025/26 Draft Budget
Result	20%	37%	74.3%	89.5%
Status				

Key Performance Indicator 4: Asset Renewal Funding Ratio

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

Year	2022/23 Actual	2023/24 Forecast	2024/25 Q2 Revised Budget	2025/26 Draft Budget
Result	108%	123%	151%	168.5%
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%
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

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

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

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

STATEMENT OF COMPREHENSIVE INCOME

For the year ending 30 June 2026

	2024-25	2024-25	2025-26
	Original Budget	Forecast*	Draft Budget
	(\$'000)	(\$'000)	(\$'000)
Income			
Rates	39,840	39,939	41,964
Statutory Charges	825	822	907
User Charges	3,991	3,997	4,177
Grants, Subsidies and Contributions	4,055	4,699	4,651
Investment Income	150	150	166
Reimbursements	74	209	100
Other Income	582	774	622
Net Gain – Joint Ventures and Associates	0	0	0
TOTAL REVENUES	49,517	50,590	52,587
Expenses			
Employee Costs	18,382	18,940	20,164
Materials, Contracts and Other Expenses	18,869	19,719	19,129
Depreciation, Amortisation and Impairment	10,816	11,136	11,615
Finance Costs	1,887	1,638	2,020
Net Loss – Joint Ventures and Associations	0	0	0
TOTAL EXPENSES	49,954	51,433	52,928
Operating Surplus / (Deficit)	(437)	(843)	(341)
Asset Disposal & Fair Value Adjustments	(878)	(752)	(796)
Amounts Received Specifically for New or Upgraded Assets	6,725	8,196	5,691
Physical Resources Received Free of Charge	2,211	2,243	2,418
Net Surplus / (Deficit)	7,621	8,844	6,972
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	8,844	6,972
* Forecast uses the second quarter revised budget and estimates for operating and capital expenditure to 30 June 2025 using the latest information available at 31 December 2024 including material financial information received since the draft budget was placed on public consultation.			

STATEMENT OF FINANCIAL POSITION

For the year ending 30 June 2026

		2024-25 Original Budget (\$'000)	2024-25 Forecast* (\$'000)	2025-26 Draft Budget (\$'000)
Assets				
Current Assets				
Cash and Cash Equivalents		38	1,761	221
Trade and Other Receivables		2,966	3,251	3,257
Other Financial Assets		0	0	0
Inventories		245	125	125
Subtotal		3,249	5,137	3,603
Non-Current Assets Held for Sale		0	0	0
Total Current Assets		3,249	5,137	3,603
Non-current Assets				
Financial Assets		985	1,108	981
Equity Accounted Investments in Council		2,263	4,518	4,518
Infrastructure, Property, Plant and Equipment		474,818	474,327	499,749
Other Non-Current Assets		0	0	0
Total Non-current Assets		478,066	479,953	505,248
Total Assets		481,315	485,090	508,851
Liabilities				
Current Liabilities				
Trade and Other payables		5,077	5,382	5,382
Borrowings		37,697	3,351	460
Provisions		3,008	3,152	3,158
Total Current Liabilities		45,782	11,885	9,000
Non-Current Liabilities				
Borrowings		2,908	29,840	40,808
Provisions		682	722	722
Total Non-current Liabilities		3,590	30,562	41,530
Total Liabilities		49,372	42,447	50,530
Net Assets		431,943	442,643	458,321
Equity				
Accumulated Surplus		114,758	152,200	157,158
Asset Revaluation Reserve		304,871	277,833	288,065
Other Reserves		12,314	12,610	13,098
Total Equity		431,943	442,643	458,321
* Forecast uses the second quarter revised budget and estimates for operating and capital expenditure to 30 June 2025 using the latest information available at 31 December 2024 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	Asset Revaluation Reserve	Other Reserves	Total Equity
	(\$'000)	(\$'000)	(\$'000)	(\$'000)
Budgeted balance at end of previous reporting period 30 June 2025	152,200	277,833	12,610	442,643
Restated opening balance (Revised Budget)	150,674	293,192	12,610	456,476
Net Surplus / (Deficit) for year	(341)			(341)
Other Comprehensive Income	7,313	0	0	7,313
Gain on revaluation of infrastructure, property, plant	0	(5,127)	0	(5,127)
Transfer to accumulated surplus on sale of infrastructure, property, plant and equipment	0	0	0	0
Transfer between reserves	(488)	0	488	0
Balance at the End of Period	157,158	288,065	13,098	458,321
* Forecast uses the second quarter revised budget and estimates for operating and capital expenditure to 30 June 2025 using the latest information available at 31 December 2024 including material financial information received since the draft budget was placed on public consultation.				

STATEMENT OF CASH FLOWS

As at 30 June 2026

		2024-25	2024-25	2025-26
		Original Budget	Forecast*	Draft Budget
		(\$'000)	(\$'000)	(\$'000)
Cash Flows from Operating Activities				
Receipts				
Operating Receipts		49,367	50,439	52,422
Investment Receipts		150	150	166
Payments				
Operating payments to Suppliers and Employees		(37,244)	(38,778)	(39,285)
LandFill rehabilitation expense		0	0	0
Finance Payments		(1,888)	(1,101)	(1,895)
Net Cash Provided by (or Used in) Operating Activities		10,385	10,710	11,408
Cash Flows from Investing Activities				
Receipts				
Amounts Specifically for New or Upgraded Assets		6,725	8,196	5,691
Sale of Replaced Assets		368	523	344
Repayments of Loans by Community Groups		115	115	120
Payments				
Expenditure on Renewal / Replacement of Assets		(11,202)	(9,019)	(12,735)
Expenditure on New / Upgraded Assets		(29,484)	(31,747)	(13,747)
Loans made to Community Groups		0	0	0
Net Cash Provided by (or Used in) Investing Activities		(33,478)	(31,932)	(20,327)
Cash Flows from Financing Activities				
Receipts				
Loans Received		26,600	23,500	8,100
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)	(3,638)	(714)
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	19,848	7,379
Net Increase / (Decrease) in Cash Held		(145)	(1,374)	(1,540)
Cash and Cash Equivalents at Beginning of Period		183	3,135	1,761
Cash and Cash Equivalents at End of Period		38	1,761	221
* Forecast uses the second quarter revised budget and estimates for operating and capital expenditure to 30 June 2025 using the latest information available at 31 December 2024 including material financial information received since the draft budget was placed on public consultation.				

UNIFORM PRESENTATION OF FINANCES

For the year ending 30 June 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	2024-25	2025-26
		Original Budget	Forecast*	Draft Budget
		(\$'000)	(\$'000)	(\$'000)
Income		49,517	50,590	52,587
Less Expenses		(49,954)	(51,433)	(52,928)
Operating Surplus / (Deficit)		(437)	(843)	(341)
Less Net Outlays on Existing Assets				
Capital Expenditure on Renewal and Replacement of Existing Assets		(11,202)	(9,019)	(12,735)
Less Depreciation, Amortisation and Impairment		10,816	11,136	11,615
Less Proceeds from Sale of Replaced Assets		368	523	344
		(18)	2,640	(776)
Less Net Outlays on New and Upgraded Assets				
Capital Expenditure on New and Upgraded Assets		(29,484)	(31,747)	(13,747)
Less Amounts Received Specifically for New and Upgraded Assets		6,725	8,196	5,691
Less Proceeds from Sale of Surplus Assets		0	0	0
		(22,759)	(23,551)	(8,056)
Net Lending / (Borrowing) for Financial Year		(23,214)	(21,754)	(9,173)
* Forecast uses the second quarter revised budget and estimates for operating and capital expenditure to 30 June 2025 using the latest information available at 31 December 2024 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.

OPERATIONS

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

- Depreciation has been calculated on existing asset classes, structures, valuation, and condition rating; asset componentisation has been included as appropriate to selected asset types. A review of useful lives, asset condition and replacement cost of all assets and components is an ongoing task refining the data.
- The LTFP assumes that the Federal Government budget will continue to supplement South Australia road funding application through Supplementary Road Funding and reflect revenue of \$268K per annum until 2025/26.
- The Roads to Recovery (RTR) grant funded program will continue 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 growth due to increased population and support costs for growth infrastructure that is being built.

CAPITAL

- Asset Renewal and/or Replacement expenditure is provided for on various buildings, recreation, transport, stormwater, bridge, CWMS and plant & equipment assets at \$98.085m, providing for future needs.
- The current Infrastructure and Asset Management Plans are currently being reviewed and the above estimates meet the current required renewal and replacement program from the asset information.
- Infrastructure programs for upgrading existing assets including roads, recreation and open space, bike path, bridges, carparks, footpath program, stormwater and the continuous improvement program at \$13.494m.
- 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.

LOAN PRINCIPAL AND INTEREST REPAYMENTS

- Council's loan debt is predicted to peak at \$42.004m in 2026/27. The net loan balance outstanding as at 30 June 2025 is estimated to be \$41.268m.
- Loans outstanding at the end of the 10 year long term financial plan on 30 June 2035 is \$3.960M 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 3.24% of revenue in 2024/25 to 3.85% of revenue in 2025/26 in support of growth infrastructure development and will return to 0.22% 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 \$0.974m;
 - Returning to a sound operating surplus to 2027/28 of \$196,000;
 - All future years in operating service with an accumulated surplus over 10 years as at the end of the 2034/35 financial year of \$12.291m.

- General rate increases for years 2025/26 to 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 this being currently aligned to the trimmed CPI and CPI forward estimate from July 2027. 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 (1.7%) deficit to 3.8% profit during this plan.
 - Annual surplus ratios range from (1.2%) deficit to 4.1% surplus.
- KPI 3: Net Financial Liabilities.
 - The forecast is 89.5% in 2025/26 and by year 2034/35 it is projected to be at 14.1%.
- KPI 4: Asset Renewal Funding Ratio.
 - The average being 115.6% over the ten-year plan when measured against the adopted Infrastructure and Asset Management Plans
 - The average being 106.6% 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 years 2025/26 to 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 – February 2025 forecast.
- 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 2.7%.
- Recurrent grants are based on known factors where the grant is subject to indexation 2.7% 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 \$12.918m per annum (including indexation) on capital expenditure and projects and an average of \$46.250m 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 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
		Q2 Budget	Draft Budget	LTFF	LTFF	LTFF	LTFF	LTFF	LTFF	LTFF	LTFF	LTFF
		\$'000 or %	\$'000 or %	\$'000 or %	\$'000 or %	\$'000 or %	\$'000 or %	\$'000 or %	\$'000 or %	\$'000 or %	\$'000 or %	\$'000 or %
Key Performance Indicators (KPI's) - Summary		Adopted target										
KPI 1 - Operating Surplus cumulative forward 10 year period	Surplus year 10	(843)	(341)	(974)	(778)	(117)	1,069	2,538	4,428	6,616	9,336	12,291
KPI 2 - Operating Surplus Ratio - Rolling 3 year - retrospective average	(2%) to 10%	(0.3%)	(1.7%)	(1.2%)	(0.5%)	0.1%	1.1%	1.8%	2.4%	2.8%	3.3%	3.8%
KPI 2 - Operating Surplus Ratio - Rolling 5 year - retrospective average	(2%) to 10%	3.6%	1.4%	(0.6%)	(1.2%)	(0.4%)	0.3%	0.9%	1.7%	2.3%	2.9%	3.3%
KPI 2 - Operating Surplus Ratio - Annual		(1.7%)	(0.6%)	(1.2%)	0.3%	1.1%	1.9%	2.3%	2.9%	3.2%	3.9%	4.1%
KPI 3 - Net Financial Liabilities ratio	0-100%	74.0%	89.5%	87.4%	79.2%	70.0%	59.7%	49.8%	42.2%	33.1%	17.3%	14.1%
KPI 4 - Asset Renewal Funding Ratio - Annual - Using Asset Management Plan Forecast	80% to 110%	87.0%	168.5%	103.5%	114.2%	93.2%	110.9%	123.3%	116.3%	102.6%	107.9%	115.7%
KPI 4 - Asset Renewal Funding Ratio - Annual - Using Depreciation	80% to 110%	121.4%	135.4%	123.9%	111.0%	92.5%	96.2%	99.4%	101.4%	101.8%	100.8%	103.7%
Financial parameters - Indexation												
RATE REVENUE INCREASES												
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				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
Statutory Charges				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
User Charges				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
Investment Income				1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%
Reimbursements				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
Other Revenue				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
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				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
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				5.2%	5.2%	5.2%	5.2%	5.2%	5.2%	5.2%	5.2%	5.2%
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				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
Recreation Assets				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
Infrastructure Assets				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
CWMS				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
Stormwater Assets				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
Equipment Assets				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
ASSET RENEWAL EXPENDITURE												
Infrastructure renewal increments				3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Office fleet vehicles				3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%

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
	Q2 Budget \$'000	Draft Budget \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000
REVENUES											
Rates	39,939	41,964	44,026	45,993	47,785	49,449	51,171	52,953	54,798	56,707	58,614
Statutory Charges	822	907	932	957	983	1,009	1,037	1,065	1,093	1,123	1,153
User Charges	3,997	4,177	4,291	4,408	4,528	4,652	4,779	4,909	5,043	5,181	5,322
Grants, subsidies and contributions	4,699	4,651	4,689	4,870	4,970	5,073	5,180	5,288	5,400	5,515	5,633
Investment Income	150	166	170	174	179	184	189	193	199	204	209
Reimbursements	209	100	190	181	173	165	158	152	147	141	138
Other Income	774	622	634	651	669	687	705	724	744	764	785
Net Gain - Joint Venture	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCOME	50,590	52,587	54,932	57,234	59,287	61,219	63,219	65,284	67,424	69,635	71,854
EXPENSES											
Employee Costs	18,940	20,164	21,583	22,050	22,801	23,489	24,198	25,033	25,897	26,791	27,717
Materials, Contracts & Other expenses	19,719	19,129	19,933	20,627	21,238	21,793	22,644	23,207	23,995	24,654	25,545
Depreciation, Amortisation & Impairment	11,136	11,615	12,115	12,484	12,849	13,248	13,650	14,080	14,545	15,007	15,480
Finance Costs	1,638	2,020	1,934	1,877	1,738	1,503	1,258	1,074	799	463	157
Net loss - Joint Venture	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENSES	51,433	52,928	55,565	57,038	58,626	60,033	61,750	63,394	65,236	66,915	68,899
OPERATING SURPLUS / (DEFICIT)	(843)	(341)	(633)	196	661	1,186	1,469	1,890	2,188	2,720	2,955
Asset disposal & fair value adjustments	(752)	(796)	(805)	(883)	(788)	(1,040)	(1,072)	(1,131)	(1,029)	(1,226)	(1,203)
Amounts specifically for new or upgraded assets	8,196	5,691	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	2,418	2,533	2,578	2,609	2,060	2,084	2,111	2,141	2,165	2,188
NET SURPLUS / (DEFICIT)	8,844	6,972	1,825	1,961	2,552	2,549	3,192	2,940	3,370	3,729	4,010
Transfer to Equity Statement / Adjustment	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-
Changes in revaluation surplus - infrastructure, property, plant & equipment	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-
TOTAL COMPREHENSIVE INCOME	8,844	6,972	1,825	1,961	2,552	2,549	3,192	2,940	3,370	3,729	4,010

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
	Q2 Budget \$'000	Draft Budget \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000
ASSETS											
Current Assets											
Cash and cash equivalents	1,761	221	11	16	9	11	20	23	25	58	28
Trade & other receivables	3,251	3,257	3,253	3,237	3,237	3,236	3,242	3,232	3,218	3,157	3,158
Inventories	125	125	125	125	125	125	125	125	125	125	125
	5,137	3,603	3,389	3,378	3,371	3,372	3,387	3,380	3,368	3,340	3,311
Non-Current Assets held for Sale	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	5,137	3,603	3,389	3,378	3,371	3,372	3,387	3,380	3,368	3,340	3,311
Non-Current Assets											
Financial Assets	1,108	981	859	752	646	541	429	328	241	214	187
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	474,327	499,749	506,888	511,347	515,865	519,764	524,250	529,559	533,117	536,216	539,978
Other Non-Current Assets	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	479,953	505,248	512,265	516,617	521,029	524,823	529,197	534,405	537,876	540,948	544,683
TOTAL ASSETS	485,090	508,851	515,654	519,995	524,400	528,195	532,584	537,785	541,244	544,288	547,994
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	3,351	460	2,927	4,138	5,101	5,231	3,985	5,269	6,452	5,945	3,960
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	11,885	9,000	11,473	12,691	13,662	13,799	12,560	13,852	15,042	14,561	12,602
Non-Current Liabilities											
Borrowings (External)	29,840	40,808	39,077	35,153	30,358	25,291	21,464	16,224	9,805	-	-
Provisions	722	722	722	722	722	722	722	722	722	722	722
Total Non-Current Liabilities	30,562	41,530	39,799	35,875	31,080	26,013	22,186	16,946	10,527	722	722
TOTAL LIABILITIES	42,447	50,530	51,272	48,566	44,742	39,812	34,746	30,798	25,569	15,283	13,324
NET ASSETS	442,643	458,321	464,382	471,429	479,658	488,383	497,838	506,987	515,675	529,005	534,670
EQUITY											
Accumulated Surplus	152,200	157,158	151,662	146,920	143,229	139,922	137,129	134,000	130,279	130,827	123,509
Asset Revaluation Reserve	277,833	288,065	298,695	309,570	320,636	331,879	343,299	354,904	366,700	378,677	390,836
Other Reserves	12,610	13,098	14,025	14,939	15,793	16,582	17,410	18,083	18,696	19,501	20,325
TOTAL EQUITY	442,643	458,321	464,382	471,429	479,658	488,383	497,838	506,987	515,675	529,005	534,670

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

2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Q2 Budget \$ '000	Draft Budget \$ '000	LTFP \$ '000	LTFP \$ '000	LTFP \$ '000	LTFP \$ '000	LTFP \$ '000	LTFP \$ '000	LTFP \$ '000	LTFP \$ '000	LTFP \$ '000
CASH FLOWS FROM OPERATING ACTIVITIES										
Receipts:										
Operating receipts	50,439	52,422	54,762	57,060	59,108	61,035	63,029	65,092	67,225	69,431
Investment receipts	150	166	170	174	179	184	189	193	199	204
Payments:										
Operating payments to suppliers & employees	(38,778)	(39,285)	(41,509)	(42,670)	(44,031)	(45,275)	(46,834)	(48,232)	(49,885)	(51,437)
Finance payments	(1,101)	(1,895)	(1,962)	(1,896)	(1,784)	(1,580)	(1,338)	(1,134)	(889)	(573)
Net cash provided by (or used in) Operating Activities	10,710	11,408	11,461	12,668	13,472	14,364	15,046	15,919	16,650	17,625
CASH FLOW FROM INVESTING ACTIVITIES										
Receipts:										
Amounts specifically for new or upgraded assets	8,196	5,691	730	70	70	343	711	70	70	70
Sale of replaced assets	523	344	347	391	541	413	425	437	604	462
Repayment of loans by community groups	115	120	127	122	107	106	106	111	101	87
Payments:										
Expenditure on renewal/replacement of assets	(9,019)	(12,735)	(7,735)	(8,097)	(8,411)	(9,106)	(9,843)	(9,955)	(10,298)	(10,565)
Expenditure on new/upgraded assets	(31,747)	(13,747)	(5,364)	(1,916)	(1,539)	(975)	(1,264)	(2,520)	(1,796)	(1,139)
Loans made to community groups	0	0	0	0	0	0	0	0	0	0
Net cash provided by (or used in) Investment Activities	(31,932)	(20,327)	(11,895)	(9,430)	(9,232)	(9,219)	(9,865)	(11,857)	(11,319)	(11,085)
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts:										
Proceeds from borrowings	23,500	8,100	750	0	0	0	0	0	0	0
Receipt of Funds from Leases	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
Payments:										
Repayment of borrowings	(3,638)	(714)	(526)	(3,233)	(4,249)	(5,145)	(5,174)	(4,061)	(5,331)	(6,507)
Repayment of Lease	(14)	(7)	0	0	0	0	0	0	0	0
Repayment of Bonds and Deposits	0	0	0	0	0	0	0	0	0	0
Net cash provided by (or used in) Financing Activities	19,848	7,379	224	(3,233)	(4,249)	(5,145)	(5,174)	(4,061)	(5,331)	(6,507)
Net Increase/(Decrease) in Cash held	(1,374)	(1,540)	(210)	5	(9)	0	7	1	0	33
Cash at beginning of period	3,135	1,761	221	11	16	9	11	20	23	25
CASH AT END OF PERIOD	1,761	221	11	16	9	11	20	23	25	58

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
	Q2 Budget \$ '000	Draft Budget \$ '000	LTFF \$ '000	LTFF \$ '000	LTFF \$ '000	LTFF \$ '000	LTFF \$ '000	LTFF \$ '000	LTFF \$ '000	LTFF \$ '000	LTFF \$ '000
Operating Revenues	50,590	52,587	54,932	57,234	59,287	61,219	63,219	65,284	67,424	69,635	71,854
less Operating Expenses	(51,433)	(52,928)	(55,565)	(57,038)	(58,626)	(60,033)	(61,750)	(63,394)	(65,236)	(66,915)	(68,899)
Operating Surplus / (Deficit)	(843)	(341)	(633)	196	661	1,186	1,469	1,890	2,188	2,720	2,955
less Net outlays on existing Assets											
Capital expenditure on renewal and replacement of existing assets	(9,019)	(12,735)	(7,735)	(8,097)	(8,411)	(9,106)	(9,843)	(9,955)	(10,298)	(10,565)	(11,653)
less Depreciation, Amortisation and Impairment	11,136	11,615	12,115	12,484	12,849	13,248	13,650	14,080	14,545	15,007	15,480
less Proceeds from Sale of Replaced Assets	523	344	347	391	541	413	425	437	604	462	474
	2,640	(776)	4,727	4,778	4,979	4,555	4,232	4,562	4,851	4,904	4,301
less Net outlays on New and Upgraded Assets											
Capital expenditure on New and Upgraded Assets	(31,747)	(13,747)	(5,364)	(1,916)	(1,539)	(975)	(1,264)	(2,520)	(1,796)	(1,139)	(1,389)
less Amounts received specifically for New and Upgraded Assets	8,196	5,691	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
	(23,551)	(8,056)	(4,634)	(1,846)	(1,469)	(632)	(553)	(2,450)	(1,726)	(1,069)	(1,319)
Net Lending / (Borrowing) for Financial Year	(21,754)	(9,173)	(540)	3,128	4,171	5,109	5,148	4,002	5,313	6,555	5,937

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
		Q2 Budget	Draft Budget	LTFF	LTFF	LTFF	LTFF	LTFF	LTFF	LTFF	LTFF	LTFF
		\$' 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		3,727	5,121	1,262	1,173	1,184	1,195	1,698	1,369	1,381	1,394	1,544
Recreation		85	976	329	325	334	343	352	362	372	382	393
Transport - Roads & Footpaths		4,306	4,215	4,247	4,588	4,752	5,261	5,436	5,617	5,804	5,989	6,020
Stormwater, Bridges & Floodplain		0	580	0	331	341	351	362	372	383	395	406
CWMS		782	774	489	607	692	801	810	961	1,068	964	991
Equipment - Plant & Vehicles		1,351	750	873	1,000	1,028	1,057	1,086	1,116	1,148	1,287	1,212
Other Assets		96	99	101	104	107	159	163	168	172	177	1,182
		10,347	12,515	7,301	8,128	8,438	9,167	9,907	9,965	10,328	10,588	11,748
New/Upgrade Capital summary: Discretionary												
Land		0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)		3,084	10,500	887	0	0	0	341	0	0	0	0
Recreation (includes TBP program)		22,015	1,060	298	191	197	203	209	1,819	222	229	235
Transport - Roads & Footpaths		1,543	960	594	97	100	103	106	109	112	116	119
Stormwater, Bridges & Floodplain		1,537	122	1,847	414	427	439	452	466	480	494	509
CWMS		3,166	271	131	34	33	35	31	81	81	81	81
Equipment - Plant & Vehicles		0	465	0	0	0	0	0	0	0	0	0
Other		1,080	887	878	880	749	146	150	154	839	162	467
		32,425	14,265	4,635	1,616	1,506	926	1,289	2,629	1,734	1,082	1,411
Total Capital Expenditure		42,772	26,780	11,936	9,744	9,944	10,093	11,196	12,594	12,062	11,670	13,159
Note: includes internal allocation												

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

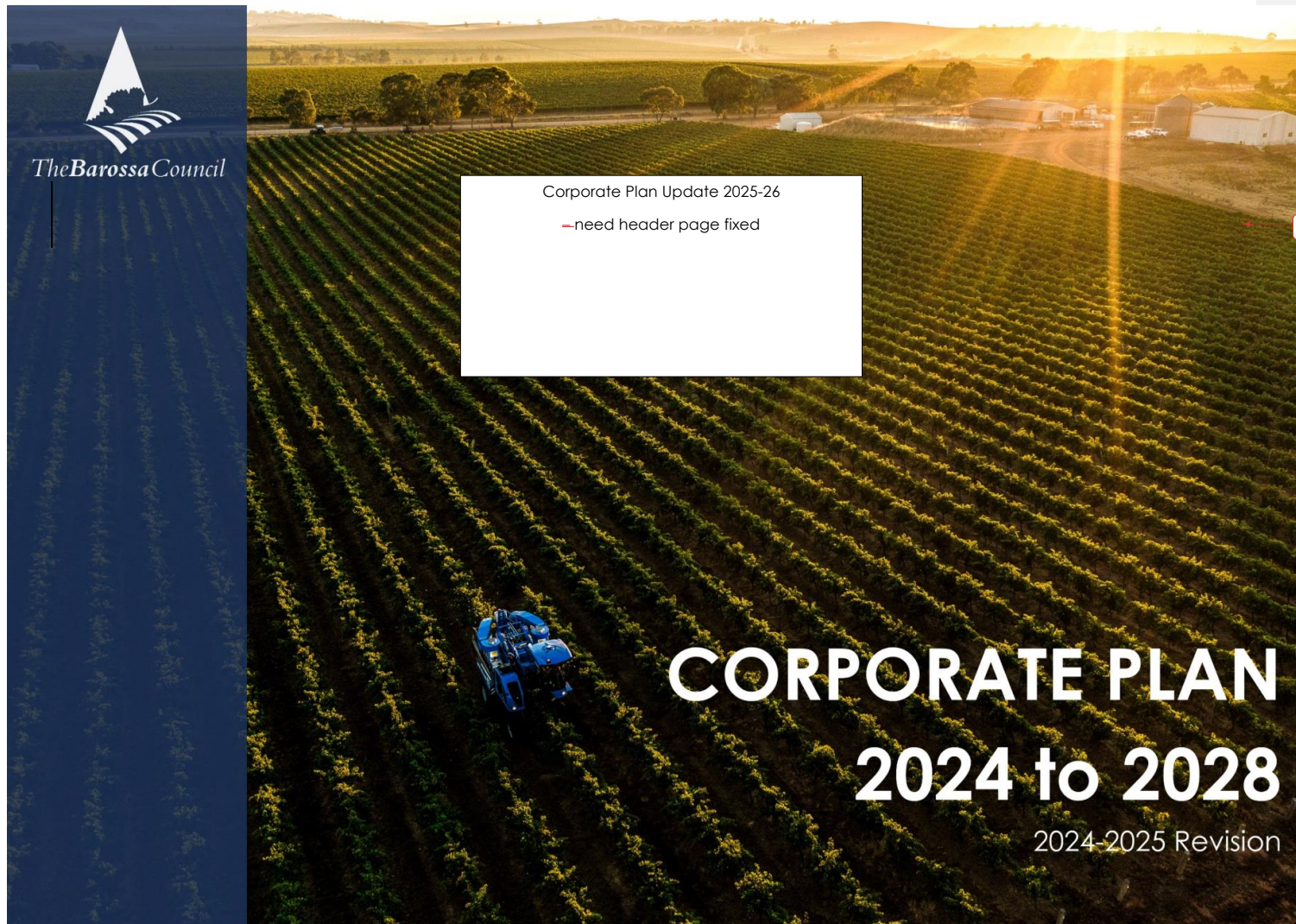
A4 - Reconciliation of Capital Expenditure with Infrastructure and Asset Management Plan	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	10 Year Forecast
LONG TERM FINANCIAL PLAN SETTINGS	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000
Renewal/Replacement Capital summary												
Land	0	0	0	0	0	0	0	0	0	0	0	0
Buildings	3,727	5,121	1,262	1,173	1,184	1,195	1,698	1,369	1,381	1,394	1,544	17,321
Recreation	85	976	329	325	334	343	352	362	372	382	393	4,168
Transport - Roads & Footpaths	4,306	4,215	4,247	4,588	4,752	5,261	5,436	5,617	5,804	5,989	6,020	51,929
Stormwater, Bridges & Floodplain	0	580	0	331	341	351	362	372	383	395	406	3,521
CWMS	782	774	489	607	692	801	810	961	1,068	964	991	8,157
Equipment - Plant & Vehicles	1,351	750	873	1,000	1,028	1,057	1,086	1,116	1,148	1,287	1,212	10,557
Other Assets including Technology and Carparks	96	99	101	104	107	159	163	168	172	177	1,182	2,432
Sub-total Renewal and Replacement	10,347	12,515	7,301	8,128	8,438	9,167	9,907	9,965	10,328	10,588	11,748	98,085
Upgrade Capital summary												
Land	0	0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)	0	0	187	0	0	0	0	0	0	0	0	187
Recreation (includes TBP program)	257	620	28	191	197	203	209	1,017	222	229	235	3,151
Transport - Roads & Footpaths	1,439	360	94	97	100	103	106	109	112	116	119	1,316
Stormwater, Bridges & Floodplain	1,309	122	926	414	427	439	452	466	480	494	509	4,729
CWMS	3,166	271	131	34	33	35	31	81	81	81	81	859
Equipment - Plant & Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Other Assets including Technology and Carparks	1,080	475	55	57	749	146	150	154	839	162	467	3,253
Sub-total Upgrade	7,251	1,848	1,420	793	1,506	926	948	1,827	1,734	1,082	1,411	13,494
Total Capital Expenditure on Existing Assets	17,598	14,362	8,721	8,921	9,944	10,093	10,855	11,792	12,062	11,670	13,159	111,578
New Capital summary												
Land	0	0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)	3,084	10,500	700	0	0	0	341	0	0	0	0	11,541
Recreation (includes TBP program)	21,758	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	0	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	25,174	12,417	3,215	823	0	0	341	802	0	0	0	17,599
Total Capital Expenditure provisioned in Long Term Financial Plan	42,772	26,780	11,936	9,744	9,944	10,093	11,196	12,594	12,062	11,670	13,159	129,178

A4 - Reconciliation of Capital Expenditure 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
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*	1,309	702	926	745	768	790	814	838	863	889	920	8,255
CWMS*	3,948	1,045	620	641	725	836	841	1,042	1,149	1,045	1,082	9,026
Equipment - Plant & Vehicles*	1,351	750	873	1,000	1,028	1,057	1,086	1,116	1,148	1,287	1,332	10,677
Other Assets - IT Renewal*	1,176	573	156	161	856	305	313	322	1,011	339	351	4,386
Total Capital Expenditure requirement forecast in Infrastructure and Asset Management Plan	11,893	7,426	7,052	7,117	9,053	8,263	8,033	8,568	10,070	9,812	10,156	85,551
Net Capital Expenditure Against IAMP (Surplus)/Deficit - Existing Assets	(5,704)	(6,936)	(1,669)	(1,803)	(891)	(1,830)	(2,822)	(3,224)	(1,992)	(1,858)	(3,003)	(26,028)
Net Capital Expenditure Against IAMP (Surplus)/Deficit - Renew and Replacement only of Existing Assets	1,546	(5,088)	(249)	(1,011)	615	(904)	(1,874)	(1,397)	(258)	(776)	(1,592)	(12,534)
Net Capital Expenditure Against IAMP (Surplus)/Deficit - All Assets	(30,879)	(19,353)	(4,884)	(2,627)	(891)	(1,830)	(3,163)	(4,026)	(1,992)	(1,858)	(3,003)	(43,627)
* Based on current projections these are currently under new modelling in 2024-25												
KPI 4 - Existing Assets - All	148.0%	193.4%	123.7%	125.3%	109.8%	122.2%	135.1%	137.6%	119.8%	118.9%	129.6%	130.4%
KPI 4 - Existing Assets - Renewal and Replacement Only	87.0%	168.5%	103.5%	114.2%	93.2%	110.9%	123.3%	116.3%	102.6%	107.9%	115.7%	114.7%
KPI 4 - Total Assets	359.6%	360.6%	169.2%	136.9%	109.8%	122.2%	139.4%	147.0%	119.8%	118.9%	129.6%	151.0%
Please note this statement is based on budget allocations and 100% capital program delivery, the corresponding cash flow reflects 92% capital program delivery.												

