TheBarossaCouncil

NOTICE OF MEETING

Notice is hereby given that the next ordinary meeting of an Audit and Risk Committee will be held on Thursday 11 December 2025 in the Ngadjuri Room (Council Chambers), 43-51 Tanunda Road, Nuriootpa, commencing at 4.00pm.

Martin McCarthy
CHIEF EXECUTIVE OFFICER
AUDIT AND RISK COMMITTEE

A G E N D A

Welcome by the Chair

1. ATTENDANCE RECORD

1.1 Members Present

Apologies

Nil

Not Present

Nil

Leave of Absence

Nil

2. CONFIRMATION OF PREVIOUS MINUTES

2.1 Minutes of previous meetings – for confirmation:

2.1.1 Audit and Risk Committee meeting held on Monday 22 September 2025 at 4:00 PM

2.2 Matters arising from previous minutes

Nil

3. MATTERS FOR INFORMATION

4. DEBATE REPORT

5. CONFIDENTIAL AGENDA

6. URGENT OTHER BUSINESS

7. NEXT MEETING

Monday 9 February 2026 at 4:00pm

8. CLOSURE

MATTERS FOR INFORMATION

3.1 COMMITTEE ACTION REGISTER

Author: Governance Officer
25/94006

Update of previous Audit and Risk Committee resolutions.

Meeting	Officer/Director	Section	Subject
22/09/2025	Perry, Owen McCarthy, Martin	Motion	Work Plan and Action Register

MOVED Ms Hahn

That the Committee is provided with an annual workplan at the next Committee meeting and an action register at each meeting moving forward.

SECONDED Mr Paprzycki **CARRIED AC 2022-26/51**

10 Nov 2025 1:58pm Perry, Owen
To be actioned at the next meeting of the Committee and conducted ongoing.

Meeting	Officer/Director	Section	Subject
22/09/2025	Perry, Owen McCarthy, Martin	Debate Report	Annual Report of the Audit and Risk Committee

MOVED Ms Hahn

That the Audit and Risk Committee endorse the Audit and Risk Committee Annual Report - 2024/2025 as at Attachment 1 for inclusion in The Barossa Council Annual Report with the following addition under Key Activities, Financial Reports - the Committee met with the Auditors without management being in attendance.

SECONDED Ms Haydon **CARRIED AC 2022-26/53**

10 Nov 2025 1:28pm Perry, Owen - Completion
Completed by Perry, Owen (action officer) on 10 November 2025 at 1:28:43 PM - Committee Annual Report updated and provided to Communications team for inclusion in the Council Annual Report.

ATTACHMENTS

Nil

SUPPORTING REFERENCES

Nil

MATTERS FOR INFORMATION

3.2 QUARTERLY - ENTERPRISE RESOURCE PLANNING PROJECT PROGRESS REPORT - AS AT 19 NOVEMBER 2025

Author: Manager Business Transformation
25/96360

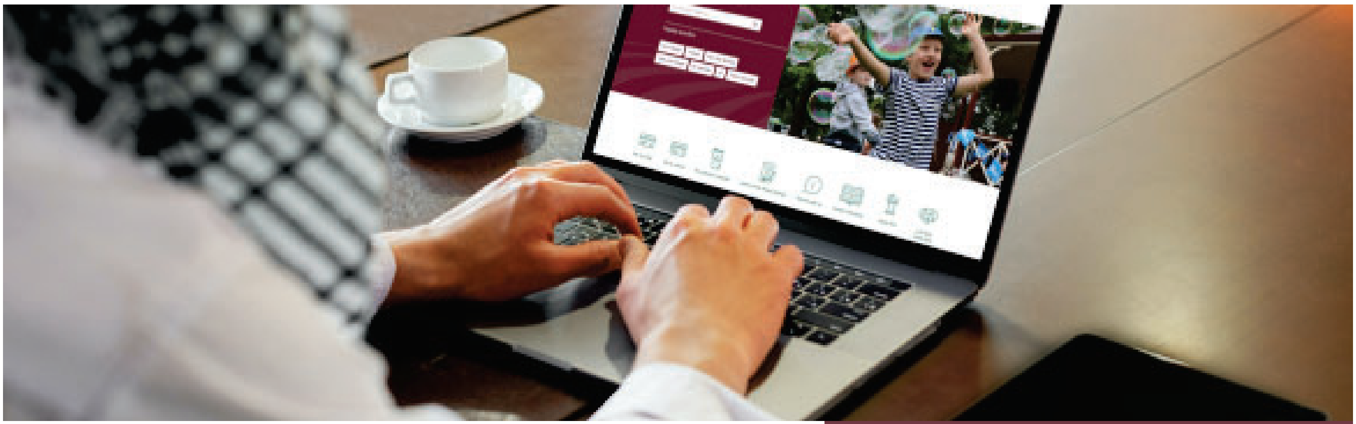
The Quarterly Enterprise Resource Planning Project Progress Report, as at 19 November 2025 is attached for information.

ATTACHMENTS

Attachment 1 Quarterly - Enterprise Resource Planning Project Progress Report - as at 19 November 2025 ⇩

SUPPORTING REFERENCES

Nil.



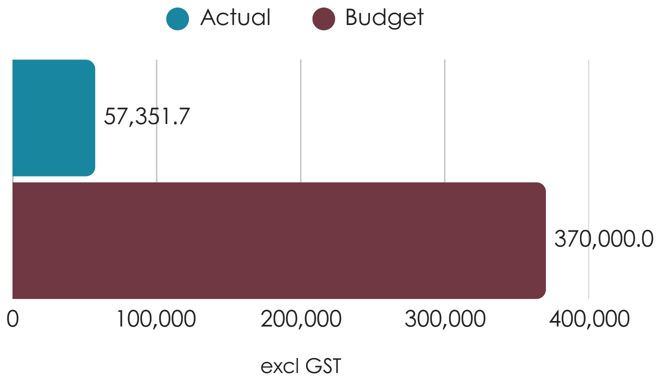
Enterprise Resource Planning Project Progress Report Phase One

As at 19 November 2025

Executive Summary

Phase One remains on track. Key deliverables including solution design has been finalised and configuration and key user training has commenced. The project is currently within budget and timeline expectations, with current identified risks being controlled. Phase Two pre-planning has commenced with the formal project estimated to commence in Q3 2026.

Financial Update 2025/2026



Budget remains on track. The budget spent to date is reflective of current progress, with a large proportion of the consulting activity to be consumed and invoiced between the months of November 2025 and April 2026. A carry forward will be required as Accounts Receivable, General Ledger Reconciliation and Debt Management were initially scoped in phase one of the project. It was determined these aligned to phase two and a change request was raised with TechnologyOne. Grants Management will commence in April and progress into early 2026/2027 financial year.

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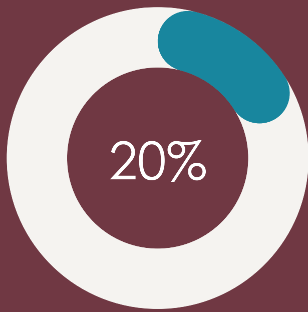
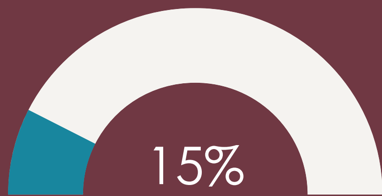
Phase one - overall project completion %*