Updated Table in Annual Business Plan and Budget Document Page 19

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	Procurement

Develop rolling Strategic Forward procurement plan for key areas of spend	



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ACKNOWLEDGEMENT OF COUNTRY

The Barossa Council recognises and pays respect the traditional owners of the lands that The Barossa Council spans – the lands of the Ngadjuri, Peramangk and Kaurna people. The Barossa Council acknowledges that the spiritual, social, cultural and economic practices of the Ngadjuri, Peramangk and Kaurna peoples come from their traditional lands and waters. As the traditional custodians of these lands, they maintain their cultural heritage and beliefs, languages and laws which are of ongoing importance.

We acknowledge the Ngadjuri, Kaurna and Peramangk Nations have made, and continue to make, a unique and irreplaceable contribution to the Barossa region.

INTRODUCTION

The Barossa Council is pleased to present the Corporate Plan for 2024 to 2028. The Corporate Plan is reviewed annually to encompass service level changes and to update strategic actions.

The purpose of the Corporate Plan is to guide how as an administration we will conduct business, services, and activities to deliver on the long-term vision, values and aspirations as outlined in the Barossa Community Plan.

The Corporate Plan sets out Councils short to medium term objectives and connects our on-ground operations to our operational strategic directions.

The Corporate Plan primarily reflects internal responsibilities identified within the Community Plan. Initiatives arising from the Community Plan where Council has a role as an advocate or supporting stakeholder may be excluded from the Corporate Plan due to their discretionary nature.

The Corporate Plan connects to other relevant internal and external documents in a coordinated approach and delivers accountability targets for Council and the community to measure performance.

COMMUNITY PLAN

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.

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.



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.

STAFF VISION

Our service uplifts our community.

STAFF VALUES**Inclusive:**

We approach our work with a collaborative and respectful mindset.

Progressive:

We show curiosity and explore sustainable and innovative ways of working.

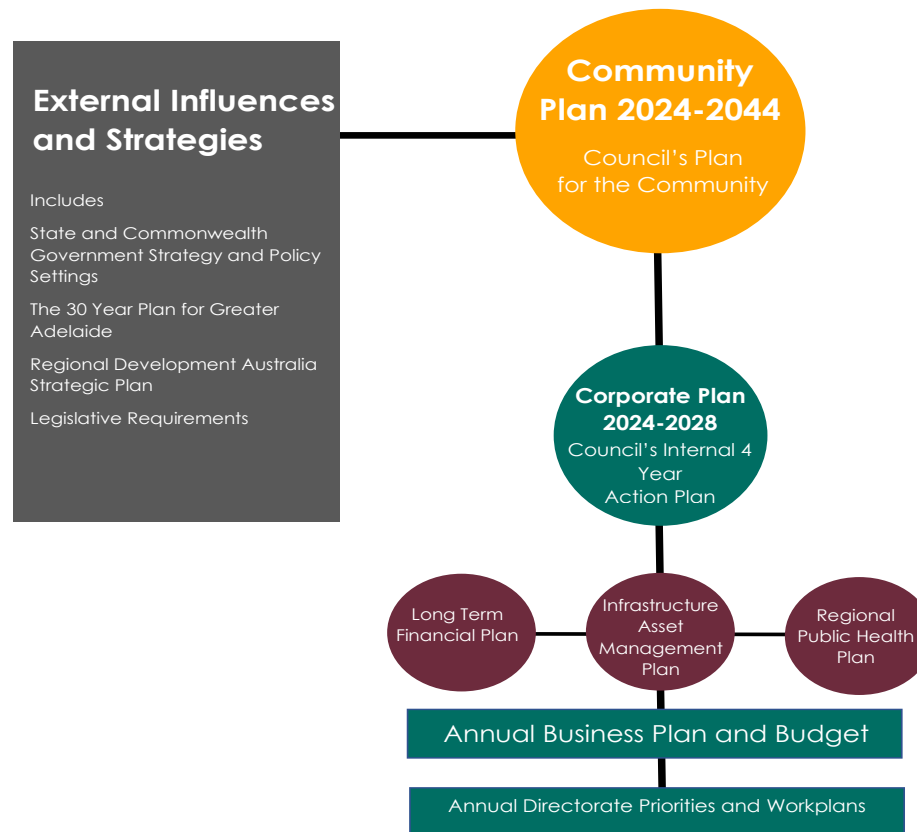
Resilient:

We are receptive and responsive to growth and change.



ORGANISATIONAL OVERVIEW AND PLANNING FRAMEWORK





COUNCIL SERVICES

[Animals](#)

[Arts and Culture](#)

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Service Area**CS1 - ANIMALS****Service Activity**

Management of animal issues including: attacks, harassment, complaints, lost companion animals, registration, cage hire and collection, wandering animals and breeders and education.

Service Delivery

Internal, External, Contractors

**Community Plan Link
– Our Environmental,
Social and
Governance
Foundation**


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.

**Legislative
Responsibility**

Dog and Cat Management Act 1995
Animal Welfare Act 1985
Expiation of Offences Act 1996
Local Government Act 1999
Local Nuisance and Litter Control Act 2016
Council By-law 5 – Dogs
Council By-law 6 – Cats

Strategic Action	Responsible	Due Date	Budget
<u>NI CS1-7 Undertake review of Animal Management Plan</u>	<u>Health and Community Safety</u>	<u>December 2027</u>	<u>Operating</u>

Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative



Service Action	Service Standard	Critical Service	Responsible
Output 1 – Dog Control			
Undertake dog control in line with Dog and Cat Management Plan	- Investigations undertaken in line with Council's Enforcement Policy - Limit on Dog Numbers: 2 dogs in any dwelling in a township 1 dog in any small dwelling in a township 3 dogs in any dwelling outside a township - Customer Request acknowledgement within 1 business day - Dogs wandering at large investigations undertaken within 3 business days - Excessive barking investigations undertaken within 5 business days - Dog attacks and harassment investigations undertaken within 5 business days - Identified animals returned to owners within 1 day - Excess dog applications assessed within 4 weeks	Yes	Regulatory Services Community Safety
Output 2 – Cat Control			
Undertake cat control in line with Dog and Cat Management Plan	- Investigations undertaken in line with Council's Enforcement Policy - Limit on Cat Numbers: 2 cats over 6 months in age in any premises (except within approved kennels, pet shops, veterinary practices) - Customer Request acknowledgement within 1 business day - Cat nuisance investigations undertaken within 1 week	No	Regulatory Services Community Safety
Output 3 – Other Animal Control			
Address nuisances or hazards caused by other animals	- Customer Request acknowledgement within 1 business day - Investigations undertaken in line with Council's Enforcement Policy - Customer Request investigations undertaken to within 5 business days	No	Regulatory Services Community Safety
Operational Plans		Action Reference	
Dog and Cat Management Plan (DCMP)		All	
Regional Public Health Plan (RPHP)		9.2	



Service Area

CS2 - ART AND CULTURE

Service Activity

Organising and facilitating the Barossa Regional Gallery, arts, culture and events

Service Delivery

Internal, Partnerships, Funding bodies

Community Plan Link –
Our Environmental,
Social and
Governance
Foundation



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.



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

Legislative
Responsibility

Local Government Act 1999

Strategic Action	Responsible	Due Date	Budget
CS2-1 –and CS14-1 Commence implementation of agreed structure and service review outcomes from 2023-24. 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.	Community Development Services Library Services	June 2025 June 2025	Op Operating and Capital
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			



Service Action	Service Standard	Critical Service	Responsible
Output 1 – Barossa Regional Gallery			
Provide opportunities to engage with arts culture heritage and music	- Open Daily 11am – 4pm - Regional Gallery Exhibition support: 6 to 10 exhibitions per year - Coordinate Exhibition Openings and promotional collateral: every 8 weeks - Adult's Creative Workshops: 2 to 3 per year - Children's Creative Workshops: 4 to 5 per year - Events, Concerts or Performances: 4 to 5 per year - Tours and school groups: 4 to 5 per year - Activities to compliment exhibitions: 2 – 3 a year - Process venue applications and approvals: decision within 8 weeks - Coordinate bookings and events via calendar; new information updated within 10 business days - Respond to customer enquires	No	Gallery and Creative Industries
Maintain and exhibit the Barossa Vintage Festival Art Collection	Exhibit 1 per year	No	Gallery and Creative Industries
Manage finances for the Barossa Regional Gallery including the Gallery Shop outlet	- Open Daily 11am – 4pm - Monthly reporting - Six monthly stocktake undertaken - All finances are reconciled and banked weekly - Source, promote and stock local artists (65% local and 35% Australian) - Consignment paperwork completed within 5 business days	No	Gallery and Creative Industries
Output 2 – Arts, Music and Cultural Capacity Building / Advocacy / Facilitation			
Develop an implementation plan for the Live Music Strategy	Action plan and associated budget endorsed by Council	No	Gallery and Creative Industries
Deliver arts projects either independently or in partnership	2 to 3 Projects per annum	No	Gallery and Creative Industries



Service Action	Service Standard	Critical Service	Responsible
Advocate for and encourage services and resources that build capacity of local creative industry and culturally enrich the community.	- Maintained Arts and Culture promotion / advocacy activity - Maintained Community engagement and partnership - Maintained strong relationship with state government art bodies as well as local community groups and businesses in relation to creative industries - Attendance at community network meetings - Participate in sector networking via distribution of Gallery programming to local organisations, individuals and libraries - Provide public programs and professional development centred in creativity and art.	No	Gallery and Creative Industries
Output 3 – Arts and Culture Tourism			
Promote arts and culture in the region	- Christmas Market: annually - Barossa Made Market: 4 times per year - Barossa Made Wares, Artisan goods and Food Pantry distribution outlet for local makers through VIC and Gallery Shop - Web/Social media content updated within 5 days of receipt of new information - Quarterly Gallery program and newsletters	No	Gallery and Creative Industries Tourism Services
Promotion and maintenance of the Barossa Sculpture Park	- Publicly accessible 24/7 - Produce flyer for distribution every 2 years	No	Gallery and Creative Industries
Provide advice to artists regarding artist opportunities and workshops	- Quarterly newsletter - Respond to arts and cultural enquiries	No	Gallery and Creative Industries
Advocate for and encourage services and resources that ensure an artistic and creative community	- Maintain strong relationship with state government art bodies - Provide public programs and professional development centred in creativity and art	No	Gallery and Creative Industries
Operational Plans		Action Reference	
Local Economic Development Plan (LEDP)		Strategy 4, 5	
Live Music Action Plan (LMAP)		All	



Service Area

CS3 - ASSETS

Service Activity

Planning, construction, maintenance and operation of Council's assets (Transport, Bridges, Stormwater, Community Wastewater Management System, Community, Cultural, Recreation, Open Spaces, Trees and Vehicles)

Service Delivery

Internal, Contractors, Funding bodies

Community Plan Link –
Our Environmental,
Social and Governance
Foundation



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.



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



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

Legislative
Responsibility

Local Government Act 1999

Strategic Action	Responsible	Due Date	Budget
NI CS3-1— Complete the review of the statutory review of asset management plans	Infrastructure and Environmental Services	November 2025	Op

Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative



Service Action	Service Standard	Critical Service	Responsible
<i>Output 1 – Strategic Asset Management and Planning</i>			
Design roads, drains, paths, cycle ways and associated infrastructure	- Assets are ~~functional~~appealing, safe and accessible - Planning considers current and future needs of the community and infrastructure is accessible to all, prioritisation and decisions are based on evidence and are consistent - Legislative requirements are met - Environmental considerations to reduce carbon footprint are considered	No	Infrastructure and Environmental Services Engineering Services
Design buildings, recreational infrastructure, roads, drains, paths, cycle ways and associated infrastructure	In accordance with adopted master plans and budgets	No	Infrastructure and Environmental Services ~~The Big Project~~
<i>Output 2 – Asset Policy Development, Technical Design and Assessment</i>			
Establish a set of guidelines for the management of Council's assets	Council's assets are managed to meet the required service levels in the most cost-effective manner for present and future customers	No	Strategic Assets and Engineering
<i>Output 3 – Asset Renewal, Upgrade and Disposal</i>			
Manage Street light installation requests	Requests responded to within nominated timeframe	No	Engineering Services Strategic Assets and Engineering
Construct and maintain community infrastructure assets	- Condition assessment audits regularly undertaken - Intervention levels based on condition rating 3 – fair - Projects delivered to agreed budget and timeframe	No	Strategic Assets and Engineering ~~The Big Project~~ Capital Projects Infrastructure and Environmental Operations

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Service Action	Service Standard	Critical Service	Responsible
Construct buildings, recreational infrastructure, roads, drains, paths, cycle ways and associated infrastructure	In accordance with adopted master plans and budgets	No	~~The Big Project~~ Capital Projects Infrastructure and Environmental Operations
Output 4 – Asset Maintenance and Operations: Facilities			
Manage street light maintenance request	Requests responded to within nominated timeframe	Yes	Infrastructure and Environmental Operations
Street sweeping of township main/collector roads	Main/collector roads swept within nominated timeframe	No	Infrastructure and Environmental Operations
Manage defects liability periods and transition to business as usual operational maintenance	In accordance with defects liability requirements and any agreed maintenance arrangement schedules	No	~~The Big Project~~ Infrastructure and Environmental Operations
Output 5 – Asset Maintenance and Operations: CWMS			
Operate and maintain CWMS infrastructure, including upgrade and renewal	As per the Customer Charter – Water and Sewerage Services	Yes	Community Wastewater Management
Output 6 – Asset Maintenance and Operations: Trees			
Provide, enhance, maintain and manage streetscapes and street trees	- Undertake strategic tree audits and implement recommendations - Develop annual main street projects in consultation with business and community groups - Plant a minimum of 150 street and open space trees each year	No	Infrastructure and Environmental Operations
Output 7 – Asset Maintenance and Operations: Civil			



Service Action	Service Standard	Critical Service	Responsible
Manage and maintain all road network, footpaths and relevant work in new residential, community and industrial development	- Condition assessment audits regularly undertaken - Intervention levels based on condition rating 3 – fair	Yes	Infrastructure and Environmental Operations
Output 8 – Asset Maintenance and Operations: Open Spaces			
Provide, enhance, maintain and manage open space and playgrounds	- Playgrounds to be managed in accordance with Australian Standards - Customer requests are resolved within nominated timeframes	No	Infrastructure and Environmental Operations
Mow turf areas within Open Spaces and Recreational Grounds	- Category 1 - Irrigated lawns in regional parks, civic centres, - Approximately 37 cuts per year - Within Standard: 30mm - 75mm height (Summer) 40mm-75mm height (Winter) - Out of Standard: > 75mm height - Response time – 10 working days - Category 2 - Irrigated neighbourhood parks - Approximately 26 cuts per year - Within Standard: 30mm - 90mm height (Summer) 40mm-90mm height (Winter) - Out of Standard: > 90mm height - Response time – 15 working days - Category 3 - Non-irrigated neighbourhood reserves - Approximately 14 cuts per year when actively growing. - Within Standard: 30mm - 100mm height (Summer) 40mm-100mm height (Winter) - Out of Standard: > 100mm height - Response time – 15 working days - Category 4 - Non-irrigated district parks Approximately 9 cuts per year when actively growing - Within Standard: 50 mm - 150mm height - Out of Standard: > 150mm height - Response time – 20 working days - Category 5 - Rural Reserves - Approximately 3- 4 cuts per year when actively growing - Within Standard: 150mm - 500mm height - Out of Standard: > 500mm height	No	Infrastructure and Environmental Operations



Service Action	Service Standard	Critical Service	Responsible
	- Response time – 30 working days - Sports Fields (A) - Within Standard: 15mm - 20mm height (Summer) 35mm-35mm height (Winter) - Out of Standard: > when exceeds maximum height range dependant on season. - Response time – 5 working days (weather dependant) - Sports Fields (B) - Within Standard: 20mm - 25mm height (Summer) 35mm-40mm height (Winter) - Out of Standard: > when exceeds maximum height range dependant on season - Response time – 5 working days (weather dependant)		
Output 9 – Asset Maintenance and Operations: Quarry			
Raise and crush quarry rubble	Rubble meets specification and required quantities to meet annual works programs	No	Infrastructure and Environmental Operations
Output 10 – Fleet Management and Operations			
Manage Council's vehicle, plant and machinery fleet	- Asset acquisition and disposal as per policies - Schedule maintenance is undertaken at defined intervention points - Plant utilisation continually reviewed and actions implemented	No	Strategic Assets and Engineering Infrastructure and Environmental Operations

Operational Plans	Action Reference
Community Land Management Plan (CLMP)	
o Plan 1 - Council Reserves and Gardens – Developed	
o Plan 2 - Council Reserves and Gardens – Undeveloped or with Minor Improvements	All
o Plan 3 - Recreation Reserves	



Operational Plans	Action Reference
- o Plan 4 - Institutes and Community Halls - o Plan 5 - Car Park Land - o Plan 7 - Established Trails, Bikeways and Walkways	
Infrastructure and Asset Management Plan (IAMP)	All
Local Economic Development Plan (LEDP)	Strategy 1
Regional Public Health Plan	5.1, 12.1



Service Area**CS4 - CARAVAN PARKS****Service Activity**

Management of caravan parks, including maintenance, enquiries and bookings

Service Delivery

Internal, Contractors

**Community Plan Link
– Our Environmental,
Social and
Governance
Foundation**

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

**Legislative
Responsibility**

Local Government Act 1999
Residential Parks Act 2007
Residential Tenancies Act 2010

Strategic Action	Responsible	Due Date	Budget
CS4 – 1 Undertake a review of Caravan Park service levels, policy settings and service delivery model – carried over from 2024 ~~3~~ –2025 ~~4~~ financial year.	Office of the Mayor and CEO	~~June 2025~~ June 2026	Op
<u>CS4 – 2 Implement approved Transition Plan for NCPA into Council operations</u>	<u>Office of the Mayor and CEO</u>	<u>June 2026</u>	<u>Op</u>

Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative

Service Action	Service Standard	Critical Service	Responsible
<i>Output 1 – Management and Administration</i>			
Respond to maintenance requests	Triage system as per Pathway priorities above	No	Infrastructure and Environmental Operations



Service Action	Service Standard	Critical Service	Responsible
Manage caravan parks complaints	1 week	No	Property and Procurement
Output 2 – Accommodation Services			
Provide Council owned caravan parks - Nuriootpa - Williamstown - Mount Pleasant - Eden Valley	Nuriootpa – - Cabins, powered sites, unpowered sites, tourist information, pool, games / meeting room 57 multi grade cabins 70 grassed caravan sites 50 all-weather caravan sites 20 grassed tent sites 10 all weather tent sites Williamstown – - Cabins, powered sites, unpowered sites (on oval), informal dump point, tourist information 4 cabins 8 powered sites - flexible unpowered sites Mount Pleasant – - Powered sites, unpowered sites, dump point - Approx. 30 mix of powered and unpowered sites for caravans and tents Eden Valley – - Cabins, powered sites, unpowered sites - Approx. 30 mix of powered and unpowered sites for caravans and tents All site – - Amenities (bathrooms, laundry), camp kitchen, BBQs, playgrounds	No	Property and Procurement
Output 3 – Management and Maintenance			
Contractor (caretaker) management - Support, guide and monitor contractor performance	- As needs support provided - Annual performance review conducted	No	Property and Procurement



Operational Plans	Action Reference
Local Economic Development Plan (LEDP)	Strategy 1, 2, 3, 4, 5



Service Area**CS5 - CEMETERIES****Service Activity**

The efficient and effective management and maintenance of Council cemeteries in a caring and equitable manner in line with community expectations

Service Delivery

Internal

**Community Plan Link
– Our Environmental,
Social and
Governance
Foundation**


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.

**Legislative
Responsibility**

Burial and Cremation Act 2013

Strategic Action	Responsible	Due Date	Budget
~~CS5 – 1 Undertake review of land availability and determine future land needs. NI~~	Infrastructure and Engineering Services	June 2025	Op

Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative

Service Action	Service Standard	Critical Service	Responsible
Output 1 – Cemetery Enquiry Management			
Manage cemetery/interment right enquiries	In accordance with the Act and Regulations, service levels and Cemetery Management Policy	Yes	Infrastructure and Environmental Operations
Action cemetery maintenance requests	Enter customer request and respond in nominated timeframe	Yes	~~Strategic Assets and Engineering~~ Infrastructure and Environmental Directorate



Service Action	Service Standard	Critical Service	Responsible
<i>Output 2 – Burial/Interment Management</i>			
Provide cemeteries at: • Angaston • Eden Valley • Lyndoch • Mount Crawford • Mount Pleasant • Nuriootpa • Williamstown	Number and type of interment options offered and maintained: Angaston Cemetery • Grave – monument only, no lawn option • Children's Section • Niche Wall • Memorial Rose Garden (ashes) Nuriootpa Cemetery • Grave – lawn and monument • Children's Section • Niche Wall • Memory Garden (ashes) • RSL Lawn Section • RSL Niche Wall Eden Valley • Grave Lyndoch Cemetery • Grave – monument only – no lawn option • Niche Wall Mount Crawford • Grave Mount Pleasant • Grave – monument only – no lawn option • Niche Wall Williamstown • Grave – monument only – no lawn option • Niche Wall	Yes	Infrastructure and Environmental Directorate Strategic Assets and Engineering



Service Action	Service Standard	Critical Service	Responsible
<i>Output 3 – Cemetery Maintenance</i>			
Maintain cemeteries at appropriate amenity standards	• Maintain in accordance with Community Land Management Plan 6: • Regular maintenance and grounds work of lawned and/or garden areas as appropriate • Periodic maintenance inspections of fencing, toilets and cemetery infrastructure to be undertaken ○ Grass maintenance – monthly ○ Spraying/weed maintenance – monthly ○ Landscaping/replanting – monthly ○ Grave site top dressing – weekly	Yes	Infrastructure and Environmental Operations
Operational Plans		Action Reference	
Community Land Management Plan (CLMP)		All	
o Plan 6 – Cemetery Land			



Service Area

CS6 - COMMUNITY

Service Activity

To help the prosperity and wellbeing of the community. Including; community grants programs, planning for future community needs, support for community groups, networking and advice.

Service Delivery

Internal

Community Plan Link
– Our Environmental,
Social and
Governance
Foundation



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.

Legislative
Responsibility

Local Government Act 1999

Strategic Action	Responsible	Due Date	Budget
CS6-1 Commence ~~agreed~~ implementation of outcomes of ~~the Community Development and Governance and Funding Model Framework~~ <u>an adopted Community Wellbeing Plan</u> .	Community Development	~~June 2025~~ <u>June 2026</u>	Op <u>./Ext</u>

Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative



Service Action	Service Standard	Critical Service	Responsible
<i>Output 1 – Planning and Support (Capacity Building)</i>			
Support the community in leveraging Council infrastructure outcomes to grow and develop their organisations, activities and events	- Regular 1:1 engagement with community groups ~~Maintain the Get Connected Directory – Ongoing~~ - Provide advice and support for new sport and recreation events / initiatives - Promote funding opportunities that will improve usage of new and redeveloped facilities - Acknowledge community enquiries within 24 hours of receipt, keeping enquirer well informed until a researched response and outcome is finalised.	No	~~The Big Project~~ Community Development
<i>Output 2 – Community Development Infrastructure Projects</i>			
Implement Priority 1 Big Project work supported by community groups	Participation in project working groups	No	~~The Big Project~~
<i>Output 3 – Community Assistance Scheme – General</i>			
Manage general grant program through Community Assistance Scheme	1 funding round per annum of grants issued - Applicants must be a resident or beneficiaries must reside within the Barossa region - Applications acknowledged within 5 business days of receipt - Feedback provided by staff within 2 weeks of request - Acquittals requested within 12 months of awarding Grant - Prepare report on grants funded under the scheme	No	Community Development
<i>Output 4 – Community Assistance Scheme – Youth</i>			
Manage Youth Grant program through Community Assistance Scheme	1 funding round per annum of grants issued - Applicants must be a resident or beneficiaries must reside within the Barossa region - Applications acknowledged within 5 business days of receipt - Feedback provided by staff within 2 weeks of request - Acquittals requested within 12 months of awarding Grant - Prepare report on grants funded under the scheme	No	Community Development



Output 5 – Community Assistance Scheme – Heritage			
Manage Heritage Grant program through Community Assistance Scheme	• 1 funding round per annum of grants issued • Applicants must be a resident or beneficiaries must reside within the Barossa region • Applications acknowledged within 5 business days of receipt • Feedback provided by staff within 2 weeks of request • Acquittals requested within 12 months of awarding Grant • Prepare report to the CASC on grants funded under the scheme	No	Planning Services
Operational Plans		Action Reference	
Local Economic Development Plan (LEDP)		Strategy 1, 2, 3, 4	



Service Area

CS7 - COMMUNITY EMERGENCY, HAZARD PLANNING AND MANAGEMENT

Service Activity

Response to emergency management situations, including prevention, emergency response, recovery. Building the resilience of communities to respond to emergencies. Ensuring critical Council infrastructure and public safety is maintained at an appropriate level of service, 24 hours a day. After hours management by on-call depot officers.

Service Delivery

Internal, External

Community Plan Link
– Our Environmental,
Social and
Governance
Foundation



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.

Legislative
Responsibility

Emergency Management Act 2004
Fire and Emergency Services Act 2005
Local Government Act 1999

Strategic Action	Responsible	Due Date	Budget
Nil			

Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative



Service Action	Service Standard	Critical Service	Responsible
<i>Output 1 – Community Emergency Management Planning</i>			
Maintain and champion the implementation of Council's Community Emergency Management Framework	- Documentation is reviewed and updated every 4 years - Community emergency training is delivered at reasonable intervals for staff unless mandated more frequently - New relevant staff receive induction upon commencement - Performance standards for self-insurance are met	No	Corporate Services
Provide community emergency management tools and templates	- Tools and templates are available to support Supervisors and Workers to implement policies, processes, standards and best practice approaches - Templates reviewed and updated within nominated timeframe following identification of new legislative requirement or opportunity for improvement	No	Corporate Services
<i>Output 2 – Community Emergency Incident Response Operational Support</i>			
Manage response to emergency events or public safety issues – Flood	24 hour/7 day a week response - Two depot offers on call for base level after hours response - Immediate contact via Answering Adelaide and On-Call Officer - Install temporary flood barriers as per operating procedure - Supply plant and operators at request of incident controller (SAPOL / CFS / SES) - Minimum response time for Officer 1 to be on ground within 1 hour - Provision of engineering advice	No	Infrastructure and Environmental Operations
Manage response to emergency events or public safety issues – Fire	24 hour/7 day a week response - Two depot offers on call for base level after hours response - Immediate contact via Answering Adelaide and On-Call Officer - Supply plant and operators at request of incident controller (SAPOL / CFS / SES) – operators will not provide frontline firefighting capacity	No	Infrastructure and Environmental Operations



Service Action	Service Standard	Critical Service	Responsible
	- Supply light vehicles for logistics coordination to control agency/hazard responders - Minimum response time for Officer 1 to be on ground within 1 hour		
Manage response to emergency events or public safety issues – Major Road Infrastructure Defect – traffic safety issue only	24 hour/7 day a week response - Two depot offers on call for base level after hours response - Immediate contact via Answering Adelaide and On-Call Officer - Immediate response will involve either temporary rectification, traffic redirection/signage or road closure - Minimum response time for Officer 1 to be on ground within 1 hour	No	Infrastructure and Environmental Operations
Manage response to emergency events or public safety issues – Stormwater	24 hour/7 day a week response - Two depot offers on call for base level after hours response - Immediate contact via Answering Adelaide and On-Call Officer - Immediate response will involve temporary or permanent rectification of causal factors - Minimum response time for Officer 1 to be on ground within 1 hour	No	Infrastructure and Environmental Operations
Manage response to emergency events or public safety issues – tree/branch obstruction – only where branch or tree obstructs Council road	24 hour/7 day a week response - Two depot offers on call for base level after hours response - Immediate contact via Answering Adelaide and On-Call Officer - Immediate response will involve removal of branch from roadway - Minimum response time for Officer 1 to be on ground within 1 hour	No	Infrastructure and Environmental Operations
Manage reports relating to infrastructure failure/breakdown – public convenience blockage/leak/biological hazard	24 hour/7 day a week response - Two depot offers on call for base level after hours response - Immediate contact via Answering Adelaide and On-Call Officer - Immediate response will involve rectification of biological hazards and callout of contracted plumber to rectify blockages where appropriate - Minimum response time for Officer 1 to be on ground within 1 hour	No	Infrastructure and Environmental Operations
Manage reports relating to infrastructure failure/breakdown – leaking pipes/irrigation	24 hour/7 day a week response - Two depot offers on call for base level after hours response - Immediate contact via Answering Adelaide and On-Call Officer - Immediate response will involve isolation or rectification of leak - Minimum response time for Officer 1 to be on ground within 1 hour	No	Infrastructure and Environmental Operations



Service Action	Service Standard	Critical Service	Responsible
Manage reports relating to infrastructure failure/breakdown – tree/branch obstruction – only where branch or tree obstructs Council road	24 hour/7 day a week response - Two depot offers on call for base level after hours response - Immediate contact via Answering Adelaide and On-Call Officer - Immediate response will involve temporary or permanent rectification - Minimum response time for Officer 1 to be on ground within 1 hour	No	Infrastructure and Environmental Operations
Remove rubbish – asbestos / glass or illegally dumped refuse on Council roads	24 hour/7 day a week response - Two depot offers on call for base level after hours response - Immediate contact via Answering Adelaide and On-Call Officer - Immediate response will involve removal of refuse or isolation of site/engagement of contractor (asbestos) - Minimum response time for Officer 1 to be on ground within 1 hour	No	Infrastructure and Environmental Operations
Remove dead animal from Council roads – Rural	24 hour/7 day a week response - Two depot offers on call for base level after hours response - Immediate contact via Answering Adelaide and On-Call Officer - Immediate response will involve placement of animal on the verge - Minimum response time for Officer 1 to be on ground within 1 hour	No	Infrastructure and Environmental Operations
Remove dead animal from Council roads – Township	24 hour/7 day a week response - Two depot offers on call for base level after hours response - Immediate contact via Answering Adelaide and On-Call Officer - Immediate response will involve removal of animal and disposal - Minimum response time for Officer 1 to be on ground within 1 hour	No	Infrastructure and Environmental Operations
Operational Plans		Action Reference	
GRFMA Strategic Plan		All	
The Barossa Zone Emergency Management Plan		All	
Council's Community Emergency Management Plan		All	



Service Area**CS8 - COMPLIANCE, MONITORING AND ENFORCEMENT****Service Activity**

Monitoring and responding to non-compliance associated with planning, building, swimming pools, fire safety, public health and safety (including hoarding, unsanitary conditions, noise, mosquitos, notifiable diseases, odour, pollution and vermin), to ensure assets and community are safe and meet minimum industry standards in accordance with legislation and relevant approvals.

Service Delivery

Internal

**Community Plan Link
– Our Environmental,
Social and
Governance
Foundation**


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.

**Legislative
Responsibility**

Food Act 2001
South Australian Public Health Act 2011
Liquor Licensing Act 1997
Local Nuisance and Litter Control Act 2016
Planning, Development and Infrastructure Act 2016
Environment, Resources and Development Court Act 1993
Expiation of Offences Act 1996
Road Traffic Act 1961
By-Law 1 – Permits and Penalties
By-Law 2 – Moveable Signs
By-Law 3 – Roads
By-Law 4 – Local Government Land
[Australian Road Rules](#)

Strategic Action	Responsible	Due Date	Budget
Nil			
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			



Service Action	Service Standard	Critical Service	Responsible
Output 1 – Monitoring and Inspection – Building and Compliance			
Inspect, investigate and enforce development compliance	- Investigations undertaken in line with Council's Enforcement Policy - Complaints acknowledged within 1 business day - Compliance investigations undertaken within 10 business days - Unauthorised swimming pools and unsafe buildings inspected within 2 business days	Yes	Compliance Services Building Services
Undertake building compliance inspections in accordance with the Building (and Swimming Pool) Inspection Policy	- Inspections undertaken in line with Council's Building Inspection Policy and Practice Directions 8 and 9 pursuant to the <i>Planning, Development and Infrastructure Act 2016</i> 66% of Class 1 buildings inspected at least once, within 2 business days from notification 90% of Class 2-9 buildings inspected at least once, within 2 business days from notification 100% of swimming pools and swimming pool safety features inspected within 2 business days of notification of commencement 100% of swimming pools and swimming pool safety features inspected within 10 business days of notification of completion.	Yes	Building Services
Output 2 – Compliance and Enforcement – Building and Planning			
Undertake compliance/appeal action, as required	- Investigations undertaken in line with Council's Enforcement Policy - Compliance actions arising in appeals successful - Assessment Manager decisions upheld - Assessment Panel decisions upheld	No	Compliance Services Planning Services



Service Action	Service Standard	Critical Service	Responsible
Output 3 – Compliance and Enforcement – Building Fire Safety			
Ensure effective building fire safety of public buildings	- Inspections carried out when: - Council requests a fire safety report on a building; - at the request of the fire authority; - when complaints are received; - an audit-based inspection is required. - Inspections prioritised as follows: - Complaints - Accommodation - no prior MFS, CFS, Committee or Council knowledge or in bushfire prone area - Vulnerable patrons - Public - prior MFS, CFS, Committee or Council knowledge - Vulnerable patrons - Public - Public Assembly Buildings - with liquor license or vulnerable patrons - other - Large Public Population / Large Fire Load - Shopping centres & large / multi-storey shops - Large warehouses & factories (i.e. >2000m²) - Aged or Disabled Independent Living - Other Commercial & Educational Premises	Yes	Building Services
Output 4 – Compliance and Enforcement – Road/Traffic			
Undertake actions associated with abandoned vehicles and road/traffic management issues	- Investigations undertaken in line with Council's Enforcement Policy - Customer Request acknowledgement within 1 business day - Parking complaint investigations undertaken within 10 business day - Abandoned vehicle investigations undertaken within 10 business day	No	Regulatory Services Community Safety



Service Action	Service Standard	Critical Service	Responsible
<i>Output 5 – Compliance and Enforcement – By-Laws</i>			
Undertake actions in accordance with by-laws and other legislation	- Investigations undertaken in line with Council's Enforcement Policy - Customer Request acknowledgement within 1 business day - Private vegetation encroaching in a public area complaint investigations undertaken within 5 business day - Temporary event signage on public land complaint investigations undertaken within 5 business day	No	Regulatory Services Community Safety
<i>Output 6 – Compliance and Enforcement – Permits</i>			
Undertake actions in associated with outdoor dining permits	- Customer Request acknowledgement within 1 business day - Footpath occupancy complaints investigated within 10 business day - Outdoor dining permits issued within 5 business day - Commercial use of footpath permits issued within 5 business day	No	Regulatory Services Community Safety



Service Action	Service Standard	Critical Service	Responsible
<i>Output 7 – Compliance and Enforcement – Health</i>			
Action and investigate customer requests relating to public health standards in accordance with SA Public Health Act and associated Regulations	Complaints: • Customer Request acknowledgement within 1 business day • Notifiable diseases (not food borne) followed up within 2 days • Asbestos complaints followed up within 3 days • General health complaints followed up within 5 days Investigations: • Investigations undertaken in line with Council's Enforcement Policy • Reported hoarding investigations undertaken within 5 business days • Tattoo and body piercing investigations undertaken within 5 business days • Illegal drug manufacture investigations undertaken within 5 business days • Insanitary conditions investigations undertaken within 3 business days • Sanitary facilities investigations undertaken within 3 business days • Swimming pools – private property investigations undertaken within 5 business days • Swimming pools – community investigations undertaken within 2 business days	Yes	Health Services
Ensure registration of all high risk manufactured water systems	• Notify SA Health of high legionella count within 24 hours • Average of 2 weeks to resolve investigation	Yes	Health Services



Service Action	Service Standard	Critical Service	Responsible
Output 8 – Compliance and Enforcement – Food			
Ensure food safety and hygiene	Complaints: - Customer Request acknowledgement within 1 business day - Food complaint investigations undertaken within 2 business days Investigations: - Investigations undertaken in line with Council's Enforcement Policy - Safety drinking water – private property investigations undertaken within 2 business days - Grease trap maintenance investigations undertaken within 5 business days - Notifiable disease – food borne investigations undertaken within 2 business days	Yes	Health Services
Output 9 – Compliance and Enforcement – Local Nuisance			
Address nuisance (noise, air quality and property) complaints	- Investigations undertaken in line with Council's Enforcement Policy - Complaints acknowledged within 1 business day - Compliance investigations undertaken within 10 business days	No	Health Services Compliance Services
Output 10 – Compliance and Enforcement – Litter Control			
Address litter control complaints	- Investigations undertaken in line with Council's Enforcement Policy - Customer Request acknowledgement within 1 business day - Litter complaint investigations undertaken within 10 business day - Asbestos dumping complaint investigations undertaken within 1 day	Yes	Regulatory Services Community Safety Health Services Infrastructure and Environmental Operations
Operational Plans		Action Reference	
Regional Public Health Plan (RPHP)		9.2	
Regional Waste Management Plan (RWMP)		1.21, 1.22, 1.23, 1.24, 1.25, 1.26	



Service Area

Service Activity

Service Delivery

Community Plan Link
– Our Environmental,
Social and
Governance
Foundation

Legislative
Responsibility

CS9 - CUSTOMERS

Providing a consistent customer experience through the provision of accurate and professional customer service.

Internal, External (after hours service)



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.

Local Government Act 1999

Strategic Action	Responsible	Due Date	Budget
CS9-1—Implement an adopted Customer Surveying Strategy action.Nil	Customer Experience	June 2025	Op

Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative



Service Action	Service Standard	Critical Service	Responsible
Output 1 – Customer Request Management			
Provide face to face customer service	Percentage of time Customer Support available during nominated opening hours	Yes	Customer Experience Library Services Barossa VIC Tourism Services
Provide telephone customer service channel	- Call answered within 3 rings. Voicemail after 40 seconds during business hours - After hours call to live service - Answering Adelaide 5pm – 9am unless otherwise arranged	Yes	Customer Experience Barossa VIC Tourism Services
Provide electronic customer service channel (email / social media)	- Percentage of data entered within nominated timeframe - Reply/acknowledgement within two business days	No	Customer Experience Barossa VIC Tourism Services
Request entry - customer Request Management (CRM) System	Percentage of data entered within nominated timeframe	No	Customer Experience
Request follow up and advice to Customer	Percentage of customers with an unresolved customer request contacted regarding the status of their request	Yes	Customer Experience
Output 2 – Customer Relationship Management - External			
Acknowledgement of customers	Guest greeted and Officer contacted within 3 minutes of presentation at counter when no line-up	No	Customer Experience
Coordinate public information - registers, agendas, minutes, plans, consultations, tender responses etc.	Daily update of information as required	No	Customer Experience



Service Action	Service Standard	Critical Service	Responsible
Process deliveries	Deliveries processed within 15 minutes of receipt when no line up	No	Customer Experience
Maintain fact sheets and brochures	Information updated bi-weekly in conjunction with other business units within the organisation	No	Customer Experience Barossa VIC Tourism Services
Dispatch new residents' letters	Information collated and emailed to Customer Support from Rates on a monthly cycle	No	Customer Experience
Output 3 – Customer Relationship Management – Internal			
Purchase stationery - all of Council, printing envelopes	Stationery orders processed fortnightly or when required. Printing orders bi-annually	No	Customer Experience
Manage staff uniform purchasing	Annual purchase	No	Customer Experience
Operational Plans			
Nil			
Action Reference			



Service Area

CS10 - ECONOMIC DEVELOPMENT

Service Activity

Facilitating the economic well-being and quality of life of local businesses and the community.

Service Delivery

Internal, Partnerships, Funding bodies

Community Plan Link
– Our Environmental,
Social and
Governance
Foundation



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

Legislative
Responsibility

Nil

Strategic Action	Responsible	Due Date	Budget
CS10-1 Continue to partner with industry to achieve a long term sustainable water supply and security to the Barossa (see CS17-1). CS10-1 Commence implementation of agreed outcomes from review of Economic Development services including tourism and event services undertaken in 2023-24 – phase 1. (see CS21-1).	Office of the Mayor and CEO and Directorate of Corporate Service, Strategy and Innovation Office of the Mayor and CEO, Corporate Services and Business Innovation	Ongoing June 2025	OpOp

Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative

Service Action	Service Standard	Critical Service	Responsible
Output 1 – Economic Development			



Service Action	Service Standard	Critical Service	Responsible
Maximise local, regional and state employment and economic benefits through utilisation of industry participation and evaluation initiatives aimed at benefiting our suppliers	Standard templates include industry participation assessment criteria	No	Office of the Mayor and CEO Procurement
Develop and implement long term The Big Project to grow existing and new opportunities in sport and recreation —tourism, arts and culture industry and —tourism generally	- Masterplans developed for each in-scope project - Implementation plans agreed and implemented from 2018 - 2033	No	Office of the Mayor and CEO Community Development Strategic Assets Capital Projects Corporate Services
Pursue and support projects <u>and events</u> either directly or indirectly that build economic outcome —and are consistent with the principles of Brand Barossa	- Projects assessed on a case by case basis - Senior Officer support provided based on economic growth to community	No	Office of the Mayor and CEO Tourism Service Economic Activation and Events
Output 2 – Strategy, Industry Support and Advice			
Provide advice and support for small business in competing for local —government contracts	- Tendering guide available via website - Supplier information sessions held prior to release of panel tenders	No	Procurement Office of the Mayor and CEO RDA Barossa Funding Agreement
Establish and maintain standing offer —supplier panels for key categories of —outsourced Council services	Three panels maintained <u>either through LG Procurement or other mechanisms</u>	No	Procurement RDA Barossa Funding Agreement Corporate Services
Support industry accreditation and reward —programs	- Annual funding provided to RDA Barossa - In-kind and advocacy support provided to industry groups	No	RDA Barossa Funding Agreement Office of the Mayor and CEO Tourism Services



Service Action	Service Standard	Critical Service	Responsible
Maintain ongoing sister city relationships and associated program with partner cities	Develop annual program of activities and commitments with each formal sister city	No	Office of the Mayor and CEO
Operational Plans		Action Reference	
Local Economic Development Plan		Strategies -All	
Regional Public Health Plan		11.1, 11.2, 11.3,	



Service Area

CS11 – EVENTS

Service Activity

Management of internal and external events, including planning and execution. Supporting community and economic development focused events throughout the region.

Service Delivery

Internal, Partnerships

Community Plan Link
– Our Environmental,
Social and
Governance
Foundation



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



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

Legislative
Responsibility

Local Government Act 1999
Work Health Safety Act 2012
Major Events Act

Strategic Action	Responsible	Due Date	Budget
CS11-1 – Commence implementation of adopted Council Event Management Framework- CS11 – 1 Develop and identify market positioning for large event attraction based on Brand Barossa and infrastructure investment opportunities.	Customer Experience Event Team	June 2025 June 2026	Op

Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative



Service Action	Service Standard	Critical Service	Responsible
<i>Output 1 – Events delivery – External</i>			
Provide ongoing event management support and activation for community partners	- Major events run by external organisations and supported by Council: - Tour Down Under (annually) - Vintage Festival (bi annually) - Barossa Made Markets (quarterly) Support Gather Round 2026 subject to continuation of event in Barossa.	No	Office of the Mayor and CEO Customer Experience Tourism Services
Provide ad hoc event management	As required	No	All
Processing of applications for external event management support	Assessed with 5 business days of receiving the application	No	Customer Experience Events Team
Facilitate traffic management arrangements and advise affected stakeholders	Assessed with 5 business days of receiving the application	No	Strategic Assets and Engineering Infrastructure and Environmental Operations Customer Experience Events Team
Coordinate provision of required waste management assets (bins/toilets) for community events	As required	No	Infrastructure and Environmental Operations
Implement traffic management / road closure arrangements	- As required - Road closure applications to be received 3 months prior to the event - Traffic management applications assessed based on individual requirements	No	Infrastructure and Environmental Operations

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Service Action	Service Standard	Critical Service	Responsible
Provide planning activities and approval guidance/advice	- Requests for support acknowledged within 10 days - Advice turnaround within 10 days - Approval turnaround post 100% information provided within 5 days	No	Customer ExperienceEvents Team
Carry out statutory inspections (health, traffic, by-laws, parking, safe work)	- Random events inspected - Investigations undertaken in line with Council's Enforcement Policy	No	Health Services Community Safety Regulatory Services Community Safety
Output 2 – Events delivery – Internal			
Provide support for major/regional community, heritage and tourism events	- Barossa Bushgardens Open Day (annually) - Reconciliation Week (annually) - NAIDOC Week (annually) - Australia Day Breakfast (annually) - Adornment (annually) - Barossa History Fair (annually) - National Volunteers Week (annually) - Citizenship Ceremonies (as required)	No	Customer Experience Community Development Infrastructure and Environmental Operations Library Services Tourism Services Office of the Mayor and CEO
Operational Plans		Action Reference	
Local Economic Development Plan		Strategies – Competitive, Partnerships, Set up for Growth, New Economic Opportunities	



Service Area

CS12 - FACILITY AND COMMUNITY LAND

Service Activity

The management of Council buildings and property, including; facilities maintenance and occupancy (users and hirers) agreements or permits to ensure we have safe, accessible, fit for purpose and well managed community facilities, office spaces and community land.

Service Delivery

Internal, Contractors

Community Plan Link –
Our Environmental,
Social and
Governance
Foundation



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



Our places and spaces enhance the liveability, unique character and diversity of our communities.

Legislative
Responsibility

Crown Land Management Act 2009
Native Vegetation Act 1991
Local Government Act 1999
Liquor Licensing Act 1997
Food Act 2001
Land and Business (Sale and Conveyancing) 1994
Community Titles Act 1996
~~Development Act 1993~~
Planning, Development and Infrastructure Act 2016
Disability Discrimination Act 1992
South Australian Public Health Act 2011
Building Code of Australia



Strategic Action	Responsible	Due Date	Budget
CS12-1 Review the requirements for an electronic bookings management system and provide recommendation for future improvements – carried forward from 2024-25	Customer Experience	June 2025	Op
~~CS12-1 Commence 18-month review of community land management plans, registers and undertaken engagement needs~~	~~Office of the Mayor and CEO~~	~~December 2026~~	~~NI~~

Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative

Service Action	Service Standard	Critical Service	Responsible
<i>Output 1 – Management: Community Land Register</i>			
Develop and review Community Facility Masterplans	Plans reviewed every 4 years <u>where required</u>	No	~~Strategic Assets and Engineering~~ ~~Property and Procurement~~ ~~Community Development~~
Maintain Community Land Register	- Register updated quarterly - New parcels added to register as required	No	Corporate Governance and Information Services Property and Procurement Financial Services Strategic Assets ~~and Engineering~~



Service Action	Service Standard	Critical Service	Responsible
Provide guidance on the classification of community land as part of land division proposals	New land parcels appropriate classified, as required	No	Development Services
Output 2 – Management: Lease and Licenses			
Negotiate, determine shared or exclusive usage, document and manage	Lease and licenses executed to define usage, requirements and obligations	No	Property ~~and~~ ~~Procurement~~
Output 3 – Management: Service Agreements			
Negotiate, determine shared or exclusive usage, document and manage	Service agreements executed to define usage, requirements and obligations	No	Property ~~and~~ ~~Procurement~~
Output 4 – Facility Availability and Bookings			
Activate the use of Council facilities, parks, gardens and sporting fields for ad hoc hiring (permit).	Promote the availability of Council facilities, parks, gardens and sporting fields for ad hoc hiring	No	Customer Experience
Coordinate bookings of Council facilities, parks, gardens and sporting fields for ad hoc hiring (permit).	- Manage enquiries - Liaise with external stakeholders	No	Customer Experience
Process Permit requests for ad hoc hiring	- Applications assessed within 5 business days - Notify applicants of outcome of application - Update Pathway Bookings Module - Coordinate payment - Contact key stakeholders regarding set up of facility as required	No	Customer Experience



Service Action	Service Standard	Critical Service	Responsible
	Post inspections as required		
Output 5 – Management and Maintenance: Sports Fields			
Coordinate planned buildings and structure maintenance	Planned maintenance carried out per Asset Management Plans and 10-year maintenance plan	No	Strategic Assets ~~and Engineering~~ Infrastructure and Environmental Operations
Conduct periodic condition assessment to determine 10-year maintenance plan	Periodic condition assessment completed every 4 years	No	~~Strategic Assets~~ Strategic Assets ~~and Engineering~~ Infrastructure and Environmental Operations
Conduct scheduled site visits to identify reactive maintenance requirements	- Quarterly site visits conducted or as issues reported - Triage system as per Pathway priorities above	No	~~Strategic Assets~~ Strategic Assets ~~and Engineering~~ Infrastructure and Environmental Operations
Actively engage community committee, volunteer groups and volunteers to provide advice on repair and maintenance, associated budgets, new initiative requests and facility occupancy	Proactive and as per Request for Service Policy	No	~~Strategic Assets~~ Strategic Assets ~~and Engineering~~ Infrastructure and Environmental Operations Property ~~and Procurement~~ Community Development Customer Experience



Service Action	Service Standard	Critical Service	Responsible
Facilitate New Asset Proposals through New Initiative process	Generally assessed during budget process and ad hoc during year	No	Strategic Assets and Engineering Infrastructure and Environmental Operations Property and Procurement
Facilitate upgrades/new facilities assets	Renewal and upgrade / new asset projects identified via New Initiative or Asset Management Plans	No	Strategic Assets and Engineering Infrastructure and Environmental Operations
Renew existing assets at an optimum time in their lifecycle	- Accurate budgeting and full expenditure of allocated budgets - Community satisfaction	No	Strategic Assets and Engineering Infrastructure and Environmental Operations
Identify planned works that require replacement as part of periodic inspection	Planned renewal works	No	Strategic Assets and Engineering Infrastructure and Environmental Operations
Output 6 – Management and Maintenance: Indoor Facility			
Coordinate planned buildings and structure maintenance	Planned maintenance carried out per Asset Management Plans and 10-year maintenance plan	No	Strategic Assets and Engineering Infrastructure and Environmental Operations



Service Action	Service Standard	Critical Service	Responsible
Conduct periodic condition assessment to determine 10-year maintenance plan	Periodic condition assessment completed every 4 years	No	~~Strategic Assets~~ ~~Strategic Assets and Engineering~~ Infrastructure and Environmental Operations
Conduct scheduled site visits to identify reactive maintenance requirements	- Quarterly site visits conducted or as issues reported - Triage system as per Pathway priorities above	No	~~Strategic Assets~~ ~~Strategic Assets and Engineering~~ Infrastructure and Environmental Operations
Actively engage community committees, volunteer groups and volunteers to identify future use requirements of the facility.	Proactive and as per Request for Service Policy	No	~~Strategic Assets~~ ~~Strategic Assets and Engineering~~ Infrastructure and Environmental Operations ~~Property and Procurement~~ Community Development
Facilitate New Asset Proposal through New Initiative process	Generally assessed during budget process and ad hoc during year	No	~~Strategic Assets and Engineering~~ Infrastructure and Environmental Operations ~~Property and Procurement~~
Facilitate upgrades/new facilities assets	Renewal and upgrade / new asset projects identified via New Initiative or Asset Management Plans	No	~~Strategic Assets and Engineering~~



Service Action	Service Standard	Critical Service	Responsible
			Infrastructure and Environmental Operations
Renew existing assets at an optimum time in their lifecycle	• Accurate budgeting and full expenditure of allocated budgets- • Community satisfaction	No	Strategic Assets and Engineering Infrastructure and Environmental Operations



Service Action	Service Standard	Critical Service	Responsible
Identify planned works that require replacement as part of periodic inspection	Planned renewal works	No	Strategic Assets ~~and Engineering~~ Infrastructure and Environmental Operations
Output 7 – Management and Maintenance: Aquatic Facility			
Coordinate planned buildings and structure maintenance	Planned maintenance carried out per Asset Management Plans and 10-year maintenance plan	No	Strategic Assets ~~and Engineering~~ Infrastructure and Environmental Operations
Conduct periodic condition assessment to determine 10-year maintenance plan	Periodic condition assessment completed every 4 years	No	Strategic Assets ~~and Engineering~~ Infrastructure and Environmental Operations
Conduct scheduled site visits to identify reactive maintenance requirements	- Quarterly site visits conducted or as issues reported - Triage system as per Pathway priorities above	No	Strategic Assets ~~and Engineering~~ Infrastructure and Environmental Operations
Actively engage community committees, volunteer groups and volunteers to identify future use requirements	Proactive and as per Request for Service Policy	No	Strategic Assets ~~and Engineering~~ Infrastructure and Environmental Operations Property ~~and Procurement~~ Community Development



Service Action	Service Standard	Critical Service	Responsible
Facilitate New Asset Proposal through New Initiative process	Generally assessed during budget process and ad hoc during year	No	Strategic Assets ~~and Engineering~~ Infrastructure and Environmental Operations Property and Procurement
Facilitate upgrades/new facilities assets	Renewal and upgrade / new asset projects identified via New Initiative or Asset Management Plans	No	Strategic Assets ~~and Engineering~~ Infrastructure and Environmental Operations
Renew existing assets at an optimum time in their lifecycle	- Accurate budgeting and full expenditure of allocated budgets - Community satisfaction	No	Strategic Assets ~~and Engineering~~ Infrastructure and Environmental Operations
Identify planned works that require replacement as part of periodic inspection	Planned renewal works	No	Strategic Assets ~~and Engineering~~ Infrastructure and Environmental Operations

Operational Plans	Action Reference
Community Land Management Plan (CLMP)	
o Plan 4 - Institutes and Community Halls	All
o Plan 5 - Car Park Land	
o Plan 8 - Talunga Village	
Regional Public Health Plan (RPHP)	7.1



Service Area**CS13 - FIRE PREVENTION****Service Activity**

Fire prevention activities including: issuing fire prevention notices and working with fire agencies to reduce fire risks.

Service Delivery

Internal, Contractors

**Community Plan Link
– Our Environmental,
Social and
Governance
Foundation**



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.

**Legislative
Responsibility**

Native Vegetation Act 1991
[Fire and Emergency Services Act 2005](#)

Strategic Action	Responsible	Due Date	Budget
Nil			

Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative

Service Action	Service Standard	Critical Service	Responsible
<i>Output 1 – Management and assessment of fuel loads on private land</i>			
Undertake actions in reducing fuel loads on private land	- Audit of townships and identified areas for excessive fuel loads prior to, and during Fire Danger Season - Reports of excessive vegetation investigations undertaken within 10 business day - Notices followed up within 4 weeks of issue	Yes	Regulatory Services Community Safety



Service Action	Service Standard	Critical Service	Responsible
Output 2 – Management of use of fire and high-risk activities			
Assess requests for permits for high-risk activities during the fire danger season.	- Permit applications assessed within 10 business day - Permits issued in accordance with Fire and Emergency Services Act 2025 and CFS Policy and guidelines	Yes	Regulatory Services Community Safety
Output 3 – Information and advice: Property preparedness			
Provide information and advice to property owners and agencies	- Provide information, advice and educational material, including signage, electronic and printed media - Provide information and advice to property owners in identified risk areas - Undertake fuel curing and loading reporting to CFS	Yes	Regulatory Services Community Safety
Operational Plans		Action Reference	
Community Land Management Plan (CLMP)		All	
o Plan 7 - Established Trails, Bikeways and Walkways		All	
Roadside Vegetation Management Plan (RVMP)		All	
Regional Public Health Plan (RPHP)		7.2	



Service Area

CS14 - HERITAGE

Service Activity

Ensuring the heritage of the Barossa is recorded and available to the community to access. Support of the heritage network (museums, historical societies).

Service Delivery

Internal, Volunteers

Community Plan Link
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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.

Legislative
Responsibility

Aboriginal Heritage Act 1988
Heritage Places Act 1993
Character Preservation (Barossa Valley) Act 2012

Strategic Action	Responsible	Due Date	Budget
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.	Community Services	June 2025	Operating and Capital
	Library Services		
CS14-2 Development of Disaster Management Plan for Library and Gallery collections	Community Services	July 2025	Operating
	Library Services		

Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative

Service Action	Service Standard	Critical Service	Responsible
Output 1 – Heritage Strategy			



Service Action	Service Standard	Critical Service	Responsible
Support the history and culture of the Barossa and its people	Implementation of the <i>Barossa Regional Heritage Strategy 2021-2025</i> actions within agreed timeframes (subject to resourcing)	No	Library Services



Service Action	Service Standard	Critical Service	Responsible
Output 2 – Heritage Advice and Promotion			
Raise awareness and encourage involvement in the preservation of local heritage	- Promote and celebrate Barossa Heritage through: Heritage Map, Barossa Heritage Facebook Page, and event participation. - Facilitate community access to historical records, archives and online databases and resources - Advice and support for local heritage groups, including membership and provision of secretary support for the Barossa Regional Heritage Network and coordination of educational workshops - Provide local and family history reference services including two history help 1:1 sessions available per week; Requests responded within 14 days - Develop and deliver quarterly local or family history educational workshops - Facilitate community access to historical records and archives - Advice and support for local heritage groups, including membership and provision of secretary support for the Barossa Regional Heritage Network - Provide local and family history reference services: Requests responded within 14 days - Deliver quarterly local or family history educational workshops	No	Library Services
Output 3 – Historical Records Management			
Preservation of historical artefacts	- Manage Gallery and Tanunda Soldier Memorial archives - Manage Local History collection - Manage Barossa Vintage Festival Archive - Ongoing digitising of records, photographs etc	No	Gallery and Creative Industries Library Services
Operational Plans		Action Reference	
Community Land Management Plan (CLMP)		All	
o Plan 4 - Institutes and Community Halls			

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Service Area**CS15 - LAND USE AND DEVELOPMENT****Service Activity**

Assessment of development applications for construction, alteration or demolition of buildings, and the division of land and changes in land use. Undertaking strategic land use planning and policy amendments that enable sustainable development and the optimal use of available resources.

Service Delivery

Internal, External, Contractors

**Community Plan Link
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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.



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



Supporting a sustainable Barossa.



Our places and spaces enhance the liveability, unique character and diversity of our communities.