Phase one overall project status -

on track

Phase one overall budget spent %



*% is a subjective estimate based on broad milestone progress

The Barossa Council

Project Risks /Issues

Project Risks - with residual risk level medium and above	Residual Consequence	Residual Likelihood	Residual Risk level	Treatments
Financial	Possible	Likely	High	Regular reporting to the Project Steering Group on project progress and financial updates. Change control protocols in place for configuration changes. Consistent monitoring of staff resourcing and capacity.
Project Resourcing	Moderate	Possible	Medium	Liaising with other Councils to inform resourcing strategies to optimise internal vs. external project delivery. Understanding current ways of working and opportunities for rationalisation of discretionary tasks. Early planning of milestone dates to minimise conflict with peak workloads. Reviewing internal capacity to support delivery and emerging demand for additional FTE.
Business disruption/service delivery	Major	Possible	Medium	Collaboration with teams, managers & directors to understand resourcing implications during peak mandatory service delivery windows. Detailed user acceptance testing to ensure key outputs are produced. Maintenance of current operating systems to ensure business as usual provisions throughout the project.
Data migration	Moderate	Likely	Medium	Risk Assessment completed for Data Migration, with detailed treatments identified which are commensurate with the advanced complexities of this risk. Internal data migration project team established and early engagement with peer Councils to capitalise on lessons learned.
Project timeframes increase	Moderate	Possible	Medium	Regular meetings with project teams. Milestone based project management framework in place. Escalation to CEO, Deputy CEO and Project Steering Group.

Attachment 1

Project Progress **Report**

Procurement (Phase One)

Project Overview

We're implementing TechnologOne's sourcing, contracts, reviews and supplier portal functionality which will enable us to provide a more streamlined and robust procurement process.

An education campaign has been developed to increase our internal procurement and financial acumen.

Estimated go live: Mar to Jun 2026

Progress Status

- Solution Design
- Configuration
- Key User Training
- Testing
- Internal Training
- Go live
- Post go live support

Key achievements

(since last report)

- Solution Design workshops held with TechnologyOne
- Communications Plan developed & all staff update provided
- Training with TechnologyOne on Contracts and Reviews module held

Next Steps

- Key user training - Sourcing (Nov)
- User acceptance testing (Dec - Feb)
- Develop training material (Dec-Feb)
- Internal training (Feb 2026)
- Go Live (Apr 2026)

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Project Progress **Report**

Accounts Payable Automation (Phase One)

Project Overview

Automating our accounts payable workflows end-to-end, from invoice capture through to payment and reconciliation, eliminating manual touchpoints and reducing errors. We'll be using an Ezescan, an Optical Character Recognition (OCR) provider to help streamline this process in TechnolgyOne.

Estimated go live: Mar to Jun 2026

Progress Status

- Solution Design
- Configuration
- Key User Training
- Testing
- Internal Training
- Go live
- Post go live support

Key achievements
(since last report)

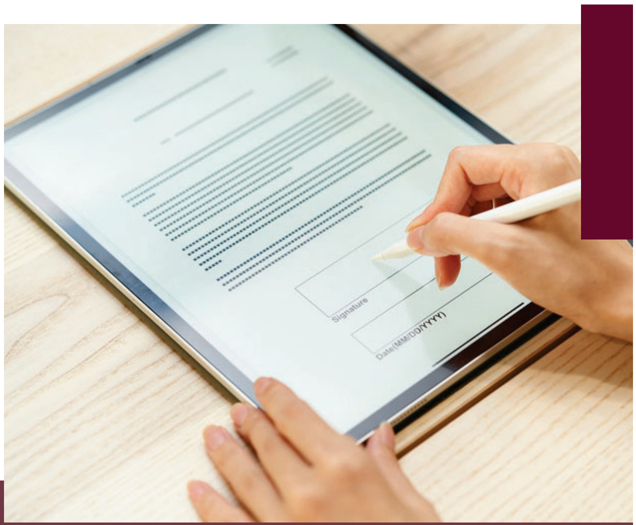
- Solution Design workshops held with TechnologyOne
- Communications Plan developed & all staff update provided

Next Steps

- Websevices configuration (Nov)
- Ezescan configuration (Dec)
- Ezescan training for Accounts Payable
- Key user training in TechnologyOne (Dec)
- User acceptance testing

Project Progress **Report**

Records Compliance (Phase One)



Project Overview

Provides organisations with the ability to meet legislative requirements regarding the creation, maintenance, retention, and disposal of electronic documents when they are attached to modules with TechnologyOne.