Legislative Responsibility

Character Preservation (Barossa Valley) Act 2012
Community Titles Act 1996
~~Development Act 1993~~
Environment Protection Act 1993
Heritage Places Act 1993
Housing Improvement Act 2016
Planning, Development and Infrastructure Act 2016
Urban Renewal Act 1995

Strategic Action	Responsible	Due Date	Budget
CS15-1 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.~~	Planning Services	~~June 2025~~ June 2026	Op
CS15-2 ~~Continue to plan and advocate for infrastructure provisions and development policies that align with Council's strategic vision for the Concordia Growth Area in the proposed Master Planning and Code Amendment. Commence implementation of planning, infrastructure, land division and operational needs to support Concordia Growth Area.~~	Planning Services	~~June 2025~~ June 2026	Op
CS15-3 ~~Continue to advocate to Commence~~ implementation of the outcomes of the Strategic Directions Review of the Barossa Character District Overlay Code Amendment	Planning Services	December 2025	Op

Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative



Service Action	Service Standard	Critical Service	Responsible
Output 1 – Advice and Assessment: Planning, Building and Heritage			
Provide advice and undertake efficient and effective planning, building and heritage assessment in line with Planning, Development and Infrastructure Act	Verification: - all applications – 5 days Planning Consent: - Deemed to satisfy – 5 days - Performance assessed – 20 days + 20-30 days if referral + 15 days if public notification + 15 days applicant response + 20 days for commission/panel decision - Land division – 60 days Building Consent: - Class 1 or 10 – 30 days + 10 days when referred to commission - Classes 2-9 – 60 days + 10 days when referred to commission Development Approval: - All applications – 5 days	Yes	Development Services
Output 2 – Advice and Assessment: Liquor License			
Undertake actions in accordance with liquor license applications	- Assess general liquor license applications within 5 days - Assess limited license applications issued within 2 weeks	Yes	Regulatory Services Community Safety Planning Services
Output 3 – Zone/Code Amendment/Reviews			
Provide advice and advocate for Council's policy position for land use planning	As required	No	Planning Services



Operational Plans	Action Reference
Disability Access and Inclusion Plan (DAIP)	Theme 1 and 3
Local Economic Development Plan (LEDP)	Strategies 2
Regional Public Health Plan (RPHP)	5.2, 5.3, 7.1, 7.2



Service Area

CS16 – LIBRARIES

Service Activity

Provision of public library services across multiple physical branches, online and via outreach programs. This includes providing access to a physical and online collection (including speciality collections and the OneCard network); children's programs and groups; adult programs, workshops and activity groups; information and reference services; community spaces; and access to, and education in digital technology.

Service Delivery

Internal and outreach delivery, Volunteers

Community Plan Link
– Our Environmental,
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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.

Legislative
Responsibility

Libraries Act 1982
Copyright Act 1878

Strategic Action	Responsible	Due Date	Budget
CS16.1 – Undertake review of stage 2 of the Library Review outcomes for consideration by the Executive Leadership Team and Council	Library Services	March 2025	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			



Service Action	Service Standard	Critical Service	Responsible
<i>Output 1 – Library Services and Spaces</i>			
Provide inviting, inclusive public library spaces	• <u>Provide access to library services as per nominated open hours</u> • <u>Nuriootpa</u> Open Mon, Tue, Thur, Fri 9-5, Wed 9-5, Sat 9.30-12.30, Closed Sun; first Wed of month open to 8pm • <u>Tanunda</u> Open Mon, Tue, Wed, Thur, Fri 9-5, Sat 9-12 Closed Sun • <u>Mt Pleasant</u> Open Mon, Tue, Wed, Thur, Fri 9-5 Closed 12.30-1.30 daily and Sat and Sun • <u>Lyndoch</u> Open Mon, Tue, Wed, Thur, Fri 9-5, Sat 9-12 Closed 12.30-1.30 daily, and Sun • <u>Provision of free library membership</u> • <u>Loan Time - 14, 28 Days, renewal x2</u> • <u>Total Loans 100 Books, 20 DVDs, 30 Holds</u> • <u>Provision of E-Resources - 24 hours access online</u> • <u>Provision of access to PCs, Internet and Wi-Fi</u> • <u>Provision of photocopying, printing and laminating services for a fee</u> • <u>Provision of Council customer services at Mount Pleasant and Lyndoch libraries</u> • <u>Promote and market library services e.g. social media, physical collateral, speaking to community groups, maintenance of email list and media releases</u> • <u>Coordinate the Mount Pleasant Library community art exhibition space</u> • <u>Nuriootpa</u> Open Mon, Tue, Thur, Fri 9-5, Wed 9-7, Sat 9.30-12.30, Closed Sun • <u>Tanunda</u> Open Mon, Tue, Wed, Thur, Fri 9-5, Sat 9-12 Closed Sun • <u>Mt Pleasant</u> Open Mon, Tue, Wed, Thur, Fri 9-5 Closed 12.30-1.30 daily and Sat and Sun • <u>Lyndoch</u> Open Mon, Tue, Wed, Thur, Fri 9-5, Sat 9-12 Closed 12.30-1.30 daily, and Sun • <u>Provision of free library membership</u> • <u>Loan Time - 14, 28 Days, renewal x2</u> • <u>Total Loans 100 Books, 20 DVDs, 30 Holds</u> • <u>Provision of E-Resources - 24 hours access online</u> • <u>Provision of access to PCs, Internet and Wi-Fi</u>	No	Library Services

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Service Action	Service Standard	Critical Service	Responsible
	~~Provision of photocopying, printing and laminating services for a fee~~ ~~Provision of Council customer services at Mount Pleasant and Lyndoch libraries~~		
Output 2 – Collections			
Maintain Library collection	~~Manage and maintain collections , including responding to collection reports and performance data~~ ~~Collection purchase requests processed monthly~~ ~~Fulfill ongoing requirements of the Libraries SA OneCard Network~~ ~~Provision of E-Resources via central Libraries SA subscriptions - 24 hours access online~~ ~~Manage and maintain collections~~ ~~Collection purchase request processed within ten business days~~ ~~Fulfill ongoing requirements of the Libraries SA OneCard Network~~ ~~Provision of E-Resources - 24 hours access online~~	No	Library Services
Output 3 – Information and Reference Services			
Undertake enquiries and research for customers	Requests for research responded to within 5 business days	No	Library Services
Provide access to online resources (e.g. research databases for children and adults)	~~24 hours access online via the Libraries SA network or Barossa specific subscriptions, 24 hours access online~~	No	Library Services

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Service Action	Service Standard	Critical Service	Responsible
Output 4 – Programs			
Provide early childhood programs	- Regular (four per week) in the library during school terms - Occasional (up to three per school term) in house and outreach programs as requested by the community, including to early childhood settings and groups - One early years expo (or similar) per year - Representation on the Enhance Barossa Mental Health 0-12 group - Regular (two per week) in the library during school terms - Occasional (up to two per school term) in house and outreach programs as requested by the community, including to early childhood settings and groups	No	Library Services
Provide school aged programs	- Regular (two per week) school term program, and two per term at Mt Pleasant Library - Occasional (one to two per school term) outreach to schools and home-schooling groups as requested by the community - Workshops and events during school holidays (four to six per holiday block) - Facilitate virtual author visits (one per year) for schools, home school groups and in the library - Provide one or more Libraries SA Festival events targeted at school age children - Regular (two per week) school term program - Occasional (up to two per school term) outreach to schools and home-schooling groups as requested by the community - Workshops and events during school holidays (four per holiday block)	No	Library Services
Provide home library services	- Monthly deliveries to ≤40 clients at home and in residential care or hospital facilities - Monthly deliveries to ≤40 clients at home and in residential care or hospital facilities	No	Library Services
Provide digital inclusion programs	- Weekly one to one help appointments (four per week, subject to volunteer availability) - Weekly group programs delivered in library or as outreach subject to volunteer availability and customer demand - Weekly one to one help appointments (≥4 x 45mins available per week) - Group program delivered weekly (subject to volunteer availability)	No	Library Services

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Service Action	Service Standard	Critical Service	Responsible
Provide adult programs, workshops and groups	• One literature experience (e.g. author event) per quarter • One or more educational/purposeful workshops per month • Facilitate the formation of community run library groups based on customer interest and requests. • Facilitate up to ten book clubs of up to ten members each • Provide virtual access to Adelaide Writers Week in each library • Provide one or more Libraries SA Firstival events targeted at adults • Hold an annual community exhibition in the library during SALA • One literature experience (e.g. author event) per quarter • One educational/purposeful workshop per month • Facilitate ten book clubs of up to ten members each	No	Library Services

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Operational Plans	Action Reference



Service Area

CS17 - NATURAL RESOURCES

Service Activity

Regional development and management of the environment (including natural resource management) to ensure the region is managed sustainably and the environment is protected and enhanced.

Service Delivery

Internal, Contractors, Volunteers, Partnerships

Community Plan Link
– Our Environmental,
Social and
Governance
Foundation



Supporting a sustainable Barossa.

Legislative
Responsibility

Crown Land Management Act 2009
Landscape South Australia Act 2019
Local Government Act 1999
National Parks and Wildlife Act 1972
Native Vegetation Act 1991

Strategic Action	Responsible	Due Date	Budget
~~CS17-1~~ Commence implementation of high yield actions arising from the agreed Carbon Management Plan.	Sustainability	June 2025	-Op and Cap
CS17-12 Continue to partner with industry to achieve a long term sustainable water supply and security to the Barossa.	Office of the Mayor and CEO and Directorate of Corporate Services, Strategy and Innovation	Ongoing	Op

Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative



Service Action	Service Standard	Critical Service	Responsible
Output 1 – Sustainability			
Support sustainability initiatives and programs within the region	Delivery of agreed programs	No	Sustainability
<i>Reduce Council operations carbon footprint</i>	Set and achieve target carbon management reductions	No	Sustainability
Output 2 – Land, Water and Biodiversity			
Support land, water and biodiversity initiatives and programs within the region	Delivery of agreed programs (minimum 3)	No	Infrastructure and Environmental Operations
Output 3 – Environmental Education and Awareness			
Administer/conduct environmental education and awareness programs	Delivery of annual work plan	No	Infrastructure and Environmental Operations
Output 4 – Bushgardens Nursery			
Provide nursery for the production and sale of native plants	- Minimum 10,000 plants and seeds propagated each season - Minimum 50% of indigenous plants provided from local seed - Seasonal collection and propagation of seeds/plants	No	Infrastructure and Environmental Operations
Operational Plans		Action Reference	
Barossa Bushgardens Strategic Plan (BBSP)		Key Result Areas 1, 2	
Community Land Management Plan (CLMP)		All	

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Operational Plans	Action Reference
o Plan 2 - Council Reserves and Gardens – Undeveloped or with Minor Improvements	
o Plan 3 - Recreation Reserves	
Regional Public Health Plan (RPHP)	8.1, 8.2, 10.1
Roadside Vegetation Management Plan (RVMP)	All

Service Area**CS18 - PUBLIC HEALTH****Service Activity**

Public health services seek to provide for the protection of the health of the public including; routine inspections, awareness events, subsidising online food handler training, immunisation, pests and vermin, and wastewater applications.

Service Delivery

Internal, Partnerships.

**Community Plan Link
– Our Environmental,
Social and
Governance
Foundation**



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.

**Legislative
Responsibility**

Environment Protection Act 1993
Food Act 2001
Housing Improvement Act 1940
Local Government Act 1999
Local Nuisance and Litter Control Act 2016
SA Public Health Act 2011
Safe Drinking Water Act 2011
National Food Safety Standards

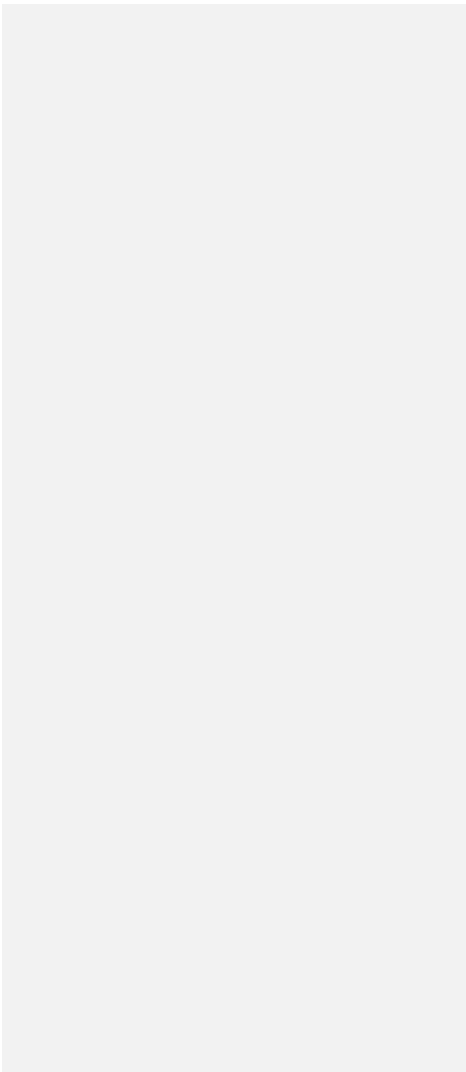
Strategic Action	Responsible	Due Date	Budget
Nil			

Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative



Service Action	Service Standard	Critical Service	Responsible
<i>Output 1 – Immunisation Management</i>			
Conduct Immunisation Clinics in accordance with service agreement with SA Health	- Scheduled immunisation clinics conducted - Students fully immunised - Immunisation queries followed up within 3 days - Immunisation register updated within 3 months of receipt of data	Yes	Health Services
<i>Output 2 – Sharps Management</i>			
Deliver and promote health and community services and facilities (i.e. sharps)	Sharps container disposed of within 2 weeks	Yes	Health Services
<i>Output 3 – Pest Control</i>			
Address nuisance and environmental risk associated with animals, vermin and pest control	Complaints: - Vermin - private property investigations undertaken within 5 business days - Insects (not bees or wasps) investigations undertaken within 5 business days - Bees on Council land investigations undertaken within 3 business days - Wasp investigations undertaken within 1 business days - Wasp nests to be destroyed within two working days. - Mosquitos fo investigations undertaken within 5 business days Control: - Destruction/ removal of wasp nest undertaken within 1 business day	No	Health Services
<i>Output 4 – Waste Water Systems</i>			
Provide effective assessment processes and regulatory activities of ~~wastewater septic tank~~ applications	- Customer Request acknowledgement within 1 business day - Complaint investigations undertaken within 2 business days - Applications completed within 10 business days - Failing wastewater systems investigations undertaken within 10 business days	Yes	Health Services





Service Action	Service Standard	Critical Service	Responsible
Output 5 – Assessment and Advice: Health			
Provide public health assessment and advice to customers / small business to enable compliance with accepted public health standards, relevant legislation and practices	Customer requests acknowledged within 1 business day	No	Health Services
Operational Plans		Action Reference	
Regional Public Health Plan (RPHP)		9.1	



Service Area**CS19 - SOCIAL INCLUSION****Service Activity**

Advocate and work in collaboration with core service providers to ensure vulnerable people have increased access and inclusion, are connected with their community and have access to facilities and opportunities to improve their lives. Aboriginal Reconciliation support. Youth Development. Social Planning. Support for older people. Providing a broad range of sporting, recreational and leisure facilities/ services/programs at a range of facilities, parks and open space areas.

Service Delivery

Internal, Partnerships

**Community Plan Link –
Our Environmental,
Social and Governance
Foundation**


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.

**Legislative
Responsibility**

Disability Inclusion Act 2018
Disability Discrimination Act 1992

Strategic Action	Responsible	Due Date	Budget
~~CS19-1 – Continue to provide Social Inclusion training for all staff across the Organisation and coordinate a “Whole-of-Organisation” approach to social inclusion~~	~~Community Development~~	~~Ongoing~~	~~Op~~
CS19-1 ~~2~~ Continue to develop ongoing relationships with Ngadjuri, Peramangk and Kaurna Nations and potential pathways for reconciliation and recognition	Community Development	Ongoing	Op
~~CS19-3 – Undertake review of the Disability Access and Inclusion Plan to align with the new State level plan~~	~~Community Development~~	~~IBA~~	~~Op~~

Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative



Service Action	Service Standard	Critical Service	Responsible
<i>Output 1 – Home Assistance</i>			
Manage consumer requirements of the Home Assist program	- Service provided within The Barossa Council and Light Regional Council areas - Open for calls 9.00am to 5.00pm Monday to Friday - Missed calls returned within 1 business day - Process consumer referrals and registration within 5 working days of receipt - Within the guidelines of Council's Customer Service charter and the requirements of funding bodies: - Carry out consumer service reviews for Commonwealth Home Support Program consumers annually - Provide funded services to Consumers - Domestic Assistance - Social support – individual - Social support – group - Home maintenance - Home modification - Serious Incident Response Scheme reporting to the Aged Care Quality and Safety Commission	Yes	Community Transport and Home Assist
Manage the contractor requirements	- Within the guidelines of Council's Contractor policies and the requirements of funding bodies: - Register, screen and induct new contractors - Review and keep updated the required screenings and licences - Process contractor payments - Carry out ongoing quality checks to the agreed timeframe - System updated within 5 days of receipt of new information	No	Community Transport and Home Assist
Manage promotion and awareness	- Within the guidelines of Council's communication policies and the requirements of funding bodies: - Create accurate and up to date promotional materials - Network and liaise with other stakeholders	No	Community Transport and Home Assist



Service Action	Service Standard	Critical Service	Responsible
Output 2 – Community Transport			
Manage the consumer requirements of the Community Transport program	- Service provided within The Barossa Council and Light Regional Council areas - Open for calls 9.00am to 5.00pm Monday to Friday - Missed calls returned within 1 business day - Service available Monday to Friday and Saturday to Sunday on a case-by-case basis - Process consumer referrals and registration within 5 working days of receipt - Access limited to number of seats and volunteer driver availability - Bookings confirmed at time of booking or within 24 hours - Consumers given 24-hour notice of booking changes - Fleet: - Vehicle Provision: 8 - Wheelchair Accessible Vehicle Hire: 1 - Bus Hire: 2 – 18 seater and 11 seater - Volunteer drivers accredited (5-year renewal) - Within the guidelines of Council's Customer Service charter and the requirements of funding bodies- - Carry out consumer service reviews for Commonwealth Home Support Program consumers annually - Serious Incident Response Scheme reporting to the Aged Care Quality and Safety Commission - Vehicles maintained and replaced (cars every four years and buses as scheduled) as per Council's replacement guidelines and schedules	Yes	Community Transport and Home Assist
Manage promotion and awareness of the Community Transport program	- Within the guidelines of Council's communication policies and the requirements of funding bodies: - Create accurate and up to date promotional materials - Network and liaise with other stakeholders	No	Community Transport and Home Assist
Contribute to the delivery of Regional 'lighthouse' project 1 - Community transport	Participate in regional working group to develop actions	No	Community Transport and Home Assist
Output 3 – Social Planning and Advocacy			
Advocating to Commonwealth Government on impact of aged care reform policies on SA sector and providing support to home aged care sector	As per Activity Work Plan approved by the funding body	No	Collaborative Projects



Service Action	Service Standard	Critical Service	Responsible
Advocate and collaborate with services and networks to provide resources promoting equity, access and inclusion initiatives for our community. Advocate for and encourage services and resources that ensure equity and support for disadvantaged, people with disability and at-risk members of the community	• Provide strategic direction and governance support in: ◦ Reconciliation Barossa ◦ Disability Access and Inclusion Advisory Group ◦ Barossa Community Services Network ◦ Local Government Access and Inclusion Netwk ◦ Local Government Professionals Community Development NetMid NQ ◦ Gawler and Districts Community Services Forum • Legatus Participation in: ◦ Local Government Access and Inclusion Network ◦ Reconciliation Barossa ◦ Barossa Community Services Network ◦ Gawler and Districts Community Services Forum ◦ Disability Access and Inclusion Advisory Group ◦ Legatus	No	Community Development <i>Collaborative Projects</i>
Contribute to the delivery of Regional 'lighthouse' project 1 - Community Transport	• Participate in regional working group to develop actions	No	Community Development
Lead delivery for Regional 'lighthouse' project 2 - Mental health and suicide prevention	• Lead the regional working group to develop actions	No	Community Development
Contribute to the delivery of Regional 'lighthouse' project 3 - Community participation	• Participate in regional working group to develop actions	No	Community Development
Ensure Council's plans and projects incorporate social inclusion considerations via the Disability Access and Inclusion Advisory Group	• All new project scopes will consider Social Inclusion requirements • Utilisation of the expertise of the Disability Access and Inclusion Advisory Group	No	Community Development
Work collaboratively with service providers, community groups and community members to identify gaps in assets and service provision to increase community capacity and connectedness	• Data collection and analysis to inform gaps and future needs and funding opportunities	No	Community Development
Output 4 – Social Support Groups			

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Service Action	Service Standard	Critical Service	Responsible
Manage the funding agreement and budgetary requirements of the Social Support Groups program	- Within the guidelines of Council's financial policies and the requirements of funding bodies: - Create and manage income and expenditure budgets - Manage the funding contracts and liaison with funding bodies - Manage the financial acquittals and statistical requirements of the funding contracts to the specified timeframes and schedule	No	Community Transport and Home Assist
Manage the asset requirements of the Social Support program	Within the guidelines of Council's asset management policies and the requirements of funding bodies	No	Community Transport and Home Assist
Manage promotion and awareness of the Social Support Group Programs (Out and About and Men's Shed)	- Men's Shed: open Mon and Tues 9am-12 and Thurs 9am - 2 pm - Network and liaise with other stakeholders on a regular basis - Within the guidelines of Council's communication policies and the requirements of funding bodies: - Create accurate and up to date promotional materials for varying formats and audiences	No	Community Transport and Home Assist
Manage and facilitate the Bushgardens Disability Support program	Weekly, subject to Service Agreement	No	Infrastructure and Environmental Operations
Output 5 – Regional Aged Care Sector Support and Development			
Support the development of the in-home aged care sector to enable Commonwealth Home Support Programme (CHSP) service providers to operate effectively in line with the objectives of the aged care reform	As per Activity Work Plan approved by the funding body	No	Collaborative Projects
Deliver activities and events that promote wellbeing opportunities for older Australians	As per Activity Work Plan approved by the funding body	No	Collaborative Projects
Output 6 – Aboriginal Reconciliation			
Continue support and facilitation of Reconciliation Barossa	- Regular meetings and reporting on activities - Delivery of NAIDOC Week and Reconciliation Week	No	Community Development
Output 7 – Youth Development			



Service Action	Service Standard	Critical Service	Responsible
Advocacy and advice for the rights and needs of young people in the community	- Support Drive My Future Program run by Youth Barossa - Provide financial support that allows fees to be subsidised - Young people provided a voice on Council projects and programs - Work with Wellbeing SA to identify information packs that can be distributed to youth to inform of services and support. - Develop a Youth (12-25) Roadmap - Investigate options to provide a Safe Spaces for youth within the region - Facilitate 'Be the Mayor for a Day' - Develop and deliver Work Experience program in collaboration with the Secondary Schools within the region - Investigate option to reintroduce career expo in the region	No	Community Development
Output 8 – Sport and Recreation			
Undertake Recreation and Sport Future Needs Analysis.	- Audit of recreation and sport facilities, organisations and programs - Maintain a register of organisations and programs	No	Community Development
Operational Plans		Action Reference	
Disability Access and Inclusion Plan		All	
Regional Public Health Plan		6.1, 6.2, 13.1	
Barossa Bushgardens Strategic Plan		KRA2 - Strategy 2, 4	



Service Area

CS21 - TOURISM

Service Activity

Provision of a range of tourism services, including; managing the nationally accredited Barossa Visitor Centre, development and maintenance of tourism resources both digital and printed, customer service delivery encouraging longer stays, dispersal throughout the region, and maximising visitor yield and investment in our region, Tourism Business Support, capacity building, training, product development, marketing and events.

Service Delivery

Internal, Volunteers, Partnerships

Community Plan Link
– Our Environmental,
Social and
Governance
Foundation



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

Legislative
Responsibility

Nil

Strategic Action	Responsible	Due Date	Budget
CS21-1 — Commence implementation of agreed outcomes from review of Economic Development services including tourism and event services undertaken in 2023-24 – phase 1 (see CS10-1).	Office of the Mayor and CEO and DCS&BI	June 2025	Op and NI
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			



Service Action	Service Standard	Critical Service	Responsible
Output 1 – Visitor Information and Resource Management			
Maintain operator database/register	- Returned Participation Agreements acknowledged and added to register - Number of active participation agreements	No	Tourism Services Barossa VIC
Create content and monitor various social media platforms	- Number of posts per week - Response times - Post engagement and reach	No	Barossa VIC Tourism Services
Maintain and develop information on designated Barossa.com and council website pages	- Up-to-date information - Customer satisfaction rating	No	Barossa VIC Tourism Services
Maintain Bookeasy system backend to ensure external facing booking facility is current and correct representation of the product/offer	- Number of operators - Information and images in operator consoles are current - Quarterly eNewsletter to Bookeasy operators	No	Barossa VIC Tourism Services
Produce electronic and printed collateral to enhance visitor experience	- Fact Sheets reviewed and updated monthly - Annual updates to Barossa Touring Map and town maps - Customer satisfaction rating	No	Barossa VIC Tourism Services
Maintain Brochure/information displays and events board (checking currency, ordering, restocking)	- Brochures ordered twice weekly or as required - Event posters and resources displayed are current	No	Barossa VIC Tourism Services
Support and co-ordinate privately operated Visitor Information Outlets - Nuriootpa, Angaston and Williamstown	Outlets audited and formally contacted quarterly	No	Barossa VIC Tourism Services
Output 2 – Visitor Experience - Enquiries/ Customer Service			
Provide accommodation, tour experience and ticket bookings	- Booking confirmation sent immediately upon payment - Refund available in accordance with each operator's cancellation policy - Number of bookings	No	Barossa VIC Tourism Services

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Service Action	Service Standard	Critical Service	Responsible
Respond to general enquiries - face to face, telephone, email and live webchat	- Open Mon-Fri 9am-5pm, 9am-4pm Sat 10am-4pm Sun. - Number of enquiries – face to face, telephone, email and live webchat - Customer satisfaction rating 4.5 or higher	No	Barossa VIC Tourism Services
Oversee Customer Experience in the centre, engagement with staff, length of time spent in the centre browsing signage and displays and discovering	- Open: Mon-Fri 9am-5pm, Sat 9am-4pm, Sun: 10am-4pm - Customer satisfaction rating/Google/Trip Advisor Rating 4.5 or higher - Greater length of time spent in centre (Adequate staffing and volunteer resources to meet visitation demands)	No	Barossa VIC Tourism Services
Provide Barossa destination product and experience knowledge and storytelling	6-weekly family program - Keeping up to date with industry news and changes and sharing of information	No	Barossa VIC Tourism Services
Manage feedback/complaint handling - Barossa region (operators, signage etc) and Visitor Experience in the VIC.	- Complaints responded to within 24 hours - Customer satisfaction rating/Google/Trip Advisor Rating	No	Barossa VIC Tourism Services
Output 3 – Barossa Makers - Retail Sales			
Facilitate sales transactions and product information discussions with visitors	- Open Mon-Sun 9am-5pm, 9am-4pm Sat 10am-4pm Sun. - Sales Revenue	No	Barossa VIC Tourism Services
Provide authentic Barossa gift shop showcasing local artists, makers and craftspeople, meeting visitor expectations and providing local suppliers with a sales outlet	Products sold must meet retail guidelines and have Barossa connection (local made) or be branded with official Barossa Brand	No	Barossa VIC Tourism Services
Coordinate stock control, merchandise displays and meet the maker instore popups	Professional well-presented displays and stocked gift shop with diverse and quality range of products	No	Barossa VIC Tourism Services
Facilitate Product Knowledge and Training for staff and volunteers	Quarterly training nights and 6-weekly famil program for staff and volunteers	No	Barossa VIC Tourism Services

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Service Action	Service Standard	Critical Service	Responsible
Output 4 – Cycle Hub Management			
Provide cycle facilities and services including bike hire, change rooms, showers, bike accessories, storage/lock-up, public toilets	- Facilities open 6am-10pm except Cycle Hire - 9am-5pm (Mon-Fri) 9am-4pm (Saturday) 10am- 5pm (Sundays)	No	Barossa VIC Tourism Services
Provide cycle information and maps - face to face service and brochure display in Cycle Hub	Open Mon-Sun 9am-5pm, 9am-4pm Sat 10am-4pm Sun.	No	Barossa VIC Tourism Services
Output 5 – Tourism Development and capacity building			
Support and encourage new tourism experiences and product development	- One to one meeting with investors and operators - New start up Tourism businesses - Referrals to other support agencies	No	Tourism Services
Identify opportunities to encourage visitor dispersal across the Barossa region keeping visitors here longer and increased tourism spend and yield.	Projects assessed case by case basis	No	Tourism Services
Capacity building - Provide advice and support to Tourism businesses and referrals for further expert advice	- Referrals to other support agencies - Tourism Services manager - One to one meetings with tourism operators	No	Tourism Services
Provision of Enews - industry updates, stats, trends, opportunities to all Tourism Industry Operators via enewsletter, network nights and Facebook tourism forum/group	- E-news sent fortnightly to Tourism operators - Updates posted to private industry facebook group - Bookeasy enews sent quarterly	No	Tourism Services
Develop operator relationships and product knowledge	- Familiarisation Visits conducted 6 weekly - Industry workshops/ networking nights hosted annually	No	Tourism Services
Collaborate with industry stakeholders – South Australia Tourism Commission, Tourism Industry Council of SA, Barossa Australia and RDA Barossa to maximise tourism and economic benefit for the region	- Membership to TicSA - Funding agreement with Barossa Australia - Attendance at industry workshops, meetings - Participate in consultation of various projects and strategies	No	Tourism Services

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Operational Plans	Action Reference
Local Economic Development Plan	Strategies – Competitive, Partnerships, Set up for Growth, New Economic Opportunities



Service Area

CS22 - VOLUNTEERS

Service Activity

Support of community volunteering through provision of the Volunteer Resource Centre. Provision of volunteer opportunities and engagement of volunteers in Council programs.

Service Delivery

Internal, External

Community Plan Link
– Our Environmental,
Social and
Governance
Foundation



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.

Legislative
Responsibility

Volunteers Protection Act 2001

Strategic Action	Responsible	Due Date	Budget
CS22 – 1 – Undertake structural review of Volunteer Service model and delivery service.	Community Development	June 2025	Op

Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative

Service Action	Service Standard	Critical Service	Responsible
Output 1 – External Community Volunteer Support			
Support volunteers and prospective volunteers within the community via the Volunteer Resource Centre	- Variable open times - Monday to Friday, 9am-4pm. Appointments available. - Offer information about volunteer positions available within Council and the community in a variety of formats - Support volunteers and prospective volunteers to identify potential volunteer opportunities that match their interests and needs.	No	Volunteer Services



Service Action	Service Standard	Critical Service	Responsible
Support community organisations who engage volunteers via the Volunteer Resource Centre in conjunction with the shared services agreement with Light Regional Council	- Create and maintain promotional materials for advertising community volunteer positions - Refer prospective volunteers to opportunities - Offer advice to organisations about all aspects of engaging volunteers and running proactive volunteering programs - Facilitate networking and training on volunteering	No	Volunteer Services
Output 2 – Internal Volunteer support			
Support registered Council volunteers and Council volunteer supervisors	- Provide service in accordance with national standards for volunteering - Within the guidelines of Council's Volunteer policies and the requirements of funding bodies: - Recruit, register, screen and induct new volunteers - Review and keep updated the required screenings and licences - Support and provide Council volunteer celebrations and recognition - Offer advice and support to Council volunteers and supervisors - Write and review Council volunteer process and policy - Facilitate networking and training for volunteer supervisors	No	Volunteer Services
Output 3 - Volunteering Promotion and Advocacy			
Promote and advocate for volunteering	- Promote volunteering throughout the region e.g. newspaper volunteer column - Liaise with organisations including schools and employment agencies to promote volunteering and the services of the Volunteer Resource Centre	No	Volunteer Services
Operational Plans		Action Reference	
Barossa Bushgardens Strategic Plan (BBSP)		Key Result Area 3	



Service Area

Service Activity

Service Delivery

Community Plan Link
– Our Environmental,
Social and
Governance
Foundation

Legislative
Responsibility

CS23 - WASTE AND RESOURCE RECOVERY

Effective recovery of materials for recycling and diversion of waste from landfill. Includes the management of the waste contract (ensuring appropriate waste collection and disposal) and operation of waste transfer station.

Contractors, Internal



Our Environment

Supporting a sustainable Barossa.

Green Industries SA Act 2004
Local Government Act 1999
By-Law 7 – Waste Management

Strategic Action	Responsible	Due Date	Budget
CS23 – 1 – Analyse, negotiate and execute a new waste management contract renew or commence market approach	DCCS	December 2024	Op

Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative

Service Action	Service Standard	Critical Service	Responsible
Output 1 – Waste Collection/Disposal			
Provide a waste collection/disposal service across council	Township service - Mandatory - Weekly 140L Bin - General Waste - Fortnightly 240L Bin – Recycling - Fortnightly 240L Bin – Green Organic	Yes	Sustainability



Service Action	Service Standard	Critical Service	Responsible
	Rural service • Mandatory • Weekly 140L Bin - General Waste • Fortnightly 240L Bin – Recycling Commercial service • Optional • Weekly 140L Bin - General Waste • Fortnightly 240L Bin – Recycling • Fortnightly 240L Bin – Green Organic (townships only) Street and Reserve Litter services: • Weekly 140L Bin – General Waste • Customer request investigations undertaken within 5 business days		
Undertake a review of the Right of Renewal within the contract for Waste Management Service	• As required	Yes	Sustainability
Output 2 – Waste Education			
Provide ongoing waste education and awareness to service users	• As required	No	Sustainability
Output 3 – Waste Transfer Station Operation – Springton			
Provide domestic hard waste and green waste deposit facility	• 9am-3pm, second Saturday of each month	No	Infrastructure and Environmental Operations
Operational Plans		Action Reference	
Regional Waste Management Strategy (RWMS)		All	
Regional Public Health Plan (RPHP)		8.3	



BUSINESS SERVICES

[Business Technology](#)

[Business Improvement](#)

[Communications and Engagement](#)[Communications and Marketing](#)

[Council and Committees](#)

[Risk and Safety](#)

[Finance](#)

[Governance](#)

[Grants](#)

[Information](#)

[People and Culture](#)

[Procurement](#)

[Property and Rates](#)

[Strategic/Legislative Planning and Reporting](#)



Service Area**BS1 - BUSINESS TECHNOLOGY****Service Activity**

IT Service Management, including Operations (infrastructure, assets, applications, service desk, vendor management, security) and Business services (business analytics, Project Management Office, data analytics, dashboards)

Service Delivery

Internal

**Community Plan Link –
Our Environmental,
Social and
Governance
Foundation**


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

**Legislative
Responsibility**

Nil

Strategic Action	Responsible	Due Date	Budget
BS1 – 1 ~~Continue to implement system, infrastructure, training and other needs to protect Council system and data through implementation of the Cyber Security plan and highlighted investments for 2024-25. Complete business case for core system replacement and commence implementation of approved outcomes.~~	~~Corporate Services and Business Innovation~~ ~~Corporate Services, Strategy and Innovation~~	~~June 2025~~ ~~3 year strategy – concluding in June 2028~~	Op & Cap

Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative

Service Action	Service Standard	Critical Service	Responsible
Output 1 – ICT Service Operations			
Provide event management	Ensure technology services are monitored, and filter/categorise events to decide on appropriate actions. Appropriate action is taken in accordance with agreed service standards	Yes	Enterprise Technology and Innovation



Service Action	Service Standard	Critical Service	Responsible
Provide incident management	Manage the lifecycle of all incidents in accordance with service standards, returning IT services back to users as quickly as possible	Yes	Enterprise Technology and Innovation
Facilitate problem management	Determine root cause of incidents, taking proactive measures to mitigate and reduce the likelihood of future occurrence. Problems are managed in accordance with agreed service standards	Yes	Enterprise Technology and Innovation
Fulfil requests	Manage and fulfil "standard/BAU changes" or requests in accordance with agreed service standards (>90%)	Yes	Enterprise Technology and Innovation
Manage access	Managing and maintaining access in accordance with defined policies and service standards	Yes	Enterprise Technology and Innovation
Provide technical management	Ensuring the provision of resources and skills necessary to support continuing operations of IT services. Staff skills and position descriptions are regularly reviewed, and training provided in alignment with changing needs of the business	Yes	Enterprise Technology and Innovation
Provide operations control	Execution of day-to-day and routine tasks related to the operation and security of infrastructure components and applications, including reporting, job scheduling, backup and restore activities, print and output management and routine maintenance. Operational tasks are completed in accordance with agreed policy, process and service standards	Yes	Enterprise Technology and Innovation
Provide asset management	Managing the lifecycle of IT assets in accordance with relevant policies (Procurement, ICT Asset Management)	No	Enterprise Technology and Innovation
Manage applications	Managing the lifecycle of IT applications and associated vendor relationships in accordance with agreed service standards	Yes	Enterprise Technology and Innovation
Provide facilities management	Manage the physical environment where IT infrastructure is located e.g. power, cooling, building access management and environmental monitoring) in accordance with relevant policies and service standards	Yes	Enterprise Technology and Innovation
Output 2 – ICT Business Services			



Service Action	Service Standard	Critical Service	Responsible
Provide IT project management	Provision of Project Management Office (PMO) capability, providing direction and oversight of IT projects. Projects delivered in line with stakeholder expectations and in accordance with relevant processes, policies and service standards	No	Enterprise Technology and Innovation
Provide business analysis	Provision of Business Analysis (BA) capability, translating business requirements into tangible technical outcomes, exploring opportunities for service and process improvement, and ensuring services are fit for purpose. BA delivered in line with stakeholder expectations and in accordance with relevant processes, policies and service standards	No	Enterprise Technology and Innovation
Provide data analysis	Provision of Data Analysis (DA) capability, translating data into knowledge, building and providing data lakes, and dashboarding, and assisting with legislated reporting and audit requirements. DA delivered in line with stakeholder expectations and in accordance with relevant processes, policies and service standards	No	Enterprise Technology and Innovation

Operational Plans	Action Reference
ICT Strategy (ICTS)	All
Local Economic Development Plan (LEDP)	Strategy 1



Service Area

Service Activity

Service Delivery

Community Plan Link – Our Environmental, Social and Governance Foundation

Legislative Responsibility

BS2 - BUSINESS IMPROVEMENT

Growing the efficiency of the processes and systems we use to deliver services and outcomes through innovation and continuous improvement

Internal


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.

Nil

Strategic Action	Responsible	Due Date	Budget
BS2-1—Modernise TechnologyOne through implementation of HR and Budgeting Systems	Corporate Services and Business Innovation	June 2025	Op and Cap

Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative

Service Action	Service Standard	Critical Service	Responsible
Output 1 – Continuous Improvement Framework Management			
Manage the implementation of the Continuous Improvement Framework	Framework is reviewed and updated every 3 years	No	Business Improvement
Provide Continuous Improvement Framework tools and templates	Tools and templates are available to support business unit process and system refinement and implementation of broader continuous improvement projects	No	Business Improvement



Service Action	Service Standard	Critical Service	Responsible
Output 2 – Continuous Improvement Project Management			
Facilitate the implementation of Continuous Improvement projects	Projects completed within agreed milestones, budgets and outcomes	No	Business Improvement
Facilitate the implementation of Business Unit Refinement activities	Activities completed within agreed milestones, budgets and outcomes	No	All
Operational Plans		Action Reference	



Service Area

BS3 - COMMUNICATIONS AND ~~MARKETING~~ENGAGEMENT

Service Activity

Management of media, social media, digital communications, branding and strategy, special projects, research, corporate publications, community engagement and events. Providing advice and direction in the areas of marketing, creative and media relations to achieve an integrated approach to all internal and external communications in alignment with the strategic objectives of Council.

Community Plan Link
– Our Environmental,
Social and
Governance
Foundation



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



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

Legislative
Responsibility

Local Government Act 1999

Strategic Action	Responsible	Due Date	Budget
Nil			
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			



Service Action	Service Standard	Critical Service	Responsible
Output 1 – External Communication Framework Management			
Maintain, champion and moderate implementation of communication, branding, design and website policies, processes and guidelines	- Communication outputs are delivered in accordance with agreed standards - Website is maintained in accordance with agreed standards - Corporate content is branded in alignment with approved branding strategy	No	~~Communications and Engagement~~ Communications and Marketing
Provide communication, branding, design and website tools and templates	Tools and templates are available to support business unit implementation of corporate standards and best practice approaches	No	~~Communications and Engagement~~ Communications and Marketing
Output 2 – Internal Communication Framework Management			
Maintain, champion and moderate the implementation of internal communication framework	- Communication outputs are delivered in accordance with agreed standards - Intranet is maintained in accordance with agreed standards - Corporate content is branded in alignment with approved internal branding strategy	No	~~Communications and Engagement~~ Communications and Marketing
Provide internal communication tools and templates	Tools and templates are available to support business unit implementation of corporate standards and best practice approaches	No	~~Communication and Engagement~~ Marketing
Output 3 – Communication Coordination			
Draft and moderate internal digital communications, corporate and community publications, marketing collateral (creative and design) and Council advertising	Content produced on demand and in accordance with agreed planned activity	Yes	~~Communications and Engagement~~ Communications and Marketing
Coordinate social media content development and deployment	Curate planned and reactive content for Council's social media platforms	Yes	~~Communications and Engagement~~ Communications and Marketing
Coordinate media relations	Develop media releases, facilitate all media enquiries centrally and coordinate media responses in accordance with Council policy	Yes	~~Communications and Engagement~~ Communications and Marketing



Service Action	Service Standard	Critical Service	Responsible
Output 4 – Community Engagement			
Implement community engagement strategies for key projects and service delivery	As specified by Business Unit requirements	No	~~Communications and Engagement~~ Communications and Marketing
~~Implement contemporary consultation and engagement processes for statutory planning activities supported by the Communication Strategy~~	~~Use of the Community Engagement Charter (April 2018) for Planning and Design Code related matters~~	No	Communications and Engagement Development Services
Provide quality information and educational materials about Council services and functions, programs and decision making	Customers have access to current, accurate and informative information regarding Council services in a range of formats including website, social media, digital communication, physical signage and print materials	Yes	All
Output 5 – Online / Website support			
Coordinate maintenance and continuous improvement of website platform	Website platform is stable, software is up to date and continuously refined and developed to offer a quality, customer centric digital experience	Yes	~~Communications and Engagement~~ Communications and Marketing Enterprise Technology and Innovation
Implement Search Engine Optimisation strategy	Web content is visually accessible through search and delivers informative and keyword rich content, providing best user experience	No	~~Communications and Engagement~~ Communications and Marketing
Coordinate content development and curation for website	Curate planned and reactive content for Council's website	Yes	~~Communications and Engagement~~ Communications and Marketing
Coordinate maintenance and continuous improvement of internal communication digital platform – staff intranet	Intranet platform is stable, software is up to date and continuously refined and developed to offer a quality, employee centric digital experience	No	~~Communications and Engagement~~ Communications and Marketing Enterprise Technology and Innovation
Coordinate content development and curation for intranet	Curate planned and reactive content for Council's intranet	No	~~Communications and Engagement~~ Communications and Marketing



Service Action	Service Standard	Critical Service	Responsible
	Editors and Publishers meet agreed organisational and accessibility standards using Monsido and other supporting tools and platforms		

Operational Plans	Action Reference
Communication Strategy	All



Service Area

BS4 - COUNCIL AND COMMITTEES

Service Activity

Provision of required information, agendas, and minutes. Ensuring Council and Committees are provided with support to enable informed decisions.

Service Delivery

Internal

Community Plan Link –
Our Environmental,
Social and
Governance
Foundation



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

Legislative
Responsibility

Local Government Act 1999
Code of Conduct for Council Members
Planning, Development and Infrastructure Act 2016
Assessment Panel Members – Code of Conduct

Strategic Action	Responsible	Due Date	Budget
BS4-1 ~~Complete Elector Representation Review~~ Commence preparation and implementation of legislative requirements for November 2026 Local Government Elections	Office of Mayor and CEO	~~March 2025~~ June 2026	Op

Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative



Service Action	Service Standard	Critical Service	Responsible
Output 1 – Coordination: Council Meetings/Workshops			
Ensure the effective operation of the Council in accordance with the Local Government Act, Codes, and Meeting Procedures	12 meetings held per annum - Agenda and minutes delivered on time at least 3 clear days before an ordinary meeting - Special meetings agenda and minute delivered on time at least 4 hours before a special meeting. - Programmed workshop agendas delivered by Friday proceeding the scheduled workshop.	Yes	Office of the Mayor and CEO Corporate Governance and Information Services
Output 2 – Coordination: Council Committees and Working Groups			
Ensure the effective operation of the Committees/Working Groups in accordance with the Local Government Act, Codes, and Meeting Procedures	CEO Performance Review Committee - Review to be completed within designated time frames following correct policy and procedures Community Assistance Scheme Committee - At least Three (3) meetings held per year. - Agenda and minutes delivered on time as required by legislation Barossa Assessment Panel - Meetings held as required based on items being presented - Agenda and minutes delivered on time as required by legislation Building Fire Safety Committee - A minimum of two (2) ordinary meetings in each year - Agenda and minutes delivered on time as required by legislation Barossa Bushgardens Committee - A minimum of four (4) meetings held per annum - Agenda and minutes delivered on time as required by legislation Barossa Regional Gallery Advisory Group - A minimum of six (6) meetings per annum Audit Committee	Yes	Office of the Mayor and CEO Corporate Governance and Information Services Development Services Infrastructure and Environmental Services Community Development Gallery and Creative Industries Financial Services Risk and Safety Health Services



Service Action	Service Standard	Critical Service	Responsible
	- A minimum of 4 meetings held per annum or at other times as determined by the Committee - Agenda and minutes delivered on time as required by legislation WHS Committees - A minimum of 4 meetings held per annum - WHS Committee and sub-committee meetings held in accordance with WHS legislation and standards Disability Access and Inclusion Advisory Group - A minimum of six (6) meetings held per annum Regional Public Health Plan Advisory Group - A minimum of four (4) meetings per annum Reconciliation Barossa Advisory Group - A minimum of four (4) meetings per annum		
Output 3 – Committee Governance			
Review the activities and plans of any subsidiary of the council	Annually, as part of the review of the Corporate Plan	No	Office of the Mayor and CEO Corporate Governance and Information Services
Review the Terms of Reference, Codes, and Meeting Procedures of any committee/working group of the council	As required by legislative requirements once in each term of Council.	No	Office of the Mayor and CEO Corporate Governance and Information Services



Service Action	Service Standard	Critical Service	Responsible
Output 4 – Member Representation and Elections			
Undertake Elector Representation Review	- Commence next review by April 2024 - Electoral Commissioner certifies final report by prescribed date	Yes	Office of the Mayor and CEO Corporate Governance and Information Services
Undertake Local Government Election	- Every 4 years - Electoral Commissioner certifies final results by prescribed date	Yes	Office of the Mayor and CEO Corporate Governance and Information Services
Undertake Supplementary Local Government Election	- As required - Electoral Commissioner certifies final results by prescribed date	Yes	Office of the Mayor and CEO Corporate Governance and Information Services
Output 5 – Member Support and Registers			
Maintain Register of Interest	- Quarterly updates undertaken and published as required by legislation	No	Office of the Mayor and CEO
Member support and Registers	- As required - Quarterly updates undertaken and published as required by legislation	No	Office of the Mayor and CEO
Manage invitations for the Mayor and Elected Members to civic events and community functions	- As required - All invitations, registered and replied	No	Office of the Mayor and CEO
Provide strategic, policy and operational support and advice to Elected Members	- As required - Responses are provided within 5 days as per Customer Service Policy	No	All



Operational Plans	Action Reference



Service Area

BS5 - ENTERPRISE RISK AND SAFETY

Service Activity

The management of Council's Enterprise Risk profile including strategic and operational risk assessment, control and monitoring; internal control and audit; business continuity and disaster recovery planning; organisational emergency management; insurance portfolio management; and Work Health Safety system coordination.

Service Delivery

Internal, Contractors

Community Plan Link
– Our Environmental,
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Legislative
Responsibility

Local Government Act 1999
Work Health Safety Act 2012
Return to Work Act 2014

Strategic Action	Responsible	Due Date	Budget
Nil			

Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative



Service Action	Service Standard	Critical Service	Responsible
<i>Output 1 – Risk Framework Management</i>			
Maintain and champion the implementation of the Enterprise Risk Management Policy and Framework	- Documentation is reviewed and updated every 4 years - Risk management considerations are embedded in all strategic and operational activities - Risk awareness training is delivered at reasonable intervals for existing staff - All new staff receive a risk management induction upon commencement	No	Risk and Safety
Provide Risk tools, templates and checklists	Tools and templates are available to support business unit implementation of corporate standards and best practice approaches	No	Risk and Safety
Maintain organisational Risk Registers	Organisational Risk Registers are maintained for strategic, operations, compliance risks	No	Risk and Safety
Prepare Risk Activity and Performance Reports	Reports are prepared at regular intervals in accordance with Council, Executive Leadership Team, Audit Committee and Legislative requirements	No	Risk and Safety
Manage organisational risk in the delivery of core Council services	- Performance standards for self-insurance are met - Risk consequences are minimised in terms of reputational damage, monetary losses, damage to property, injuries, organisational culture, service delivery interruptions, sustainability and the environment	Yes	All
<i>Output 2 – Internal Audit</i>			
Prepare Audit Committee Risk Reports	Reports prepared quarterly	No	Risk and Safety
Ensure that identified Internal Financial Controls are effectively monitored and maintained	- As required - Internal Financial Controls reviewed and updated in line with Council policy	No	All



Service Action	Service Standard	Critical Service	Responsible
Output 3 – Insurance and Claims Management			
Maintain and facilitate the implementation of the insurance and claims management policies and processes	- Claims are lodged for all insured expenses - Documents reviewed every 4 years - Register of insurance claims is monitored and maintained	No	Risk and Safety
Maintain current Asset and Motor Vehicle Insurance Schedules	- All current Council assets are appropriately reflected in insurance schedules - Insured values are reliable and appropriate to facilitate replacement in the event of an adverse event - Schedules reviewed and updated upon purchase, upgrade or disposal of assets or at least every 4 years	No	Risk and Safety
Review customer request notifications of injuries or property damage to assist Mutual Liability claims management	- Requests are monitored and responded to on a reactive on demand basis - All potential claims are identified, and the insurance scheme identified	No	Risk and Safety
Provide LGA Mutual Liability Scheme, LGA Workers Compensation Scheme, LGA Asset Mutual Fund Confirmation of Membership to external bodies	As required to meet compliance requirements	No	Risk and Safety
Output 4 – Disaster Recovery and Business Continuity			
Maintain and facilitate the implementation of the ICT Disaster Recovery Plan	ICT operations are maintained during business interruption events	Yes	Risk and Safety Enterprise Technology and Innovation
Maintain and facilitate the ongoing testing and development of Council's Business Continuity Plan and associated Sub-Plans	Continuity plans are in place to ensure rapid reinstatement or continuance of essential services during business interruption events	Yes	All



Service Action	Service Standard	Critical Service	Responsible
<i>Output 5 – WHS System Management</i>			
Maintain and champion the implementation of Council's WHS System	- Documentation is reviewed and updated every 4 years - WHS considerations are embedded in all strategic and operational activities - WHS training is delivered at reasonable intervals for existing staff unless mandated more frequently - All new staff receive a WHS induction upon commencement - Contractor WHS induction is provided online at minimum - Performance standards for self-insurance are met	Yes	All
Provide WHS tools and templates	- Tools and templates are available to support Supervisors and Workers to implement WHS policies, processes, standards and best practice approaches - Templates reviewed and updated within nominated timeframe following identification of new legislative requirement or opportunity for improvement	Yes	Risk and Safety
Coordinate the delivery of WHS training	- Routine training is conducted in accordance with legislative requirements: - Wardens – every 2 years - Workplace First Aiders – every 3 years - First Aid refresher – every 3 years - CPR Refresher Training – on demand - Asbestos awareness training – on demand - Health and Safety Representative – Annual - General WHS training as identified in Training Needs Analysis – within 12 months of TNA sign off - Training Needs Analyses identify minimum WHS training requirements and staff currency of training is maintained or addressed as required	No	Risk and Safety
Undertake WHS compliance inspections	- Inspections carried out in accordance with agreed schedule and legislative requirements - Buildings – annually - Operational vehicles - daily - Plant – annually - Equipment – 6 monthly - Slings/gantries - annually - Playgrounds – fortnightly - CWMS – 6 monthly - Recreation parks/halls – annually	No	All



Service Action	Service Standard	Critical Service	Responsible
Coordinate implementation of WHS Committee actions and broader consultation requirements	- WHS Committee actions are facilitated, monitored and reported on at scheduled meetings on a quarterly basis - WHS consultation requirements are met in accordance with legislative obligations	No	Risk and Safety
Implement, review and maintain Work Health Safety Improvement/Action Plan	- Plan renewed every 4 years and reviewed annually - Plan drives strategic agenda for continuous improvement - WHS Improvement Plan actions are implemented in line with agreed milestones - Action Plan progress reports are prepared quarterly and monitored by the Executive Leadership Team	No	All
Participate in mandatory external WHS audits	- Every 2 years - WHS audit actions closed out by due date	No	All
Coordinate scheduling, implementation and reporting on internal audits	- In accordance with audit schedule - Audits on schedule completed	No	Risk and Safety
Coordinate Return to Work SA injury management reporting	Reports provided on time and in accordance with Local Government Association Workers Compensation Scheme standards	No	Risk and Safety
Maintain WHS registers	- Registers maintained in accordance with legislative/LGRS requirements: - Corrective and Preventative Action Register - Hazard Register - Incident Register - Register of all Task Risk Assessments/Safe Work Instructions/Static Risk Assessments and Safe Operating Processes for all of Council - Register of signed Safe Work Instructions - Risk/WHs document development and Review Schedule Register - Hazardous Task Register - Asbestos Register	No	Risk and Safety
Manage chemicals	- Chemical database maintained for all Council sites where chemicals used and reviewed annually or each time a new chemical is introduced to a workplace or site - Chemical stocktakes undertaken every 4 years at minimum - Purchasers must undertake a chemical risk assessment at time of purchase	No	Risk and Safety Infrastructure and Environmental Operations



Service Action	Service Standard	Critical Service	Responsible
	Allocated Officers must ensure that all relevant Chemicals have an associated risk assessment		
Manage safety incidents	- Incidents are reported via Council's incident reporting tool within two business days - Incident site secured within nominated timeframe following the site being 'made safe' - Notifiable incidents reported to relevant bodies within 24 hours - The Office of the Technical Regulator advised of Electricity or Electric Shock Incident as follows: - Death – immediately - Medical Assistance - within 24 hours - All other cases -Within 10 Working Days - Investigations commenced within 24 hours of notification - Corrective actions or lessons learned from incident to relevant stakeholders communicated within 5 days of signoff	Yes	Risk and Safety
Review and maintain Emergency Management Plans	- Emergency Management Plans reviewed every 4 years - Emergency evacuation diagrams reviewed every 4 years - Emergency evacuation drills tested annually - Emergency Control Organisation reviewed annually - New ECO members trained within 2 months of appointment	Yes	Risk and Safety

Operational Plans	Action Reference
WHS, Risk and IM Action Plan (WHSRIMAP)	All
Business Continuity Plan (BCP)	All



Service Area

BS6 - FINANCE

Service Activity

Provision of financial and budgetary accounting services, treasury and investment services, management reporting, reconciliation and taxation services, asset accounting, internal control, accounts payable and receivable services.

Service Delivery

Internal

Community Plan Link
– Our Environmental,
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We strive to be a leader in regional Local Government and are committed to delivering effective, efficient, and valued services to the community.

Legislative
Responsibility

Development Act 1993
Environment Protection Act 1993
Food Act 2001
Housing Improvement Act 2016
Liquor Licensing Act 1997
Local Government Act 1999
Planning, Development and Infrastructure Act 2016
Safe Drinking Water Act 2011
South Australian Public Health Act 2011

Strategic Action	Responsible	Due Date	Budget
BS6-1 — Implement Enterprise Budgeting module in TechnologyOne	Finance	December 2024	Cap

Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative



Service Action	Service Standard	Critical Service	Responsible
Output 1 – Financial Advice			
Provide budget manager support	Requests for advice provided initially within 5 days as per Customer Service Policy	No	Financial Services
Provide asset accounting advice	Requests for advice provided initially within 5 days as per Customer Service Policy	No	Financial Services
Provide general finance advice	Requests for advice provided initially within 5 days as per Customer Service Policy	No	Financial Services
Output 2 – Budget Management and Financial Accounting			
Coordinate Annual Budget and Business Plan preparation and reporting	- Annually - Within consultation and statutory timeframes	No	Financial Services
Coordinate financial statements preparation for Council adoption	- Annually - Within consultation and statutory timeframes	No	Financial Services
Conduct analysis of budget variance, adjustments, forecast and prepare quarterly budget review reports to Council	- Quarterly - Produce organisational performance and activity report	No	Financial Services
Ensure effective budget performance	- Quarterly - Achieve quarterly reviews - budget results to be on budget or variations no greater or less than 2.5% every quarter	No	All
Output 3 – Treasury Management			
Prepare reporting regarding treasury management performance relative to the loan portfolio	- Report submitted to Audit Committee annually within nominated timeframe - Net Financial Liabilities (NFL) Ratio shall not exceed 100% in the Long Term Financial Plan.	No	Financial Services



Service Action	Service Standard	Critical Service	Responsible
Prepare loan applications collating financial information/data/assessing impact for Council and/or community needs	As needed	No	Financial Services
Output 4 – Financial Control and Audit			
Coordinate report preparation for the Audit Committee	Report submitted within nominated timeframe	No	Financial Services
Review and update Finance policies and processes	As required, within nominated timeframe	No	Financial Services
Output 5 – Banking and Investment Services			
Coordinate banking and investment reconciliation and control	- Monthly - Community Loans reconciled to control accounts within nominated timeframe - Repayments processed within nominated timeframe	No	Financial Services
Management of the loan portfolio, coordination of investments through bank	- Monthly and annually - Affordability of specific project proposals having regard to Council's long-term financial sustainability	No	Financial Services
Output 6 – Taxation and Levy Management			
Facilitate provision of information and data to ATO (including Contractor GST compliance) and other Government bodies	Monthly and annually completed in statutory timeframe	No	Financial Services
Output 7 – Asset Accounting			
Coordinate asset policy, accounting requirements and reconciliations	- Quarterly and annually - Maintenance of finance policies and processes; accounting, taxation, finance, reporting and administration services for Council, staff, external parties and reporting bodies	No	Financial Services



Service Action	Service Standard	Critical Service	Responsible
Output 8 – Accounts Payable and Receivable			
Invoice matching to orders and batch process; seeking payment approval; and reconciliation of accounts payable	- Process run within nominated timeframes, 2 days, weekly and monthly - Expenditure and payments are accurate, timely and reconciled; compliance with legislation including accounting, Local Government Act and taxation	No	Financial Services
Invoice raising, organisation of inter-charges between subsidiaries, and debt collection	- Process run within nominated timeframes, 3 days, monthly and as required - Revenue generation and receipting is controlled and received; compliance with legislation including accounting, Local Government Act and taxation	No	Financial Services

Operational Plans	Action Reference
Infrastructure Asset Management Plan (IAMP)	All
Annual Budget and Business Plan (ABBP)	All
Long Term Financial Plan (LTFP)	All



Service Area

BS7 - GOVERNANCE

Service Activity

Provision of governance advice and support in the discharge of legislative responsibilities for policy development, delegations and authorisations, internal review of Council decisions, Native Title claims.

Service Delivery

Internal, External (Legal)

Community Plan Link –
Our Environmental,
Social and
Governance
Foundation



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Legislative
Responsibility

Independent Commissioner Against Corruption Act 2012
Local Government Act 1999
Ombudsman Act 1972
Public Interest Disclosure Act 2018
Code of Conduct for Council Employees
Code of Conduct for Council Members

Strategic Action	Responsible	Due Date	Budget
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 carried forward from 20243-254~~)	Office of the Mayor and CEO	~~June 2025~~ June 2026	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			



Service Action	Service Standard	Critical Service	Responsible
<i>Output 1 – Governance and Policy Advice</i>			
Provide governance advice – Local Government Act	As required	No	Corporate Governance and Information Services Office of the Mayor and CEO
<i>Output 2 – Delegations and Authorisations Management</i>			
Update Sub Delegations in accordance with staff changes	- As required - All appropriate sub-delegations have been issued	Yes	Corporate Governance and Information Services
Undertake Delegations and Sub- delegations Review	Review completed within 1 year of periodic elections and more regularly as required	Yes	Corporate Governance and Information Services
Update Authorisations as needed, update Authorisations Register and issue officer identity card	- As required - Authorisations are made and recorded to appropriate staff	Yes	Corporate Governance and Information Services
<i>Output 3 – Native Title Management</i>			
Monitor and respond to case management requests from Council's legal representatives regarding Native Title claims	- As required - Requests processed within nominated timeframe	No	Office of the Mayor and CEO
<i>Output 4 – Legislative Reform</i>			
Implement legislative reform	Reform is implemented within nominated timeframe	Yes	All



Service Action	Service Standard	Critical Service	Responsible
Output 5 – Complaints Management			
Process applications under the Internal Review of Council Decisions Policy – Section 270 of the Local Government Act	- As required - Confirm receipt within 1 week - Conduct review within 21 days where possible	Yes	Corporate Governance Office of the Mayor and CEO
Process complaints under the legislated Behaviour Standards for Elected Members	Reports processed within nominated timeframe	Yes	Mayor or Other Elected Member if about the Mayor supported by Office of the Mayor and CEO
Process enquiries or investigation complaint from the Ombudsman, ICAC or other oversight agency	All enquiries are completed as required under relevant legislation. Confidentiality and appropriate record management is maintained	Yes	Corporate Governance Office of the Mayor and CEO
Manage complaints about an Elected Member	- As required - Complaints against Members acknowledged to within 1 week	Yes	Mayor or Other Elected Member if about the Mayor supported by Office of the Mayor and CEO
Manage incidents reported under the Public Interest Disclosure Act	Reports processed within nominated timeframe as set out in Public Interest Disclosure Act	Yes	Corporate Governance
Output 6 – Policy Framework Management			
Maintain and champion the review and implementation of Council's Policy and Process Framework – Council and Administration	- Documentation is reviewed and updated every 4 years or as required by specific Policy and Process requirements - Governance and policy considerations are embedded in all strategic and operational activities	No	Corporate Governance
Maintain and champion the review and implementation of Council's Policy and Process Framework – Elected Members	- Documentation is reviewed and updated every 4 years or as required by specific Policy and Process requirements - Governance and policy considerations are embedded in all strategic and operational activities	No	Office of the Mayor and CEO



Operational Plans	Action Reference
Barossa Bushgardens Strategic Plan (BBSP)	Key Result Area 4



Service Area**BS8 - GRANTS****Service Activity**

Support and lead grant applications through research, grant writing and letters of support.