Estimated go live: Mar to Jun 2026

Progress Status

- Solution Design
- Configuration
- Key User Training
- Testing
- Internal Training
- Go live
- Post go live support

Key achievements
(since last report)

- Kick off meeting held with TechnologyOne consultant.
- Project planning commenced.

Next Steps

- Solution Design Workshop (Dec)
- Key user training (Feb 2026)
- User acceptance testing
- Internal training
- Internal communications

Attachment 1

Project Progress **Report**

Grants Management (Phase One)

Project Overview

Streamlining the external application process for Grants Distributions and internal processes for Grant Applications.

Commencing in April 2026.

Estimated go live: Aug 2026

Progress Status

Solution Design

Configuration

Key User Training

Testing

Internal Training

Go live

Post go live support

Key achievements
(since last report)

Project pre planning commenced.

Next Steps

- Solution Design Workshop (Apr 2026)
- Key user training (May 2026)
- User acceptance testing
- Internal training
- Internal communications

Attachment 1

Project Progress **Report**

Expenses and Purchase Cards (Phase One)

Project Overview

Implementing the Expenses and Purchase Cards module in TechnologyOne will eliminate the need for two separate systems to record our credit card transactions and reimbursements and improve monthly reconciliation processes.

Estimated go live: Mar to Jun 2026

Progress Status

- Solution Design
- Configuration
- Key User Training
- Testing
- Internal Training
- Go live
- Post go live support

Key achievements

(since last report)

- Solution Design workshop held with TechnologyOne consultant.

Next Steps

- Key user training (Dec 2025)
- User acceptance testing (Jan - Mar 2026)
- Develop training material (Dec-Jan 2026)
- Internal training (Feb-Mar 2026)
- Go Live March 2026

Attachment 1

Project Progress **Report**

Bookable (Phase One)

Project Overview

The Bookable system will enable customers to book Council facilities for hire online. Giving customers the flexibility to book a venue at any time of the day, as well as providing a guide on venue details, floorplans and costs

Estimated go live: Mar 2026

Progress Status

- Solution Design
- Configuration
- Key User Training
- Testing
- Internal Training
- Go live
- Post go live support

Key achievements

(since last report)

- Venue build structure completed. Images and Venue descriptions to be continued to work on.
- Venue hire pricing configuration built by Attekus Consultant

Next Steps

- System Administration Training (Nov 2025)
- User acceptance testing (Jan - Mar 2026)
- Develop training material (Dec-Jan 2026)
- Internal training (Feb-Mar 2026)
- Go Live March 2026

The Barossa Council

Enterprise Resource Planning Project Progress Report Phase Two

As at 19 November 2025

Executive Summary

Whilst phase two of the project (including data migration), does not officially commence till the 2026/2027 financial year, pre planning and discovery for phase two of the project has commenced.

Project	Status	Estimated commencement date
Property and Rating (Pathway replacement)	Commenced	
Enterprise Content Management (Content Manager replacement)	Commenced	
DxP (Digital Experience Platform) Local Government	Not commenced	Q2 2026
DxP (Digital Experience Platform) Meetings (Info Council Replacement)	Not commenced	Q2 2026
Data Migration	Commenced	
Accounts Receivable, Debt Management & GL Reconcilliation	Not commenced	Q1 2026

MATTERS FOR INFORMATION

3.3 RISK MANAGEMENT REPORT - QUARTER 1 - 2025-26

Author: Deputy CEO and Director Corporate Services, Strategy and Innovation
25/97039

The Risk Management Report for Quarter 1, 2025-2026 is provided to the Risk and Audit Committee for information at *Attachment 1*.