Service Delivery

Internal

**Community Plan Link
– Our Environmental,
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We strive to be a leader in regional Local Government and are committed to delivering effective, efficient, and valued services to the community.

**Legislative
Responsibility**

Local Government Act 1999

Strategic Action	Responsible	Due Date	Budget
Nil			

Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative

Service Action	Service Standard	Critical Service	Responsible
<i>Output 1 – Grant Sourcing</i>			
Identify funding opportunities to assist in delivery of projects and programs across council service areas	- Grant funding recommendations referred to ELT for consideration - Actively pursue external grants in line with prioritised projects and budget allocations	No	All



Service Action	Service Standard	Critical Service	Responsible
Output 2 – Grant Management			
Monitor and report on grant status and prepare acquittal reports	- Grant status and acquittal reports completed as per grant funding deeds/agreements - Grant status and acquittal reports completed	No	All
Maintain Grant Register	- All grants maintained in register with status updated within 2 business days of change - Grants and status recorded in register	No	Financial Services
Facilitate grant reconciliation, validation, reporting and audit	Annual in conjunction with financial statements; finalised for EOFY	No	Financial Services
Operational Plans		Action Reference	



Service Area

BS9 - INFORMATION

Service Activity

Management and maintenance of corporate records (both physical and electronic) held by Council. Providing support to the organisation to ensure organisational compliance with record keeping obligations under the *State Records Act* and other relevant legislation. Providing support in the discharge of legislative responsibilities for Freedom of Information applications, and organisational functions such as mail processing. Council's record keeping obligations are carried out in accordance with appropriate guidelines and standards and policy and projects are successfully implemented to ensure organisational effectiveness and compliance.

Service Delivery

Internal, Contractors

Community Plan Link –
Our Environmental,
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Legislative
Responsibility

Copyright Act 1968
Freedom of Information Act 1991
Local Government Act 1999
State Records Act 1997
Planning, Development and Infrastructure Act 2016
~~Development Act 1993~~
Dog and Cat Management Act 1995

Strategic Action	Responsible	Due Date	Budget
BS9-1 — Complete automation of policy and process review systems and processes	Corporate Governance and Information Services	June 2025	Op

Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative



Service Action	Service Standard	Critical Service	Responsible
Output 1 – Access to Council Information			
Process applications under the Freedom of Information Act	- As required - Requests processed within the statutory timeframe	Yes	Corporate Governance and Information Services
Provide members of the public with access to plans and drawings	- Acknowledge receipt of requests for drawings and plans within 1 business day. - Requests for drawings and plans are completed within 5 business days.	No	Corporate Governance and Information Services Development Services
Output 2 – Management of Records			
Provide physical storage and management of hard copy records	Retention period managed in accordance with State Records Act	Yes	Corporate Governance and Information Services
Provide appropriate Disposal programs	- Annual review of disposal program - Directorate provided draft disposal schedule for approval of destruction (where required) - Implementation of Disposal program (twice a year) - Monthly destruction of temporary records (GDS21)	No	Corporate Governance and Information Services
Provide administration of EDRMS system	- Ongoing - EDRMS daily audit completed every business day - Requests responded to within nominated timeframe - Monitoring Helpdesk for Information Services related tasks	Yes	Corporate Governance and Information Services
Maintain records appropriately	Record keeping is managed in accordance with legislative and policy obligations	No	All



Service Action	Service Standard	Critical Service	Responsible
Output 3 – Mail Processing			
Process incoming and outgoing mail including emails	- Ongoing - Incoming mail is processed and forwarded/registered to relevant staff on the same business day that it is received - Outgoing mail is processed after 2.30pm each business day for pick up the following business day - Emails are forwarded/registered to relevant business unit on the same business day or next business day if received after staffed hours	Yes	Corporate Governance and Information Services
Undertake reconciliation of mail	Within 1 week at the end of every month	No	Corporate Governance and Information Services

Operational Plans	Action Reference



Service Area

BS10 - PEOPLE AND CULTURE

Service Activity

Support to Managers and employees across the full employee lifecycle, including attraction, recruitment and selection, induction and on-boarding, training and performance development, performance management and offboarding. Providing advice and strategic direction to ensure that Council's employee management obligations are met and that skilled and high performing employees are attracted and retained in line with Council's strategic people objectives and its industrial obligations to optimally deliver Council services to the community.

Service Delivery

Internal

Community Plan Link
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Legislative
Responsibility

Local Government Act 1999
Return to Work Act 2014
Work Health Safety Act 2012
Work Health Safety Regulations 2012
Fair Work Act (SA) 1994

Strategic Action	Responsible	Due Date	Budget
BS10-1 Implement the agreed training and development framework <u>(carried over from 2024-25)</u> .	Organisational Culture and PeoplePeople and Culture TeamPeople and Culture Team	June 20264	Op

Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative



Service Action	Service Standard	Critical Service	Responsible
Output 1 – Organisational Continuous Improvement			
Support and drive a culture of continuous improvement and modernisation across Council with frameworks, processes, systems and tools in place to achieve organisational culture improvements and efficiencies in <u>Organisational Culture and People</u> <u>People and Culture Team</u> service delivery	<u>Organisational Culture and People</u> <u>People and Culture Team</u> representation, contribution and participation on the Organisational Development Team (ODT) and key continuous improvement projects	No	<u>People and Culture Team</u> <u>Organisational Culture and People</u>
Output 2 – People and Culture Framework Management			
Maintain corporate People and Culture policy and process as aligned to the employee lifecycle	Corporate People and Culture policy and process supports Council's strategic people objectives and enables Managers to implement employee management activity appropriately	No	<u>People and Culture Team</u> <u>Organisational Culture and People</u>
Provide forms, tools and templates that support the facilitation of employee management activity	Current forms, tools and templates are available to support departmental and business unit best practice approaches and ease of day to day management activity	No	<u>People and Culture Team</u> <u>Organisational Culture and People</u>
Output 3 – Talent Management			
Fulfil vacancies and new positions	The Recruitment and Selection Process is applied in response to and in support of organisational needs	No	<u>People and Culture Team</u> <u>Organisational Culture and People</u>
Monitor and review the employee experience across the recruitment and onboarding process	All new staff to Council are surveyed to assess their experience and to inform service continuous improvements	No	<u>Organisational Culture and People</u> <u>People and Culture Team</u>
Ensure employee success from the commencement of their employment with Council	The Induction Process is applied to ensure staff are provided with the essential, skills, knowledge and tools to commence their employment with Council	No	<u>Organisational Culture and People</u> <u>People and Culture Team</u>



Service Action	Service Standard	Critical Service	Responsible
Coordinate probation meetings	- Probation meetings are coordinated in accordance with the Award and Council process - Probation meeting records are maintained within the Record Management System - The probationary period is a valuable tool that is utilised maximally through the facilitation of two-way feedback between manager and employee	No	Organisational Culture and People People and Culture Team
Coordinate the offboarding process	- Employees are offboarded within defined timeframes and in accordance with the Offboarding process - Exit surveys are issued; results are disseminated to ELT and evaluated to inform culture improvements as required - Termination data is recorded and reported on	No	Organisational Culture and People People and Culture Team
Output 4 – Employee Experience Management			
Monitor and evaluate monthly PeopleQ (Teamgage) results	- Staff and team data is kept up to date and accurate - Monthly surveys are distributed to organisational leaders - Monthly team meetings are held to disseminate and analyse results and define remediating actions	No	Organisational Culture and People
Reward and recognise staff and provide opportunities to connect and learn cross-departmentally	- Two staff events are coordinated per annum - The Service Recognition Policy is applied	No	Organisational Culture and People People and Culture Team
Provide mental wellbeing support to employees of Council	- An Employee Assistance Program is made available to employees of Council - Onsite counselling services are provided in reactive response to organisational needs	Yes	Organisational Culture and People People and Culture Team
Provide access to flexible working conditions	- Employees are enabled avenues to request flexible work arrangements through the development and implementation of a Flexible Work Arrangement Policy - Training is provided to Managers and Employees on managing and requesting flexible working conditions	No	All



Service Action	Service Standard	Critical Service	Responsible
<i>Output 5 – Industrial Compliance</i>			
Provide employees with a safe work environment free from bullying, discrimination and harassment	- The Equal Opportunity, Equality, Diversity and Inclusion policy is applied - Bullying and harassment training is regularly delivered - Employees are provided with a process to address grievances and disputes - Instances of bullying and harassment are investigated in a fair and equitable manner in accordance with defined processes	Yes	All
Provide employees with correct entitlements	- Employees are paid in accordance with contractual agreements and the defined pay schedule within Council's industrial instruments - Maximum weekly working hours, annual leave, public holidays, personal leave, parental leave and all other documented leave is defined and paid in accordance with the relevant Award and Council's Enterprise Agreement(s) and supporting policies - Long service leave is paid in accordance with the Long Service Leave Act 1987 - Termination payment is made in accordance with the relevant Award(s) and Council's Enterprise Agreement(s) and supporting policies	Yes	Organisational Culture and People People and Culture Team Financial Services
Address and manage performance and disciplinary management matters	- Council policy and process as it relates to performance management and disciplinary management is aligned to industrial obligations and best practice - Performance or disciplinary management process is applied and facilitated consistently and in a fair, reasonable and equitable manner	No	All
Manage complaints about the CEO	- As required - Complaints against CEO acknowledge within 1 week	Yes	Mayor supported by OCP
Maintain registers	Registers as defined within the Local Government Act are maintained accurately and made publicly available	No	Organisational Culture and People People and Culture Team Communications and Engagement Communications and Marketing



Service Action	Service Standard	Critical Service	Responsible
<i>Output 6 – Payroll</i>			
Facilitate payment of salaries and wages to staff	- Fortnightly - Payments processed - No. of payments made - Payroll payments that correctly match hours worked - Disbursement checks for compliance with Awards, Enterprise Bargaining Agreements, relevant legislation and taxation - Fortnightly - compliance, deductions, allocations, reporting and payments for superannuation	Yes	Financial Services
<i>Output 7 – Staff Professional Development</i>			
Coordinate annual Performance Partnering meetings and ensure all documentation is completed and submitted	- Annual Performance Partnering meetings occur with all employees of Council by March 31 each year - All employees of Council have defined and documented professional and performance development goals - A register is maintained measuring Performance Partnering completion rates	No	All
Enable professional development of staff in accordance with Industry accreditation, Performance Partnering and Training Needs Analysis	- Council's annual Training Needs Analysis Process is applied - All employees have current licences, tickets and accreditations - All employees have role and expectation clarity	No	All
Provide the necessary training, resources and mentoring needed to work safely and efficiently in the workplace	- Managers regularly work to improve their leadership skills - Employees are afforded opportunities to train and develop internally and externally - Training and development is approved in accordance with relevant policy and process	No	Organisational Culture and People People and Culture Team
<i>Output 8 – Return to Work/Injury Management</i>			
Review and update Return to Work Policy and associated Processes	Every 4 years Policy and processes reviewed within nominated timeframe	No	Corporate Services



Service Action	Service Standard	Critical Service	Responsible
Submit Return to Work Claims to LGWCS	24 hours 100% of claims submitted within 24 hours of receipt	Yes	Corporate Services
Coordinate Return to Work Claims administration	As required Return to Work Claim documentation regularly updated, invoices etc. submitted to scheme within 3 working days	Yes	Corporate Services
Coordinate Recovery and Return to Work Plans	As required 100% of Recovery and Return to Work Plans in date and current	Yes	Corporate Services
Provide training to supervisors on Return to Work	As required 90% of Supervisors complete training	No	Corporate Services
Submit Income Protection Claims to Echelon	As required 80% of claims submitted within 24 hours of receipt	Yes	People and Culture Team Organisational Culture and People
Coordination of Income Protection Claims administration	As required Income Protection Claim documentation regularly updated, medical certificates etc. submitted to scheme within 3 working days	Yes	Organisational Culture and People People and Culture Team
Coordination of Internal Return to Work Plans	As required 100% of Recovery and Return to Work Plans in date and current	Yes	Organisational Culture and People People and Culture Team

Operational Plans	Action Reference



Service Area

BS11 - PROCUREMENT

Service Activity

Management of the acquisition of goods and services in accordance with legislative requirements and Council's procurement principles to deliver value for money outcomes for the community.

Service Delivery

Internal

Community Plan Link –
Our Environmental,
Social and Governance
Foundation



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

Legislative
Responsibility

Local Government Act 1999

Strategic Action	Responsible	Due Date	Budget
BS11-1 – Implement outcomes of 2023-24 review of Contractor and Contract Register requirements and identify new software solution for electronic contract and contractor management	Corporate Services	June 2025	Op
BS11-12 Develop rolling Strategic Forward procurement plan for key areas of spend	Corporate Services	Annually	Op

Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative



Service Action	Service Standard	Critical Service	Responsible
<i>Output 1 – Procurement Framework Management</i>			
Maintain and champion the implementation of Council's Procurement Framework	- Documentation is reviewed and updated every 4 years - Procurement training is delivered at reasonable intervals for existing staff unless mandated more frequently - All new staff receive a procurement induction upon commencement - Contractor WHS induction is provided online at minimum - Performance standards for self-insurance are met - Council procurement decision making is based on value for money outcomes	No	Property and Procurement
Provide Procurement tools and templates	- Tools and templates are available to support Supervisors and Workers to implement procurement policies, processes, standards and best practice approaches - Templates reviewed and updated within nominated timeframe following identification of new legislative requirement or opportunity for improvement	No	Property and Procurement
<i>Output 2 – Contract Management</i>			
Maintain Contract Register	All formal contracts are registered within Council's contract register	No	All
Monitor contracts	- Contracts are monitored and formally reviewed/assessed at least quarterly to ensure appropriate delivery of contracted goods, works or services - Contract monitoring activity is recorded in formal contract monitoring tools	No	All
<i>Output 3 – Contractor Management</i>			
Maintain Contractor Register	All contractors with a formal contract in place are registered within Council's contractor register	No	All



Service Action	Service Standard	Critical Service	Responsible
Monitor contractors	- Contractors are monitored and formally reviewed/assessed at least quarterly to ensure appropriate performance in delivery of goods, works or services - Contractor monitoring activity is recorded in formal contract monitoring tools	No	All
Facilitate contractor inductions	- All Council contractors must complete an online general induction - All contractors attending a Council site who are not under the supervision or escort of a Council Officer must receive a site induction	Yes	All

Operational Plans	Action Reference
Local Economic Development Plan (LEDP)	Strategy 3



Service Area

BS12 - PROPERTY AND RATES

Service Activity

Rates, revaluation and forecasting for revenue purposes, collection, and recovery of rates (including payment arrangements and negotiation parameters, hardship arrangement negotiations, property and assessment management) to ensure Council's long term financial sustainability.

Service Delivery

Internal

Community Plan Link –
Our Environmental,
Social and
Governance
Foundation



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

Legislative
Responsibility

Land and Business (Sale and Conveyancing) Act 1994
Local Government Act 1999

Strategic Action	Responsible	Due Date	Budget
Nil			

Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative

Service Action	Service Standard	Critical Service	Responsible
Output 1 – Rates Management			
Facilitate annual revaluation and forecasting	Annual Process Report to Council	No	Financial Services



Service Action	Service Standard	Critical Service	Responsible
Produce Rate notices	- Quarterly production - Notices provided 30 days prior to payment due date - Mail or email delivery options available to customers - Delivery dates met	No	Financial Services
Produce overdue and final notices	- Quarterly - Delivery dates met	No	Financial Services
Process receipt transfers for Rates	Completed within 1 day	No	Financial Services
Process Name and Address Register change / update	Completed within 3 days	No	Financial Services
Process Requests for Rates Arrangement to Pay	Completed within 3 days	No	Financial Services
Conduct Rates Update before property settlement	Completed within 3 days	No	Financial Services
Process Valuer General new tenancy application	Completed within 1 month	No	Financial Services
Process Rates fine waivers	Completed within 3 days	No	Financial Services
Facilitate administration and raising of Rates and charges	- Annual process completed by 31 July - Rates raised each year within nominated timeframe	No	Financial Services
Facilitate application of fines and interest in accordance with the Local Government Act	- Monthly - Fines and interest applied within nominated timeframe	No	Financial Services



Service Action	Service Standard	Critical Service	Responsible
Coordinate rates forecasting and review valuation and rating processes, methods and fairness	- Annual process completed by 30 June - Forecasting completed within nominated timeframe	No	Financial Services
Output 2 – Debt Recovery			
Manage debt recovery procedure	- Quarterly process - Debt collection commences for debts of \$500 or more - Process run in accordance with nominated timeframe	No	Financial Services
Facilitate regular collection of overdue rates and monitoring of special arrangements	Weekly collections processed within nominated timeframe	No	Financial Services
Facilitate Section 184 processes - Sale of property for non-payment of rates	- As required - Outstanding balance paid in full	No	Financial Services
Output 3 – Property Database Management			
Undertake property database maintenance - general	As required	No	Financial Services
Undertake property database maintenance - sub-divisions	- Weekly - Database up to date by March each financial year	No	Financial Services
Respond to street maintenance, rural property addressing and numbering enquiries	Completed within 2 business days	No	Financial Services
Output 4 – Electoral Roll			
Maintain the electoral roll used for the Council election process	Ongoing	No	Financial Services



Service Action	Service Standard	Critical Service	Responsible
Output 5 – Property searches			
Provide property and land information as requested	Property Searches completed within 8 days	Yes	Development Services Customer Services ~~Health Services~~ ~~Community Safety~~ ~~Regulatory Services~~ ~~Community Safety~~ Corporate Governance and Information Services Financial Services
Operational Plans		Action Reference	
Local Economic Development Plan (LEDP)		Strategy 3	



Service Area

BS13 - STRATEGIC/LEGISLATIVE PLANNING AND REPORTING

Service Activity

Provision of organisational performance report (outcomes), activity report (outputs), a range of statutory reporting (e.g. public health, tax, superannuation) and financial reporting.

Service Delivery

Internal, External

Community Plan Link –
Our Environmental,
Social and Governance
Foundation



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



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



Supporting a sustainable Barossa.



Our places and spaces enhance the liveability, unique character and diversity of our communities.





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

Legislative
Responsibility

Development Act 1993
Development Regulations 2008
Environment Protection Act 1993
Food Act 2001
Housing Improvement Act 1940
Liquor Licensing Act 1997
Local Government Act 1999
Native Vegetation Act 1991
Safe Drinking Water Act 2011
South Australian Public Health Act 2011

Strategic Action	Responsible	Due Date	Budget
BS13-1—Implement and embed amendments approved by Council from the review of the Community Plan from 2023-24	Office of the Mayor and CEO	December 2024	Op
BS13-12 <u>Continue to plan for, collaborate and advocate on matters related to the Concordia growth area development aligned with the State program and Council project plan. Commence implementation of planning, infrastructure, land division and operational needs to support Concordia Growth Area.</u>	Office of the Mayor and CEO and Development and Community Services	June 2025 June 2026	Op

Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative

Service Action	Service Standard	Critical Service	Responsible
Output 1 - Strategic and Legislative Planning			



Service Action	Service Standard	Critical Service	Responsible
Review and update Strategic and Service Actions within the Corporate Plan	- Annually - Plan reviewed and adopted as soon as practicable after adopting the council's annual business plan for a particular financial year	No	All
Review and update the Community Plan	Every 4 years	Yes	Office of Mayor and CEO
Review and update of the Long-Term Financial Plan	- Annually - Completed within nominated timeframe	Yes	Financial Services
Coordinate, review and prepare Annual Business Plan and Budget and associated summary document	- Annually - Public consultation period (at least 21 days) - Adoption (with or without amendment) after 31 May for the ensuing financial year and before 15 August for the financial year	Yes	Financial Services ~~Communications and Engagement~~ ~~Communications and Marketing~~
Review and update the Infrastructure Asset Management Plans	Every 4 years	Yes	Infrastructure and Environmental Services
Review and update the Dog and Cat Management Plan	Every 4 years	Yes	~~Regulatory Services~~ ~~Community Safety~~
Review and update the Community Land Management Plans - Plan 1 - Council Reserves and Gardens – Developed - Plan 2 - Council Reserves and Gardens – Undeveloped or with Minor Improvements - Plan 3 - Recreation Reserves - Plan 4 - Institutes and Community Halls - Plan 5 - Car Park Land - Plan 6 - Cemetery Land - Plan 7 - Established Trails, Bikeways and Walkways - Plan 8 - Talunga Village	As required	Yes	Property and Procurement Development Services Infrastructure and Environmental Operations



Service Action	Service Standard	Critical Service	Responsible
Review and update the Disability Access and Inclusion Plan	Every 4 years, or following update of State level plan	Yes	Community ~~Development~~ <u>Services</u>
Review and update the Regional Public Health Plan	Every 4 years	Yes	~~Health Services~~ Community <u>Services</u>
Review and update the Roadside Vegetation Management Plan	Every 4 years	Yes	Infrastructure and Environmental Operations
Review and update Councils non-statutory strategic and operational plans	Plans are reviewed and updated as required: - Barossa Bushgardens Strategic Plan - Business Continuity Plan - Communications Strategy - ICT Strategy - Live Music Action Plan - Local Economic Development Plan - Regional Waste Management Strategy - Risk Management Plan - WHS, Risk and IM Action Plan - Community Development Strategy – Action Plan	No	Infrastructure and Environmental Operations Risk and Safety ~~Communications and Engagement~~ Communications <u>and Marketing</u> Community <u>Development</u> ~~Wellbeing~~ Enterprise Technology and Innovation Office of the Mayor and CEO Sustainability ~~Organisational Culture and People~~ People <u>and Culture</u> TeamPeople <u>and Culture</u> ~~Team~~



Service Action	Service Standard	Critical Service	Responsible
<i>Output 2 – Strategic and Legislative Reporting</i>			
Produce performance reports	Completed within nominated timeframe for inclusion into Council Report	No	Corporate Services Business Improvement
Produce legislated reporting requirements	- Reporting to relevant stakeholders within statutory timeframe ~~Communications and Engagement~~<u>Communications and Marketing</u> - Annual Report – annually Finance Services - Grants Commission Report – annually - Financial Statements – annually - Finance Report – monthly - Budget Update Report – quarterly ~~Health Services~~ <u>Community Safety</u> - Regional Public Health Plan: Chief Public Health Officer Report – biennially Community Wellbeing - Disability Access and Inclusion Plan – Annually - Collaborative Project – six monthly ~~Regulatory Services~~ <u>Community Safety</u> - Dog and Cat Management Board – annually Development Services - Planning Portal Performance Report – monthly	Yes	~~Communications and Engagement~~<u>Communications and Marketing</u> Finance Services ~~Health Services~~ <u>Community Safety</u> ~~Regulatory Services~~ <u>Community Safety</u> Development Services Community Wellbeing



Operational Plans	Action Reference
Dog and Cat Management Plan (DCMP)	All
Infrastructure Asset Management Plan (IAMP)	All
Barossa Bushgardens Strategic Plan (BBSP)	All
Communications Strategy (CS)	All
Community Land Management Plan (CLMP)	All
Disability Access and Inclusion Plan (DAIP)	All
Long Term Financial Plan (LTFP)	All
Regional Public Health Plan (RPHP)	All
Regional Waste Management Strategy (RWMS)	All
WHS, Risk and IM Action Plan (WHSRIMAP)	All
Roadside Vegetation Management Plan (RVMP)	All



REVISION REGISTER

Revision	Description	Authorised	Date
1.0	Draft for Staff Consultation	Executive Leadership Team	18 February 2022
1.1	Post Staff Consultation Draft	Executive Leadership Team	24 March 2022
1.2	Council Endorsement	Council	19 April 2022
1.3	Minor edits and grammar	Executive Leadership Team	8 September 2022
2.1	Annual review, updated; formatting, strategic actions, and service areas	Council	20 June 2023
3.1	Rewrite and align ~~ment~~ with new Community Plan. <u>2024-25</u> Annual review and update.	Council	~~TBA~~ <u>20 August 2024</u>
<u>3.2</u>	<u>2025-26 Annual review and update</u>	<u>Executive Leadership Team</u>	<u>5 May 2025</u>
		<u>Council</u>	<u>16 June 2025</u>

Document Reference Number

24/35391



DEBATE REPORT

2.2 Corporate Services, Strategy and Innovation

2.2.2 APPROVAL OF DRAFT 2025-2026 ANNUAL BUSINESS PLAN AND BUDGET INCORPORATING THE LONG TERM FINANCIAL PLAN REVIEW 2025-2026 TO 2034-2035 FOR PUBLIC CONSULTATION

Author: Senior Accountant, Manager Financial Services and Chief Executive Officer 25/27610

PURPOSE

Having reviewed the draft annual business plan and budget information, noting that no new initiatives were supported for the upcoming budget, the purpose of the report is to adopt the draft Annual Business Plan and Budget for the 2025-2026 financial year which incorporates the annual review of the Long-Term Financial Plan 2025-2026 to 2034-2035 for community consultation.

RECOMMENDATION

That Council:

- (1) Endorses the draft 2025-2026 financial year Annual Business Plan and Budget as at Attachment 1, which incorporates the annual review of the draft Long-Term Financial Plan for the period 2025-2026 to 2034-2035, and all subsidiary entities, for the purpose of community consultation.
- (2) Notes the consultation process outlined in the report and approves the consultation period being from Wednesday 14 May 2025 to 5pm on Friday 6 June 2025.
- (3) Authorises the Chief Executive Officer to make any minor and typographical corrections to the Annual Business Plan and Budget document.

REPORT

The Annual Business Plan and Budget (ABPB) 2025-2026 incorporates the Long-Term Financial Plan (LTFP) 2025-2026 to 2034-2035 in the one document.

The financial information contained in this document has been prepared in accordance with Council's Budget and Business Plan and Review Policy and associated processes. This has been considered by Council at the report prior to this report.

The draft plan is at Attachment 1.

Council has reviewed and considered all operating, capital, valuation, rating assessment and long-term financial parameters and determined its draft settings.

Council at its meeting of 17 December 2024 resolved "*That Council agree that no new initiatives will be assessed in the 2025-2026 year*". Council's Prudential Management

Policy does not specifically define what a new initiative is but provides the following guidance. As a matter of custom and practice a new initiative has been interpreted as a new or additional service undertaking not within the core service or existing asset base of the Council.

“A new initiative or undertaking or activity that would involve the expenditure of money, deployment of resources, incurring or assuming a liability, or accepting an asset.

To assist in determining the scope of the definition above the following notes are provided for assistance but are not to be read as part of the definition.

The definition should not be interpreted to mean that all Council activities are Projects. Regular, ongoing deliveries of Council services are not new activities so therefore are not included within this definition. A Project is a temporary endeavour with a defined beginning and end. The temporary nature of Projects stands in contrast to business as usual (or operations) which are repetitive, ongoing functional activities to produce products or services.

Simply purchasing an item of plant or equipment, (e.g. a single vehicle) or a parcel of land may constitute a Project if the purchase is not part of a wider Project or part of ongoing operations. Any purchase must comply with Council's Procurement Policy. However, a Project will typically involve more than merely purchasing. It will always involve Council staff time, often in undertaking activities in association with other organisations. On the other hand, a project need not entail any expenditure. It may include, for example, receiving land or other assets for free (but not including the process of land division or development by a third party), or granting permission for a private activity on Council land. All projects should be considered in the context of not only this policy, but also Council's Risk Management Plan.”

As noted in the Financial Considerations section of this report and the ABP&B, this financial analysis highlights the KPI results and forecast position based upon the assumptions therein.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1 Annual Business Plan and Budget 2025-2026 Incorporating the Long Term Financial Plan 2025-2026 to 2034-2035 For Consultation Purposes [↓](#) 

Supporting references

Annual Business Plan and Budget Policy:

[THE BAROSSA COUNCIL](#)

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Legislative Requirements

Section 123 of the Local Government Act 1999

RISK MANAGEMENT CONSIDERATIONS

These statements are qualitative in nature and designed to provide an indication of Council's general position when deciding to take or retain risk in pursuit of its objectives.

1. SERVICE DELIVERY

Refers to the delivery of services to the community, which includes the systems and physical assets that enable provision of these services, including structures (such as roads, buildings and facilities) as well as IT infrastructure, plant, vehicles & other equipment.

The ABP&B is the core annual document and policy settings underpinning the delivery of the approved service levels.

2. SUSTAINABILITY & ENVIRONMENT

Relates to measures to preserve, protect and minimise impact on the natural environment, including sacred and indigenous lands, flora, fauna, heritage, water, waste, hazardous materials and pollution.

The ABP&B is the core annual document and policy settings underpinning the delivery of the approved service levels including supporting sustainability and environmental outcomes.

3. FINANCIAL

Refers to planning and control of Council's budget to align with the sustainable achievement of the desired outcomes articulated in its Community Plan.

Detailed assessment including financial sustainability indicators and statements are included in the ABP&B at Attachment 1 and address the long term risk and sustainability of Council's financial policy settings.

4. PEOPLE

Relates to recruitment, retention, wellbeing and safety of employees and volunteers and engagement and management of contractors as well as the wellbeing and safety of the community.

The ABP&B is the core annual document and policy settings underpinning the delivery of the approved service levels and necessary resourcing requirements.

5. REPUTATION

Relates to policy, decisions, actions and circumstances that may cause Council to lose credibility with the community, ratepayers, key stakeholders, other levels of government and its own employees and contractors.

The ABP&B is the core annual document and policy settings underpinning the delivery of the approved service levels and supporting the reputation of Council.

COMMUNITY ENGAGEMENT

Engagement will be undertaken as required by the *Local Government Act 1999* as follows:

- Notice in The Leader and Bunyip of the availability of the ABPB for review on 14 May 2025.
- An opportunity for parties to attend a meeting of Council from 5.30-6.30pm on Wednesday 4 June 2025 to make any presentations and pose questions.
- An opportunity for parties to make submission in writing to Council closing on Friday 6 June 2025.
- Provision of the ABP&B and ability to respond on the YourSay Barossa website.
- Media release by the Mayor.