ATTACHMENTS

Attachment 1 Risk Management Report - Quarter 1 - 2025-2026

SUPPORTING REFERENCES

Nil

Attachment 1

The Barossa Council

QUARTERLY RISK MANAGEMENT REPORT

Quarter 1 – 2025/2026

Quarterly Risk Management Report

The following report has been developed to assist Council's Executive Leadership Team (ELT) in monitoring and reviewing their Risk, Work Health Safety and Injury Management (Return to Work) duties. It is comprised of Risk/WHS monitoring information, current WHS Plan actions, and insurance data.

A summary of this information is provided to the Audit and Risk Committee for their information/action also.

Contents

Risk Management and WHS & IM Plans

RESULTS/INTERPRETATION

Automated External Defibrillators Legislation

The Automated External Defibrillators (AED) (Public Access) Act 2022 was introduced in September 2022 mandating the installation of defibrillators in public buildings, including Council buildings.

Council has historically maintained 19 AEDs across the region, with a defibrillator publicly available in every major township in the Barossa Council Area.

Following approval and release of the Automated External Defibrillator (Public Access) Regulations on 30 November 2024, Council was obligated to comply with increase AED requirements by 1 January 2026.

To meet this target twelve additional AEDs were ordered and will be progressively installed during November and December 2025.

Council is on target to maintain compliance with AED requirements from January 2026.

WHS & Injury Management Plan

Council achieved full completion of the 2024/25 WHS Rebate Action Plan, with all actions implemented and verified through the annual monitoring tool. Key outcomes included improved psychosocial hazard management, strengthened contractor and risk control processes, and enhanced WHS system governance and reporting.

A Draft WHS Strategy 2025-2028 is being developed based on a review of current WHS performance data, legislative requirements and alignment with Council's strategic objectives and in consultation with key stakeholders and ELT during a recent workshop. Feedback from ELT has been integrated with the next steps for further refinement before ELT endorsement and presentation to the Audit & Risk Committee/Council in Quarter 3 2025/26.

Work has commenced on drafting the 2025/26 Rebate Action Plan, which will align directly to the strategic actions outlined in the draft WHS Strategic Plan 2026–2028, focusing on embedding leadership accountability, safety culture, and continuous improvement in system maturity.

A penalty was applied retrospectively for the 2023/24 plan under the new LGAWCS Rebate Penalty Program introduced in July 2024. The CEO, in consultation with the Manager Corporate Services, provided supporting information to the LGA Scheme Manager requesting that the penalty be waived due to the transitional nature of the year, the 100% completion of the current and previous plans achieved, the penalty being applied to a plan developed and endorsed before a penalty program existed and the potential impact the penalty imposes on future WHS programs. A formal response was received from the Scheme in Quarter 2 of 2025 reducing the penalty by 70% with a net saving of $77,592 on Council's insurance premium.

Remaining rebate funds from the previous 2023/24 rebate year have been allocated to respiratory fit testing and staff WHS training scheduled for November 2025.

LGA Healthy Ageing Program

The LGA Healthy Ageing Program launched in July 2025 focussing on supporting staff to maintain wellbeing, engagement and workforce participation as they age. The program provides tools and resources to promote health and inclusion and to build age friendly and support work environment. The WHS and Risk Team are promoting the initiative and staff can expect to see a stretching program which starts October 27 with inside staff, and 4th November for outside staff.

WHS System Activity

In support of the ongoing management of Council's safety system, the following activities were carried out during Quarter 1 of 2025/26:

- 22 Safe Operating Processes were reviewed.
- 8 Verification of Competency assessments for high-risk plant were completed.
- 17 risk register entries covering off task risk assessments were completed.
- New documentation, traffic management plan and induction for the Springton Quarry and Transfer Station was completed.

Enterprise Risk Management and Risk Registers

RESULTS/INTERPRETATION

Strategic Risk Register

During Quarter 1 the Strategic Risk Register has been transitioned from excel format to Council's risk and treatment monitoring software, Control Track. Due to staffing limitations, the planned review of strategic risk treatments and residual risk ratings has been rescheduled to Quarter 3 of 2025/26 after which the results will be shared with the Audit and Risk Committee for review and feedback.

Operational Risk Register

The Operational Risk Register has been reviewed and updated to ensure effective risk mitigation across Council operations. Actions are aligned with the Enterprise Risk Framework supporting service delivery, compliance, and financial sustainability.

Monitoring and update of risk is continually occurring with teams to analyse risk to identify:

- in what circumstances the risk could occur;
- the inherit, current and residual risk score ratings;
- the controls implemented and how adequate and effective they are to provide reasonable assurance; and
- potential further treatments where controls are not designed to give reasonable mitigation and/or operate in a manner that is effective in terms of being consistent, complete, reliable and timely.

During Quarter 1, the WHS and Risk Team commenced transition the operational risk register into Control Track to facilitate automated monitoring and review. A report will be provided to the Audit and Risk Committee in Quarter 3 2025/26 providing an overview of the operational risk register.

Emerging Risks

According to the JLT Public Sector Risk Report South Australia, in 2024 cyber security has risen sharply in councils' risk rankings (from 3rd to 2nd place), indicating growing priority and threat in this domain.

Also, people & culture or workforce risks are increasing: difficulty in attracting and retaining specialised staff is now a top concern among councils, which has strong implications for capacity, succession and resilience.

Insurance - Local Government Risk Services

RESULTS/INTERPRETATION

LGRS provide insurance coverage for Council which is reviewed on an annual basis together with updates provided during the year where significant changes to the schedules are identified.

Certificates of Currency

Council has certificates of currency for financial year 2025/2026 for LGA Mutual Liability Scheme (MLS), LGA Workers Compensation Scheme (WCS), LGA Asset Mutual Fund (AMF) and LG Income Protection Fund (IPF).

Claims History

The following table shows new insurance claims by type for 2025/26:

Claim Type	24/25 Q1	25/26 Q2	25/26 Q3	25/26 Q4	Total 2025/26 YTD	Total 24/25	Total 23/24	Total 22/23	Total 21/22
Liability (MLS)	**0**	0	0	0	**0**	33	14	6	8
Property (AMF)	**0**	0	0	0	**0**	4	11	3	6
Motor Vehicle (AMF)	**5**	0	0	0	**5**	17	11	9	22
Personal Injury (IPF)	**5**	0	0	0	**0**	7	6	3	1
Workers Compensation (WCS)	**0**	0	0	0	**0**	7	11	5	6
Total Claims	**10**	0	0	0	**0**	**68**	**53**	**26**	**43**

WHS Committees

RESULTS/INTERPRETATION

WHS Committee:

The quarterly WHS Committee meeting was held on:

- 19 August 2025 – minutes can be provided (25/41883)

Infrastructure and Environmental Services (Depot) WHS Sub-Committee:

The quarterly WHS Sub-Committee meeting was held on:

- 12 August 2025 – minutes can be provided (25/55798)

RESPONSE

No action required; quarterly meetings are being held in accordance with Council policy commitments. The WHS Committee has reviewed recent incident trends and hazard reports, with key focus areas including contractor management, depot safety practices, and implementation of recommendations from the WHS Rebate Action Plan. Outcomes and corrective actions are being tracked through the Corrective Actions Register in SkyTrust to ensure accountability and continuous improvement.