ANNUAL BUSINESS PLAN AND BUDGET 2025/26

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

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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 and delivery of some amazing projects, starting new ones and ever supporting our growing community. As a Council we are prepared to maximise opportunities to work together with the community to enhance our unique lifestyle, heritage and community spirit while creating a strong future for the region. This annual business plan and budget is the first adopted under our new Community Plan and Corporate Plan framework.



Our 2025/26 budget proposes a net increase of 3.95% average increase in general rates and charges to existing ratepayers, who receive all services, to deliver expanded services, deliver on ever growing service standards, investing more in infrastructure and 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 in our processes, technology and use of emerging systems. There is also growth in new properties, currently forecast at 1.57% in additional revenue.

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 \$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. With the completion of the Rugby, Soccer and Barossa Park developments work are underway on the next phase of investments including Williamstown oval repurposing, Stockwell second oval and equestrian investment at Talunga Park (all being ready for future funding opportunities in the next 10 year long term plan).
- \$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 is budgeted but subject a full business case 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 Nuriootpa 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

Public Consultation Start	14 May 2025
Public Consultation 1 Hour for Public Attendance	4 June 2025
Public Consultation Submissions Close	6 June 2025
Proposed Adoption	17 June 2025

CONTACT US

You are welcome to contact Council if you have questions regarding the Annual Business Plan and Budget 2025/26 or would like further information regarding the finances of Council.

barossa.sa.gov.au
barossa@barossa.sa.gov.au
Principal Office: 43-51 Tanunda Road, Nuriootpa (Monday – Friday, 9am – 5pm)
Phone: 8563 8444

Version	Status	Date
Version 1	Draft adopted for Public Consultation	12 May 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.

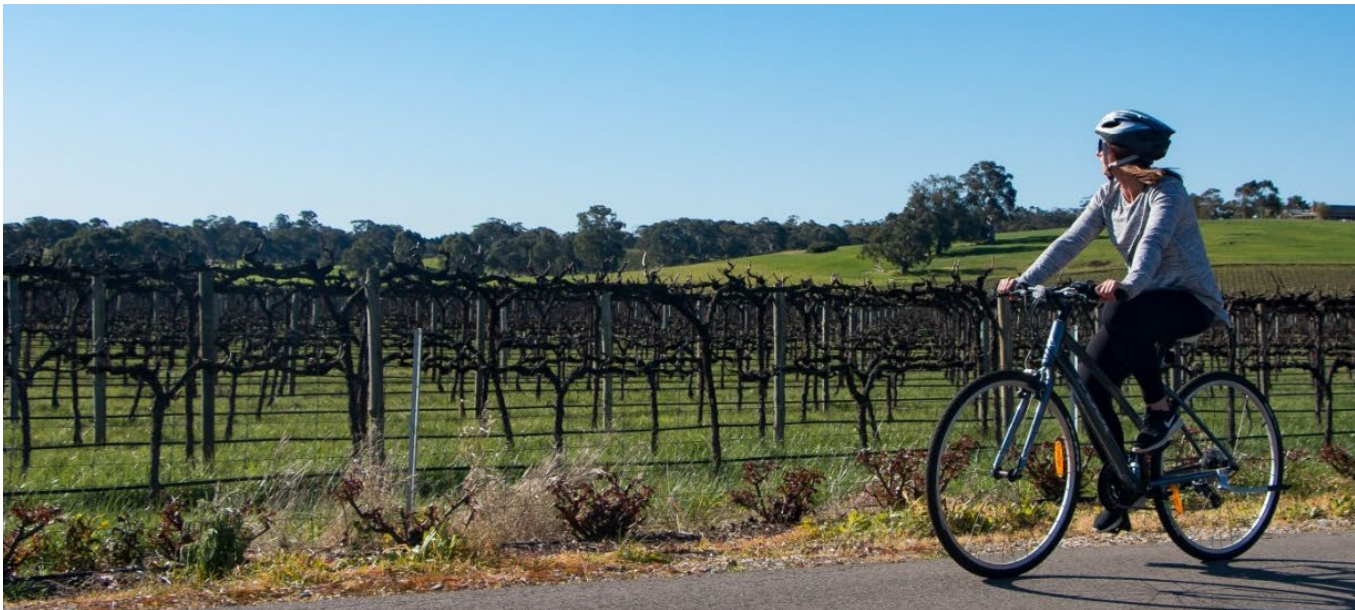
The tourism industry has become a major focus for the continued development of the region with the Barossa acknowledged as one of the five most recognised wine regions in the world.

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	13,590
Number of Non-Rateable Assessments.....	557

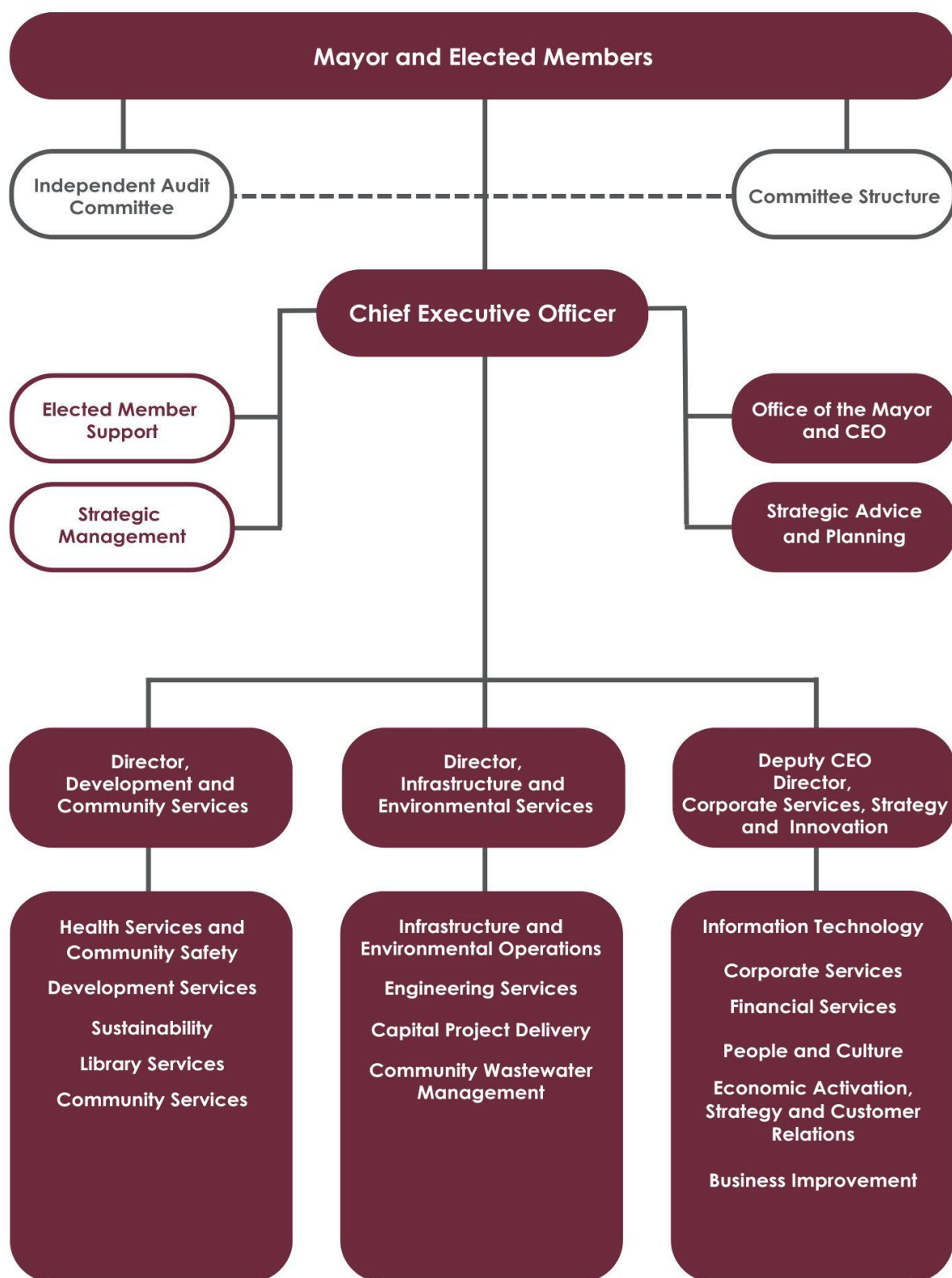
OUR TOWNSHIPS

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.



This is a detailed topographical and administrative map of the Adelaide Hills region in South Australia. The map shows a network of roads, including major highways like the M100 and M101, and numerous local roads. Towns such as Tanunda, Lyndoch, Williamstown, Springton, and Mount Pleasant are clearly labeled. The map also depicts geographical features like the Rouse River, various creeks, and parks. A legend in the bottom left corner explains the symbols used for different types of roads and points of interest. A scale bar and a north arrow are also present. The map is bordered by other regions: Light Regional to the northwest, Mid-Murray to the northeast, Playford to the southwest, and Adelaide Hills to the south.

ORGANISATIONAL STRUCTURE



OVERVIEW

Net Rate and Service Revenue	\$41.964m
Other Operating Revenue	\$10.623m
Operating Expenditure	\$52.928m
Net Operating Position Surplus / (Deficit)	(\$0.341m)
Capital Income	\$5.691m
Capital Expenditure (assumes 100% delivery achieved not including carried forward projects)	\$27.113m
Capital Expenditure (projects underway and carried forward funds from 2024-25)	\$0.479m
New Borrowings	\$8.100m

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 Long Term Infrastructure and Asset Management Plan.

Local Government is the most asset-intensive tier of government. The Barossa Council acts as custodian of approximately \$499.75m of infrastructure, property and plant and equipment assets, including road infrastructure encompassing approximately 350 kilometres of sealed, 570 kilometres of unsealed roads and 70 kilometres of unformed roads. This presents Council with a number of complexities, including how to allocate resources in order to satisfy community demands for new and expanded services, whilst ensuring appropriate resources are provided for maintenance and future replacement of existing community assets.

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

2025/26 GENERAL RATE AND SERVICE CHARGES SUMMARY

General Rate (Excl. Growth)	Net Revenue Increase	3.99%
Refuse, Recycling and Green Organics	Service Charge Increase	\$7.20
CWMS	Service Charge Increase	\$10.50
Landscape Levy (collected on behalf of the State Government)	Service Rate Decrease	-\$4.80

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 \$26.780m. The program includes \$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 subject to a final business case 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



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



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 for the subscription.

GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY (GRFMA)

Established in 2002, this organisation is responsible for the construction, operation, and maintenance of flood mitigation infrastructure in the Gawler River catchment. An amount of \$36,469 is included for the operational and maintenance subscription. Council has a share in the Net Assets of \$2,239k 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, Economic Development, Executive Support and Management, Advocacy, 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.

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

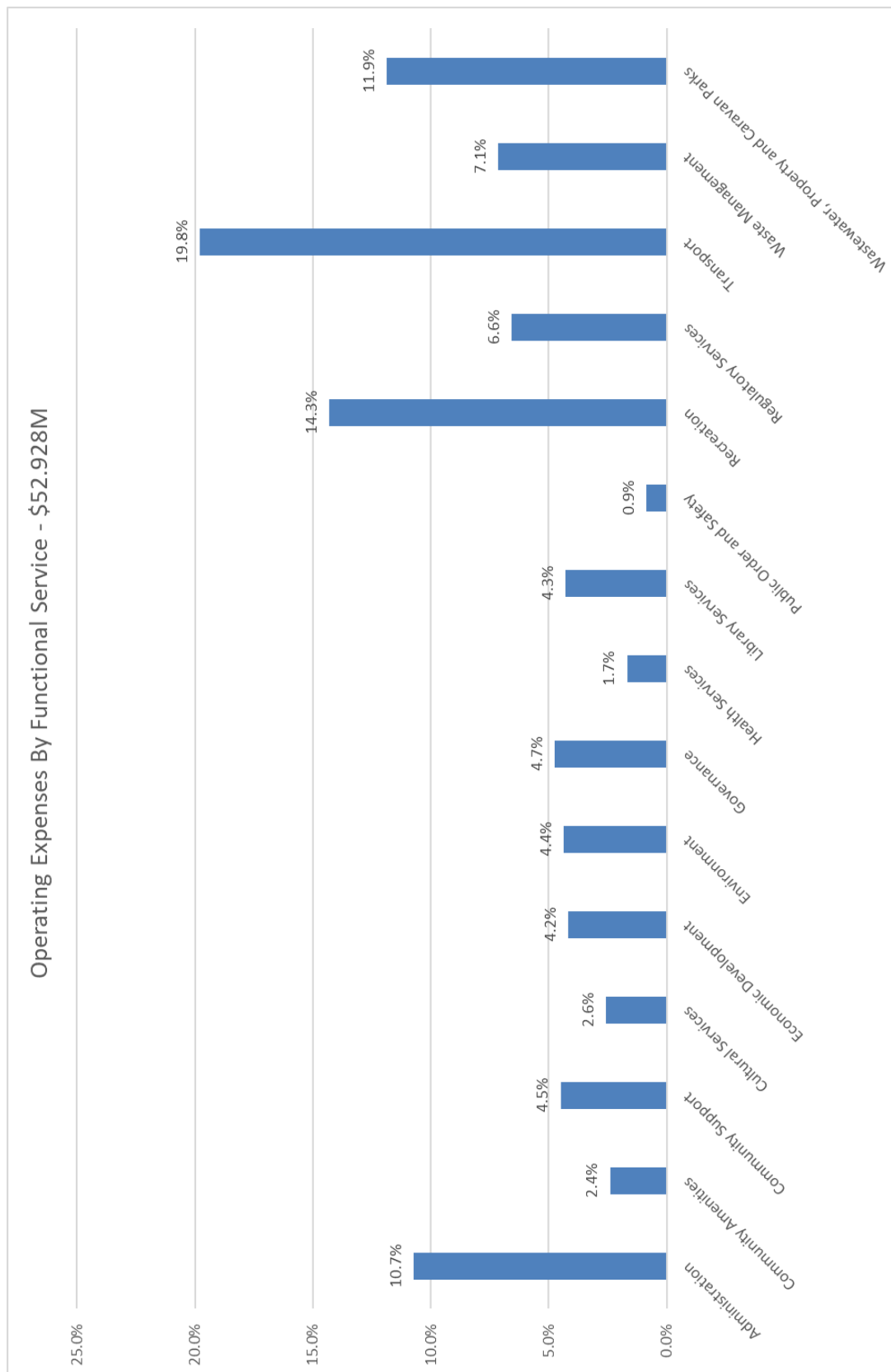
2025/26 OPERATING EXPENDITURE

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



2025/26 CAPITAL INVESTMENT

In support of service provision for 2025/26

Capital Program 2025/26	
Description	2025/26 Budget
<i>(Items noted as 'Carried Forward' are items transferred from 2024-2025 Budget)</i>	
Development and Community Services	98,487
Library books	98,487
Infrastructure and Environmental Services	24,874,469
Building Renewal	429,000
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 - TBA	120,000
Williamstown Pool - Chemical Controller replacement	30,000
Office / Depot renewals	30,000
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
Jubilee 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	15,880,000
Creative Industries Centre	15,000,000
Angaston and Nuriootpa Oval Lighting Upgrade (subject to successful grant application)	880,000
Motor Vehicles, Plant and Equipment	1,215,300
General Inspector, Office, and Other Vehicles	330,000
Community Transport Vehicles	68,800
Community Transport 18 Seater Bus	300,000
Minor Plant – Depots	51,500
New Dual Cab Truck for Open spaces	125,000
New Skidsteer with attachments	280,000
New Trailer for Skidsteer	60,000
Playgrounds	107,500
Playgrounds New and Upgrade	77,500
Playground Equipment Renewal	30,000
Road Resheeting	1,600,111
Allendale Kalbeeba	174,380
Drogmueller 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
Sieboth's 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
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	1,400,000
Keyneton Road Keyneton – year 3 of 3 – from gravel to two coast sealed surface	400,000
Yetti Road – Stormwater, Road and Footpath – Year 1 of 2 (depending on Special Local Roads Grant Funding approval)	1,000,000
Kerbing Section Upgrades	121,500
Gramp Ave Angaston	9,500
Murray Street Angaston	9,000
Magnolia Street Tanunda	12,500
Melrose Street Mount Pleasant	30,500
Murry Street Tanunda	25,500
Gilbert Street Lyndoch	34,500
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	267,906
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
Unallocated Contingency	17,906
Streetscaping	91,500
Streetscaping – unallocated	91,500
Community Wastewater Management System (CWMS)	1,000,107
Gravity Mains Asset Management	60,000
Network Pump Station	400,000
Rising mains and Infrastructure	178,032
Nuriootpa Wastewater Treatment Plant	48,225
Springton Wastewater Treatment Plant	11,850

Stockwell Wastewater Treatment Plant Reuse Lagoon 2	240,000
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
Project Management Costs for Capital Projects	718,464
Project Management Costs	718,464
Corporate Services and Business Innovation	992,432
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
Defibrillator (approximately 20 required to meet new legislative requirements)	60,000
Core System Replacement (subject to final business case) Year 1 of 3	363,177
Core System Replacement Project Management Costs	39,325
Nurioopta Centennial Park Authority	920,000
Nurioopta Netball and Tennis Court Reconstruction (subject to grant funding)	920,000
Grand total	27,113,156

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	880,000
Library Books	82,942
Yetti Road Construction – Year 1 of 2 – Special Local Road Grant	660,000
Nurioopta Netball and Tennis Courts Reconstruction – State Grant, Contributions from Clubs	600,000
Disposal Revenue from Computer Hardware	100,000
Vehicle and Equipment Trade-in Sales - Motor Vehicles and Plant	344,400
Local Roads and Community Infrastructure Program (Round 4 Final Payment – carried forward from 2024-2025)	89,108
Grand total	6,236,950

2024/25 OPERATING BUDGET

Council is budgeting expenditure of \$68.092m 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 \$5.691m in additional grants and contributions for capital programs the net investment for Council therefore being \$62.401m.

OPERATING REVENUE

The 2025/26 Budget provides for operating revenue increase from the 2024/25 second quarter Budget Update of \$50.590m to \$52.486m. Recurrent revenue streams of Council are:

\$m	%	Type	Description
41.964	79.80%	General Rates and Service Charges	General rates on properties as well as service rates (i.e. sewerage and refuse/recycling rates).
4.177	7.94%	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.
4.651	8.84%	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.
0.888	1.69%	Investment, Reimbursements and Other Income	Interest received on Council's internal cash reserves and deposits, Reimbursements for work undertaken and Other Income.
0.907	1.73%	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.
52.587	100%	Total	

OPERATING EXPENDITURE

The 2025/26 Budget provides for operating expenditure to increase from the 2024/25 second quarter Budget Update of \$51.433m to \$52.928m. 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
20.164	38.10%	Employee Costs	All labour related expenses such as wages and salaries, and on-costs such as allowances, leave entitlements and employer superannuation.
19.129	36.14%	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	21.94%	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.
2.020	3.82%	Finance Costs	Costs of financing Council's activities through borrowings.
52.928	100%	Total	

Council plans to raise a net sum of \$34.226m from general rates in 2025/26 (which includes growth of 1.57% in revenue growth from an increase of 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 3.99% plus 1.57% in additional revenue from new properties. Our number of property assessments has grown by 1.28%, 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 (Council rates are exempt from GST).

LAND VALUATION METHOD

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

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

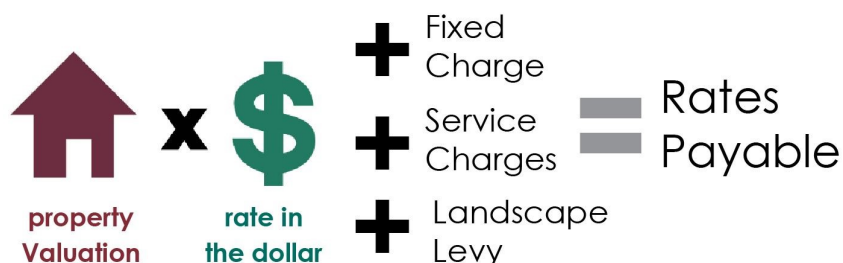
The equity principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more taxes than ratepayers of lesser wealth.

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

The total property rateable valuations provided by the Office of the Valuer General as at 26 April 2025 was \$9,141,167,480, an increase of 11.2% or \$917.605M 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	14.9%
Commercial	1.2%
Industry – Light	-2.1%
Industry – Other	-0.7%
Primary Production	4.5%
Vacant Land	36.4%
Other	0.6%

How rates are calculated



DIFFERENTIAL RATES

Council applies differential general rates based on the land use of the property, as outlined in the Local Government Category and Land Use tables which are on page 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 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 \$4.80.

MANDATORY REBATES

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

SERVICE RATES & CHARGES

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

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

1. \$3.561m 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.

GENERAL RATE CAPPING – RESIDENTIAL AND PRIMARY PRODUCTION

Council offers a rebate of general rates (excluding the fixed charge) which constitutes the principal place of residence of a principal ratepayer where the increase in general rates levied upon a property exceeds the 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 available for eligible pensioners. The 'Cost of Living Concession Payment' is paid *directly to eligible concession holders by the State Government* and the concession for Community Wastewater Management System (CWMS), which will also be paid directly by the State Government. The Department of Human Services administer all State concessions and Council has no part in approving or providing these concessions. In accordance with the *Local Government Act 1999*, persons who hold a Seniors Card may apply to postpone payment for any amount in excess of \$500 (\$125 per quarter) for their principal place of residence.

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

PAYING RATES

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

SERVICE CHARGES

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

CWMS SERVICES

The Residential CWMS Service charge will increase from last year at \$396.50 to \$407.00. The Non-Residential CWMS service rate for each of the townships reduces from \$0.000932 per dollar of the property valuation to \$0.00091, a reduction of 2.4%. An annual charge for vacant allotments has been increased from \$125 to \$128.45 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.

WASTE SERVICES

Overall, the refuse, recycling and green organics collection service charge has been increased from last year at \$275.50 to \$282.70 per annum. The 140L Refuse Bin has increased from last year at \$133 to \$135.50. Recycling has increased from last year at \$70.50 to \$72.80 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 \$176. 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 4.07%. Growth from new assessments in value of rate revenue is 1.57% with property growth being 1.28%, above the 1.0% growth target.

The average change per rateable property across all categories of land use is \$103 per annum or \$1.98 per week.

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

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

Further information is provided in the following tables.

Statement on Expected Rate Revenue				
Please note: These figures represent a considered estimate of Expected Rate Revenue based on the most current information available at the time of going out to consultation on the DRAFT Annual Business Plan and Budget (ABP&B). This information is updated regularly and therefore these figures may be subject to confirmation at the time of actual adoption of the ABP&B.				
Expected Rates Revenue				
	2024/25 (as adopted)	2025/26 (estimated)	Change	Comments
General Rates Revenue				
General Rates (existing properties)	\$32,996,287	\$34,314,303 (a)	3.99%	
General Rates (new properties)		\$519,584 (b)	1.57%	
General Rates (GROSS)	\$32,996,287	\$34,833,888 (c)		
Less: Mandatory Rebates	(\$574,290)	(\$598,562) (d)		
General Rates (NET)	\$32,421,996	\$34,235,326 (e)	5.59%	
(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	\$41,973,285		
Less: Discretionary Rebates	(\$153,070)	(\$175,725) (i)		
Expected Total Rates Revenue	\$39,707,113	\$41,797,560 (j)	5.26%	
(m)=(e)+(g)+(h)+(i)				
Estimated growth in number of rateable properties				
Number of rateable properties	13,418	13,590 (k)	1.28%	
	Actual	Estimate		
'Grow th' is defined in the regulations as w here new properties have been created w hich has added rateable properties to council's ratepayer base. Growth can also increase the need and expenditure related to infrastructure, services and programs w hich support these properties and residents.				
Estimated average General Rates per rateable property				
Average per rateable property	\$2,459	\$2,563 (l)	4.23%	
Estimated average rates and service charges for resident receiving all serices				
Average per rateable property	\$3,013	\$3,133	3.95%	
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 w ill 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 w hich are foregone via Mandatory Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties w ho receive the rebate).				
(e) Presented as required by the <i>Local Government (Financial Management) Regulations 2011</i> reg 6(1)(ea)				
Please Note: The percentage figure in (e) relates to the change in the total amount of General Rates revenue to be collected from <u>all</u> rateable properties, not from individual rateable properties (ie. individual rates will not necessarily change by this figure).				
(f) Councils are required under the <i>Landscape South Australia Act 2019</i> 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 w ho have responsibility for the management of the State's				
(h) Community Wastewater Management Systems				
(i) A council may grant a rebate of rates or service charges in a number of circumstances. The rates w hich are foregone via Discretionary Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties w ho				
(j) Expected Total Rates Revenue excludes other charges such as penalties for late payment and legal and other costs recovered.				
(k) 'Grow th' as defined in the <i>Local Government (Financial Management) Regulations 2011</i> 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	\$15,229,237	5.7%	9868	9887	\$1,460	\$1,540	(p)	\$80	0.002540
Commercial - Shop	\$766,240	\$803,280	4.8%	256	256	\$2,993	\$3,138	(p)	\$145	0.004523
Commercial - Office	\$162,625	\$170,207	4.7%	72	72	\$2,259	\$2,364	(p)	\$105	0.004523
Commercial - Other	\$1,413,473	\$1,496,944	5.9%	354	353	\$3,993	\$4,241	(p)	\$248	0.004523
Industry - Light	\$114,386	\$118,094	3.2%	48	47	\$2,383	\$2,513	(p)	\$130	0.004691
Industry - Other	\$4,229,670	\$4,453,429	5.3%	91	91	\$46,480	\$48,939	(p)	\$2,459	0.015747
Primary Production	\$5,137,145	\$5,134,764	0.0%	2157	2164	\$2,382	\$2,373	(p)	-\$9	0.002534
Vacant Land	\$719,259	\$1,006,058	39.9%	432	579	\$1,665	\$1,738	(p)	\$73	0.005731
Other	\$391,184	\$414,746	6.0%	140	141	\$2,794	\$2,941	(p)	\$147	0.004639
Total Land Use	\$27,343,897	\$28,826,760	5.4%	13,418	13,590	\$2,038	\$2,121	(p)	\$83	
The above information is general rates only for each Land Use. Note: a rate notice also includes the fixed charge, Landscape Levy and where relevant service charges. Service charges include Waste Services for Refuse, Recycling and Green Organics and Community Wastewater Management Systems (CWMS).										
Fixed Charge										
	Total expected revenue			Charge						
	2023/24	2024/25	Change	2023/24	2024/25	Change				
Fixed Charge	\$5,652,390	\$6,007,128	6.3%	\$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/Site Value/Annual Value										
Council has the option of adopting one of three valuation methodologies to assess the properties in its area for rating purposes:										
Capital Value – the value of the land and all improvements on the land;										
Site Value – the value of the land and any improvements which predominantly affect the amenity of use of the land, such as drainage works, but excluding the value of buildings and other improvements (Note: Site Value will cease to be an option from 1 Sept 2023); or										
Annual Value – a valuation of the rental potential of the property.										
Council uses the capital value determined by the State Valuation Office as the basis for valuing land and calculating rates. Council considers that this method provides the fairest method of distributing the rate burden across all ratepayers on the following basis:										
• The equity principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more taxes than ratepayers of lesser wealth;										
• Property value is a relatively good indicator of market value of a property, providing the fairest method of calculating rates.										
Notes										
(p) Average per rateable property calculated as General Rates for category, including any fixed charge or minimum rate (if applicable) but excluding any separate rates, <i>divided</i> 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 2020-2040 includes the long term objectives and strategies Council is striving to achieve. The Community and Corporate plans are used to form the Annual Business Plan and Budget.
- To provide advice and recommendations on financial and governance matters, Council has appointed an Audit Committee which includes independent members with qualifications and experience in related disciplines.

KEY PERFORMANCE INDICATORS

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

Indicator 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 \$464,000. The cumulative ten year period operating surplus is forecast at \$10.788m 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 Q2 Revised Budget \$'000	2025/26 Draft Budget \$'000
Result	949	(1,139)	(843)	(341)
Underlying Result		Adjusted for early financial grant payments made in 2022/2023 947		
Status				
Underlying Status		Adjusted Indicator 		

Key Performance Indicator 2 Operating Surplus/(Deficit) Ratio

Expresses the projected Operating Surplus/(Deficit) result as a percentage of Operating Revenue. Council has set a target too achieve an operating surplus ratio of between -2% to 10%. The forecast is ratio within the target range at -1.1%.

Year	2022/23 Actual	2023/24 Actual	2024/25 Q2 Revised	2025/26 Draft Budget
Result	2.1%	(2.5%)	(1.7)	(0.6)
Underlying Result		Adjusted for early financial grant payments made in 2022/2023 2.0%		
Status				
Underlying Status		Adjusted Indicator 		

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

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

Year	2022/23 Actual \$'000	2023/24 Actual	2024/25 Q2 Revised Budget \$'000	2025/26 Draft Budget \$'000
Result	9,238	17,169	37,608	46,692
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 Q2 Revised Budget	2025/26 Draft Budget
Result	20%	37%	74.3%	88.8%
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 Q2 Revised Budget	2025/26 Draft Budget
Result	108%	123%	151%	161.3%
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%
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

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**

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

STATEMENT OF COMPREHENSIVE INCOME

For the year ending 30 June 2026

	2024-25	2024-25	2025-26
	Original Budget	Forecast*	Draft Budget
	(\$'000)	(\$'000)	(\$'000)
Income			
Rates	39,840	39,939	41,964
Statutory Charges	825	822	907
User Charges	3,991	3,997	4,177
Grants, Subsidies and Contributions	4,055	4,699	4,651
Investment Income	150	150	166
Reimbursements	74	209	100
Other Income	582	774	622
Net Gain – Joint Ventures and Associates	0	0	0
TOTAL REVENUES	49,517	50,590	52,587
Expenses			
Employee Costs	18,382	18,940	20,164
Materials, Contracts and Other Expenses	18,869	19,719	19,129
Depreciation, Amortisation and Impairment	10,816	11,136	11,615
Finance Costs	1,887	1,638	2,020
Net Loss – Joint Ventures and Associations	0	0	0
TOTAL EXPENSES	49,954	51,433	52,928
Operating Surplus / (Deficit)	(437)	(843)	(341)
Asset Disposal & Fair Value Adjustments	(878)	(752)	(796)
Amounts Received Specifically for New or Upgraded Assets	6,725	8,364	5,780
Physical Resources Received Free of Charge	2,211	2,243	2,416
Net Surplus / (Deficit)	7,621	9,012	7,059
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	9,012	7,059
* Forecast uses the second quarter revised budget and estimates for operating and capital expenditure to 30 June 2025 using the latest information available at 31 December 2024 including material financial information received since the draft budget was placed on public consultation.			

STATEMENT OF FINANCIAL POSITION

For the year ending 30 June 2026

		2024-25 Original Budget (\$'000)	2024-25 Forecast* (\$'000)	2025-26 Draft Budget (\$'000)
Assets				
Current Assets				
Cash and Cash Equivalents		38	2,304	576
Trade and Other Receivables		2,966	3,251	3,257
Other Financial Assets		0	0	0
Inventories		245	125	125
Subtotal		3,249	5,680	3,958
Non-Current Assets Held for Sale		0	0	0
Total Current Assets		3,249	5,680	3,958
Non-current Assets				
Financial Assets		985	1,108	981
Equity Accounted Investments in Council		2,263	4,518	4,518
Infrastructure, Property, Plant and Equipment		474,818	473,976	499,723
Other Non-Current Assets		0	0	0
Total Non-current Assets		478,066	479,602	505,222
Total Assets		481,315	485,282	509,180
Liabilities				
Current Liabilities				
Trade and Other payables		5,077	5,382	5,382
Borrowings		37,697	3,351	460
Provisions		3,008	3,152	3,158
Total Current Liabilities		45,782	11,885	9,000
Non-Current Liabilities				
Borrowings		2,908	29,840	40,808
Provisions		682	722	722
Total Non-current Liabilities		3,590	30,562	41,530
Total Liabilities		49,372	42,447	50,530
Net Assets		431,943	442,835	458,650
Equity				
Accumulated Surplus		114,758	152,390	157,492
Asset Revaluation Reserve		304,871	277,835	288,060
Other Reserves		12,314	12,610	13,098
Total Equity		431,943	442,835	458,650
* Forecast uses the second quarter revised budget and estimates for operating and capital expenditure to 30 June 2025 using the latest information available at 31 December 2024 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	Asset Revaluation Reserve	Other Reserves	Total Equity
	(\$'000)	(\$'000)	(\$'000)	(\$'000)
Budgeted balance at end of previous reporting period 30 June 2025	152,390	277,835	12,610	442,835
Restated opening balance (Revised Budget)	150,921	293,185	12,610	456,716
Net Surplus / (Deficit) for year	(341)			(341)
Other Comprehensive Income	7,400	0	0	7,400
Gain on revaluation of infrastructure, property, plant	0	(5,125)	0	(5,125)
Transfer to accumulated surplus on sale of infrastructure, property, plant and equipment	0	0	0	0
Transfer between reserves	(488)	0	488	0
Balance at the End of Period	157,492	288,060	13,098	458,650
* Forecast uses the second quarter revised budget and estimates for operating and capital expenditure to 30 June 2025 using the latest information available at 31 December 2024 including material financial information received since the draft budget was placed on public consultation.				

STATEMENT OF CASH FLOWS

As at 30 June 2026

	2024-25 Original Budget (\$'000)	2024-25 Forecast* (\$'000)	2025-26 Draft Budget (\$'000)
Cash Flows from Operating Activities			
Receipts			
Operating Receipts	49,367	50,439	52,422
Investment Receipts	150	150	166
Payments			
Operating payments to Suppliers and Employees	(37,244)	(38,778)	(39,285)
LandFill rehabilitation expense	0	0	0
Finance Payments	(1,888)	(1,101)	(1,895)
Net Cash Provided by (or Used in) Operating Activities	10,385	10,710	11,408
Cash Flows from Investing Activities			
Receipts			
Amounts Specifically for New or Upgraded Assets	6,725	8,364	5,780
Sale of Replaced Assets	368	523	344
Repayments of Loans by Community Groups	115	115	120
Payments			
Expenditure on Renewal / Replacement of Assets	(11,202)	(9,032)	(12,736)
Expenditure on New / Upgraded Assets	(29,484)	(31,359)	(14,023)
Loans made to Community Groups	0	0	0
Net Cash Provided by (or Used in) Investing Activities	(33,478)	(31,389)	(20,515)
Cash Flows from Financing Activities			
Receipts			
Loans Received	26,600	23,500	8,100
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)	(3,638)	(714)
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	19,848	7,379
Net Increase / (Decrease) in Cash Held	(145)	(831)	(1,728)
Cash and Cash Equivalents at Beginning of Period	183	3,135	2,304
Cash and Cash Equivalents at End of Period	38	2,304	576
* Forecast uses the second quarter revised budget and estimates for operating and capital expenditure to 30 June 2025 using the latest information available at 31 December 2024 including material financial information received since the draft budget was placed on public consultation.			

UNIFORM PRESENTATION OF FINANCES

For the year ending 30 June 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	2024-25	2025-26
		Original Budget	Forecast*	Draft Budget
		(\$'000)	(\$'000)	(\$'000)
Income		49,517	50,590	52,587
Less Expenses		(49,954)	(51,433)	(52,928)
Operating Surplus / (Deficit)		(437)	(843)	(341)
Less Net Outlays on Existing Assets				
Capital Expenditure on Renewal and Replacement of Existing Assets		(11,202)	(9,032)	(12,736)
Less Depreciation, Amortisation and Impairment		10,816	11,136	11,615
Less Proceeds from Sale of Replaced Assets		368	523	344
		(18)	2,627	(777)
Less Net Outlays on New and Upgraded Assets				
Capital Expenditure on New and Upgraded Assets		(29,484)	(31,359)	(14,023)
Less Amounts Received Specifically for New and Upgraded Assets		6,725	8,364	5,780
Less Proceeds from Sale of Surplus Assets		0	0	0
		(22,759)	(22,995)	(8,243)
Net Lending / (Borrowing) for Financial Year		(23,214)	(21,211)	(9,361)
* Forecast uses the second quarter revised budget and estimates for operating and capital expenditure to 30 June 2025 using the latest information available at 31 December 2024 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.

OPERATIONS

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

- Depreciation has been calculated on existing asset classes, structures, valuation, and condition rating; asset componentisation has been included as appropriate to selected asset types. A review of useful lives, asset condition and replacement cost of all assets and components is an ongoing task refining the data.
- The LTFP assumes that the Federal Government budget will continue to supplement South Australia road funding application through Supplementary Road Funding and reflect revenue of \$268K per annum until 2025/26.
- The Roads to Recovery (RTR) grant funded program will continue 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 growth due to increased population and support costs for growth infrastructure that is being built.

CAPITAL

- Asset Renewal and/or Replacement expenditure is provided for on various buildings, recreation, transport, stormwater, bridge, CWMS and plant & equipment assets at \$98.085m, providing for future needs.
- The current Infrastructure and Asset Management Plans are currently being reviewed and the above estimates meet the current required renewal and replacement program from the asset information.
- Infrastructure programs for upgrading existing assets including roads, recreation and open space, bike path, bridges, carparks, footpath program, stormwater and the continuous improvement program at \$13.827m.
- 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.

LOAN PRINCIPAL AND INTEREST REPAYMENTS

- Council's loan debt is predicted to peak at \$42.004m in 2026/27. The net loan balance outstanding as at 30 June 2026 is estimated to be \$41.268m.
- Loans outstanding at the end of the 10 year long term financial plan on 30 June 2035 is \$4.235M 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 3.24% of revenue in 2024/25 to 3.84% 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 \$0.927m;
 - Returning to a sound operating surplus to 2027/28 of \$211,000;
 - All future years in operating service with an accumulated surplus over 10 years as at the end of the 2034/35 financial year of \$11.675m.

- 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 this being currently aligned to the trimmed CPI and CPI forward estimate from July 2027. 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 (1.7%) deficit to 3.5% profit during this plan.
 - Annual surplus ratios range from (1.1%) deficit to 3.7% surplus.
- KPI 3: Net Financial Liabilities.
 - The forecast is 88.8% in 2025/26 and by year 2034/35 it is projected to be at 14.5%.
- KPI 4: Asset Renewal Funding Ratio.
 - The average being 114.2% over the ten-year plan when measured against the adopted Infrastructure and Asset Management Plans
 - The average being 106.6% 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 – February 2025 forecast.
- 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 2.7%.
- Recurrent grants are based on known factors where the grant is subject to indexation 2.7% has been applied.

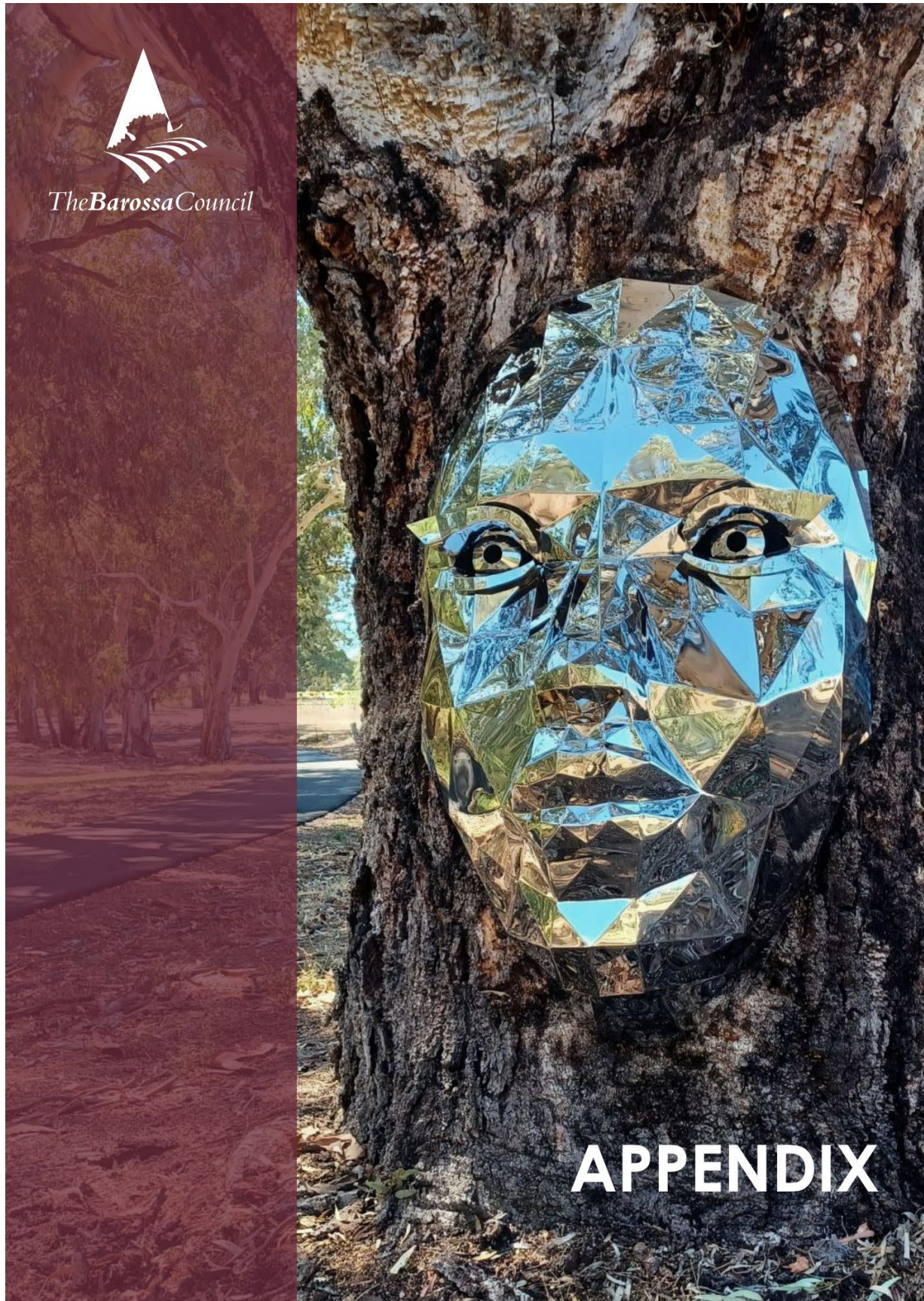
Council will run a deficit budget for two years and utilise intergenerational borrowings to support the current infrastructure build.

Council is planning to spend an average of \$12.951m per annum (including indexation) on capital expenditure and projects and an average of \$46.309m 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 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
		Q2 Budget	Draft 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	(843)	(341)	(927)	(716)	(23)	1,127	2,572	4,368	6,470	9,033	11,675
KPI 2 - Operating Surplus Ratio - Rolling 3 year - retrospective average	(2%) to 10%	(0.3%)	(1.7%)	(1.1%)	(0.4%)	0.2%	1.1%	1.8%	2.3%	2.7%	3.2%	3.5%
KPI 2 - Operating Surplus Ratio - Rolling 5 year - retrospective average	(2%) to 10%	3.6%	1.4%	(0.5%)	(1.1%)	(0.4%)	0.3%	0.9%	1.7%	2.2%	2.7%	3.1%
KPI 2 - Operating Surplus Ratio - Annual		(1.7%)	(0.6%)	(1.1%)	0.4%	1.2%	1.9%	2.3%	2.8%	3.1%	3.7%	3.7%
KPI 3 - Net Financial Liabilities ratio	0-100%	72.9%	88.8%	86.7%	78.5%	69.3%	59.1%	49.2%	41.8%	32.8%	16.9%	14.5%
KPI 4 - Asset Renewal Funding Ratio - Annual - Using Asset Management Plan Forecast	80% to 110%	90.3%	161.3%	103.5%	114.2%	93.2%	110.9%	123.3%	116.3%	102.6%	107.9%	115.7%
KPI 4 - Asset Renewal Funding Ratio - Annual - Using Depreciation	80% to 110%	121.5%	135.5%	124.0%	111.0%	92.5%	96.2%	99.5%	101.4%	101.8%	100.8%	103.7%
Financial parameters - Indexation												
RATE REVENUE INCREASES												
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				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
Statutory Charges				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
User Charges				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
Investment Income				1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%
Reimbursements				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
Other Revenue				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
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				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
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				5.2%	5.2%	5.2%	5.2%	5.2%	5.2%	5.2%	5.2%	5.2%
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				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
Recreation Assets				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
Infrastructure Assets				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
CWMS				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
Stormwater Assets				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
Equipment Assets				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
ASSET RENEWAL EXPENDITURE												
Infrastructure renewal increments				3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Office fleet vehicles				3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%

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
	Q2 Budget \$'000	Draft Budget \$'000	LTFF \$'000	LTFF \$'000	LTFF \$'000	LTFF \$'000	LTFF \$'000	LTFF \$'000	LTFF \$'000	LTFF \$'000	LTFF \$'000
REVENUES											
Rates	39,939	41,964	44,026	45,993	47,785	49,449	51,171	52,953	54,798	56,707	58,614
Statutory Charges	822	907	932	957	983	1,009	1,037	1,065	1,093	1,123	1,153
User Charges	3,997	4,177	4,291	4,408	4,528	4,652	4,779	4,909	5,043	5,181	5,322
Grants, subsidies and contributions	4,699	4,651	4,689	4,870	4,970	5,073	5,180	5,288	5,400	5,515	5,633
Investment Income	150	166	170	174	179	184	189	193	199	204	209
Reimbursements	209	100	190	181	173	165	158	152	147	141	138
Other Income	774	622	634	651	669	687	705	724	744	764	785
Net Gain - Joint Venture	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCOME	50,590	52,587	54,932	57,234	59,287	61,219	63,219	65,284	67,424	69,635	71,854
EXPENSES											
Employee Costs	18,940	20,164	21,583	22,050	22,801	23,489	24,198	25,033	25,897	26,791	27,717
Materials, Contracts & Other expenses	19,719	19,129	19,886	20,612	21,206	21,829	22,668	23,301	24,080	24,811	25,844
Depreciation, Amortisation & Impairment	11,136	11,615	12,115	12,484	12,849	13,248	13,650	14,080	14,546	15,007	15,480
Finance Costs	1,638	2,020	1,934	1,877	1,738	1,503	1,258	1,074	799	463	171
Net loss - Joint Venture	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENSES	51,433	52,928	55,518	57,023	58,594	60,069	61,774	63,488	65,322	67,072	69,212
OPERATING SURPLUS / (DEFICIT)	(843)	(341)	(586)	211	693	1,150	1,445	1,796	2,102	2,563	2,642
Asset disposal & fair value adjustments	(752)	(796)	(805)	(883)	(788)	(1,040)	(1,072)	(1,131)	(1,029)	(1,226)	(1,203)
Amounts specifically for new or upgraded assets	8,364	5,780	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	2,416	2,533	2,578	2,609	2,060	2,084	2,111	2,141	2,165	2,188
NET SURPLUS / (DEFICIT)	9,012	7,059	1,872	1,976	2,584	2,513	3,168	2,846	3,284	3,572	3,697
Transfer to Equity Statement / Adjustment	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-
Changes in revaluation surplus - infrastructure, property, plant & equipment	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-
TOTAL COMPREHENSIVE INCOME	9,012	7,059	1,872	1,976	2,584	2,513	3,168	2,846	3,284	3,572	3,697

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
	Q2 Budget \$'000	Draft Budget \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000
ASSETS											
Current Assets											
Cash and cash equivalents	2,304	576	390	409	433	399	384	293	211	86	22
Trade & other receivables	3,251	3,257	3,253	3,237	3,237	3,236	3,242	3,232	3,218	3,157	3,158
Inventories	125	125	125	125	125	125	125	125	125	125	125
	5,680	3,958	3,768	3,771	3,795	3,760	3,751	3,650	3,554	3,368	3,305
Non-Current Assets held for Sale	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	5,680	3,958	3,768	3,771	3,795	3,760	3,751	3,650	3,554	3,368	3,305
Non-Current Assets											
Financial Assets	1,108	981	859	752	646	541	429	328	241	214	187
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	473,976	499,723	506,860	511,317	515,833	519,730	524,214	529,521	533,077	536,174	539,934
Other Non-Current Assets	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	479,602	505,222	512,237	516,587	520,997	524,789	529,161	534,367	537,836	540,906	544,639
TOTAL ASSETS	485,282	509,180	516,005	520,358	524,792	528,549	532,912	538,017	541,390	544,274	547,944
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	3,351	460	2,927	4,138	5,101	5,231	3,985	5,269	6,452	5,670	4,235
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	11,885	9,000	11,473	12,691	13,662	13,799	12,560	13,852	15,042	14,286	12,877
Non-Current Liabilities											
Borrowings (External)	29,840	40,808	39,077	35,153	30,358	25,291	21,464	16,224	9,805	-	-
Provisions	722	722	722	722	722	722	722	722	722	722	722
Total Non-Current Liabilities	30,562	41,530	39,799	35,875	31,080	26,013	22,186	16,946	10,527	722	722
TOTAL LIABILITIES	42,447	50,530	51,272	48,566	44,742	39,812	34,746	30,798	25,569	15,008	13,599
NET ASSETS	442,835	458,650	464,733	471,792	480,050	488,737	498,166	507,219	515,821	529,266	534,345
EQUITY											
Accumulated Surplus	152,390	157,492	152,019	147,291	143,631	140,288	137,471	134,248	130,442	131,108	123,205
Asset Revaluation Reserve	277,835	288,060	298,689	309,562	320,626	331,867	343,285	354,888	366,683	378,657	390,815
Other Reserves	12,610	13,098	14,025	14,939	15,793	16,582	17,410	18,083	18,696	19,501	20,325
TOTAL EQUITY	442,835	458,650	464,733	471,792	480,050	488,737	498,166	507,219	515,821	529,266	534,345

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

2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Q2 Budget \$ '000	Draft Budget \$ '000	LTFF \$ '000	LTFF \$ '000	LTFF \$ '000	LTFF \$ '000	LTFF \$ '000	LTFF \$ '000	LTFF \$ '000	LTFF \$ '000	LTFF \$ '000
CASH FLOWS FROM OPERATING ACTIVITIES										
Receipts:										
Operating receipts	50,439	52,422	54,762	57,060	59,108	61,035	63,029	65,092	67,225	69,431
Investment receipts	150	166	170	174	179	184	189	193	199	204
Payments:										
Operating payments to suppliers & employees	(38,778)	(39,285)	(41,463)	(42,655)	(44,000)	(45,311)	(46,858)	(48,326)	(49,969)	(51,595)
Finance payments	(1,101)	(1,895)	(1,962)	(1,896)	(1,784)	(1,580)	(1,338)	(1,134)	(889)	(573)
Net cash provided by (or used in) Operating Activities	10,710	11,408	11,507	12,683	13,503	14,328	15,022	15,825	16,566	17,467
CASH FLOW FROM INVESTING ACTIVITIES										
Receipts:										
Amounts specifically for new or upgraded assets	8,364	5,780	730	70	70	343	711	70	70	70
Sale of replaced assets	523	344	347	391	541	413	425	437	604	462
Repayment of loans by community groups	115	120	127	122	107	106	106	111	101	87
Payments:										
Expenditure on renewal/replacement of assets	(9,032)	(12,736)	(7,735)	(8,097)	(8,411)	(9,106)	(9,843)	(9,955)	(10,298)	(10,565)
Expenditure on new/upgraded assets	(31,359)	(14,023)	(5,386)	(1,917)	(1,539)	(975)	(1,264)	(2,520)	(1,796)	(1,139)
Loans made to community groups	0	0	0	0	0	0	0	0	0	0
Net cash provided by (or used in) Investment Activities	(31,389)	(20,515)	(11,917)	(9,431)	(9,232)	(9,219)	(9,865)	(11,857)	(11,319)	(11,085)
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts:										
Proceeds from borrowings	23,500	8,100	750	0	0	0	0	0	0	0
Receipt of Funds from Leases	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
Payments:										
Repayment of borrowings	(3,638)	(714)	(526)	(3,233)	(4,249)	(5,145)	(5,174)	(4,061)	(5,331)	(6,507)
Repayment of Lease	(14)	(7)	0	0	0	0	0	0	0	0
Repayment of Bonds and Deposits	0	0	0	0	0	0	0	0	0	0
Net cash provided by (or used in) Financing Activities	19,848	7,379	224	(3,233)	(4,249)	(5,145)	(5,174)	(4,061)	(5,331)	(6,507)
Net Increase/(Decrease) in Cash held	(831)	(1,728)	(186)	19	22	(36)	(17)	(93)	(84)	(125)
Cash at beginning of period	3,135	2,304	576	390	409	433	399	384	293	211
CASH AT END OF PERIOD	2,304	576	390	409	433	399	384	293	211	86

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
	Q2 Budget \$ '000	Draft Budget \$ '000	LTFF \$ '000	LTFF \$ '000	LTFF \$ '000	LTFF \$ '000	LTFF \$ '000	LTFF \$ '000	LTFF \$ '000	LTFF \$ '000	LTFF \$ '000
Operating Revenues	50,590	52,587	54,932	57,234	59,287	61,219	63,219	65,284	67,424	69,635	71,854
less Operating Expenses	(51,433)	(52,928)	(55,518)	(57,023)	(58,594)	(60,069)	(61,774)	(63,488)	(65,322)	(67,072)	(69,212)
Operating Surplus / (Deficit)	(843)	(341)	(586)	211	693	1,150	1,445	1,796	2,102	2,563	2,642
less Net outlays on existing Assets											
Capital expenditure on renewal and replacement of existing assets	(9,032)	(12,736)	(7,735)	(8,097)	(8,411)	(9,106)	(9,843)	(9,955)	(10,298)	(10,565)	(11,653)
less Depreciation, Amortisation and Impairment	11,136	11,615	12,115	12,484	12,849	13,248	13,650	14,080	14,546	15,007	15,480
less Proceeds from Sale of Replaced Assets	523	344	347	391	541	413	425	437	604	462	474
	2,627	(777)	4,727	4,778	4,979	4,555	4,232	4,562	4,852	4,904	4,301
less Net outlays on New and Upgraded Assets											
Capital expenditure on New and Upgraded Assets	(31,359)	(14,023)	(5,386)	(1,917)	(1,539)	(975)	(1,264)	(2,520)	(1,796)	(1,139)	(1,389)
less Amounts received specifically for New and Upgraded Assets	8,364	5,780	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
	(22,995)	(8,243)	(4,656)	(1,847)	(1,469)	(632)	(553)	(2,450)	(1,726)	(1,069)	(1,319)
Net Lending / (Borrowing) for Financial Year	(21,211)	(9,361)	(515)	3,142	4,203	5,073	5,124	3,908	5,228	6,398	5,624

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
		Q2 Budget \$' 000	Draft Budget \$' 000	LTFF \$' 000	LTFF \$' 000	LTFF \$' 000	LTFF \$' 000	LTFF \$' 000	LTFF \$' 000	LTFF \$' 000	LTFF \$' 000	LTFF \$' 000
Renewal/Replacement Capital summary: Non-Discretionary												
Land		0	0	0	0	0	0	0	0	0	0	0
Buildings		3,741	5,121	1,262	1,173	1,184	1,195	1,698	1,369	1,381	1,394	1,544
Recreation		85	976	329	325	334	343	352	362	372	382	393
Transport - Roads & Footpaths		4,306	4,215	4,247	4,588	4,752	5,261	5,436	5,617	5,804	5,989	6,020
Stormwater, Bridges & Floodplain		0	580	0	331	341	351	362	372	383	395	406
CWMS		782	774	489	607	692	801	810	961	1,068	964	991
Equipment - Plant & Vehicles		1,351	750	873	1,000	1,028	1,057	1,086	1,116	1,148	1,287	1,212
Other Assets		96	99	101	104	107	159	163	168	172	177	1,182
		10,361	12,515	7,301	8,128	8,438	9,167	9,907	9,965	10,328	10,588	11,748
New/Upgrade Capital summary: Discretionary												
Land		0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)		3,084	10,500	887	0	0	0	341	0	0	0	0
Recreation (includes TBP program)		22,015	1,060	298	191	197	203	209	1,819	222	229	235
Transport - Roads & Footpaths		1,543	960	594	97	100	103	106	109	112	116	119
Stormwater, Bridges & Floodplain		1,221	350	1,847	414	427	439	452	466	480	494	509
CWMS		3,166	271	131	34	33	35	31	81	81	81	81
Equipment - Plant & Vehicles		0	465	0	0	0	0	0	0	0	0	0
Other		975	992	878	880	749	146	150	154	839	162	467
		32,004	14,598	4,635	1,616	1,506	926	1,289	2,629	1,734	1,082	1,411
Total Capital Expenditure		42,365	27,113	11,936	9,744	9,944	10,093	11,196	12,594	12,062	11,670	13,159
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 Expenditure 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	3,741	5,121	1,262	1,173	1,184	1,195	1,698	1,369	1,381	1,394	1,544	17,321
Recreation	85	976	329	325	334	343	352	362	372	382	393	4,168
Transport - Roads & Footpaths	4,306	4,215	4,247	4,588	4,752	5,261	5,436	5,617	5,804	5,989	6,020	51,929
Stormwater, Bridges & Floodplain	0	580	0	331	341	351	362	372	383	395	406	3,521
CWMS	782	774	489	607	692	801	810	961	1,068	964	991	8,157
Equipment - Plant & Vehicles	1,351	750	873	1,000	1,028	1,057	1,086	1,116	1,148	1,287	1,212	10,557
Other Assets including Technology and Carparks	96	99	101	104	107	159	163	168	172	177	1,182	2,432
Sub-total Renewal and Replacement	10,361	12,515	7,301	8,128	8,438	9,167	9,907	9,965	10,328	10,588	11,748	98,085
Upgrade Capital summary												
Land	0	0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)	0	0	187	0	0	0	0	0	0	0	0	187
Recreation (includes TBP program)	257	620	28	191	197	203	209	1,017	222	229	235	3,151
Transport - Roads & Footpaths	1,439	360	94	97	100	103	106	109	112	116	119	1,316
Stormwater, Bridges & Floodplain	993	350	926	414	427	439	452	466	480	494	509	4,957
CWMS	3,166	271	131	34	33	35	31	81	81	81	81	859
Equipment - Plant & Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Other Assets including Technology and Carparks	975	580	55	57	749	146	150	154	839	162	467	3,358
Sub-total Upgrade	6,830	2,181	1,420	793	1,506	926	948	1,827	1,734	1,082	1,411	13,827
Total Capital Expenditure on Existing Assets	17,191	14,695	8,721	8,921	9,944	10,093	10,855	11,792	12,062	11,670	13,159	111,911
New Capital summary												
Land	0	0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)	3,084	10,500	700	0	0	0	341	0	0	0	0	11,541
Recreation (includes TBP program)	21,758	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	0	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	25,174	12,417	3,215	823	0	0	341	802	0	0	0	17,599
Total Capital Expenditure provisioned in Long Term Financial Plan	42,365	27,113	11,936	9,744	9,944	10,093	11,196	12,594	12,062	11,670	13,159	129,511

A4 - Reconciliation of Capital Expenditure 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
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*	993	930	926	745	768	790	814	838	863	889	920	8,483
CWMS*	3,948	1,045	620	641	725	836	841	1,042	1,149	1,045	1,082	9,026
Equipment - Plant & Vehicles*	1,351	750	873	1,000	1,028	1,057	1,086	1,116	1,148	1,287	1,332	10,677
Other Assets - IT Renewal*	1,071	678	156	161	856	305	313	322	1,011	339	351	4,491
Total Capital Expenditure requirement forecast in Infrastructure and Asset Management Plan	11,472	7,759	7,052	7,117	9,053	8,263	8,033	8,568	10,070	9,812	10,156	85,884
Net Capital Expenditure Against IAMP (Surplus)/Deficit - Existing Assets	(5,718)	(6,936)	(1,669)	(1,803)	(891)	(1,830)	(2,822)	(3,224)	(1,992)	(1,858)	(3,003)	(26,028)
Net Capital Expenditure Against IAMP (Surplus)/Deficit - Renew and Replacement only of Existing Assets	1,111	(4,755)	(249)	(1,011)	615	(904)	(1,874)	(1,397)	(258)	(776)	(1,592)	(12,201)
Net Capital Expenditure Against IAMP (Surplus)/Deficit - All Assets	(30,893)	(19,353)	(4,884)	(2,627)	(891)	(1,830)	(3,163)	(4,026)	(1,992)	(1,858)	(3,003)	(43,627)
* Based on current projections these are currently under new modelling in 2024-25												
KPI 4 - Existing Assets - All	149.8%	189.4%	123.7%	125.3%	109.8%	122.2%	135.1%	137.6%	119.8%	118.9%	129.6%	130.3%
KPI 4 - Existing Assets - Renewal and Replacement Only	90.3%	161.3%	103.5%	114.2%	93.2%	110.9%	123.3%	116.3%	102.6%	107.9%	115.7%	114.2%
KPI 4 - Total Assets	369.3%	349.4%	169.2%	136.9%	109.8%	122.2%	139.4%	147.0%	119.8%	118.9%	129.6%	150.8%
Please note this statement is based on budget allocations and 100% capital program delivery, the corresponding cash flow reflects 92% capital program delivery.												