Workplace Emergency Management

RESULTS/INTERPRETATION

Emergency Planning Committee (EPC)

The quarterly EPC meeting was held on:

- 6 August 2025 – minutes can be provided (25/40136)

Emergency Exercises

The following table depicts the amount of completed exercises completed up to 30 September 2025:

Exercises	25/26 Q1	25/26 Q2	25/26 Q3	25/26 Q4	**25/26 YTD**	24/25	23/24	22/23
Completed	7	0	0	0	**7**	17	18	10

Emergency exercises completed:

- CWMS Workflow workshop for natural disaster events
- Responding to an aggressive customer workshop- Gallery Team
- Tanunda Men's Shed Fire
- Gallery/Historical building Fire
- Mt Pleasant Library Fire
- Tanunda VIC and Library Fire
- Tanunda Depot desktop Fire

Emergency Control Organisation

The Emergency Control Organisation (ECO) is appointed by the EPC to direct and control the implementation of the Workplace Emergency Management Plan 21/32494. Members of the ECO include Chief Wardens, Wardens, First Aid Officers and Communications Officers.

The ECO meets on a quarterly basis to:

- discuss important information including lessons learnt from conducted emergency exercises, the application of Councils emergency policies and processes; and proactive industry best practice ideas.
- Support staff to build awareness and confidence when occupying these roles.
- Provide a forum with the opportunity for consultation and ability for staff to learn from one another.

RESPONSE

No action required; quarterly meetings are being held in accordance with Council policy commitments.

Community Emergency Management

RESULTS/INTERPRETATION

Zone Emergency Management Committee (ZEMC)

No significant community emergency events required Council support during this period.

Council continues to operate in accordance with the Local Government Council Ready Framework, with policy settings, incident procedures and arrangements and training are in place.

Community Incident Response Arrangements

The Community Incident Response Arrangements 20/42995 details Councils response should a community emergency occur. A training program has been developed to ensure staff are aware and prepared to act.

RESPONSE

No response required.

Business Continuity

RESULTS/INTERPRETATION

Council's Business Continuity Plan (BCP) was updated and endorsed internally in 2024/25. A forward schedule of exercises has been established for 2025/26 to test and validate the revised arrangements; supporting continuous improvement in Council's preparedness and resilience.

RESPONSE

No response required.

WHS Incident Reporting

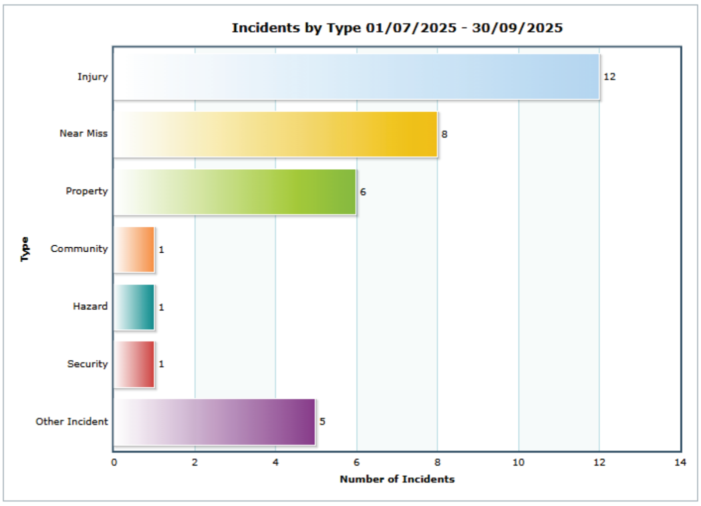
RESULTS/INTERPRETATION

Workplace incident and injury reporting is captured electronically in Skytrust.

As at 30 September 2025, the following incidents have been recorded:

Incident Type	2025/26 Q1	2025/26 Q2	2025/26 Q3	2025/26 Q4	2025/26 YTD	24/25	23/24	22/23
Injury	**12**	0	0	0	**12**	54	41	21
Environment	**0**	0	0	0	**0**	2	3	3
Near Miss	**8**	0	0	0	**8**	31	35	32
Property	**6**	0	0	0	**6**	31	40	31
Community	**1**	0	0	0	**1**	7	3	7
Other*	**7**	0	0	0	**7**	10	9	10
Total	**34**	0	0	0	**34**	**136**	**131**	**104**

*Other includes 'other', 'security' and 'hazard'



Incidents by Type 01/07/2025 - 30/09/2025

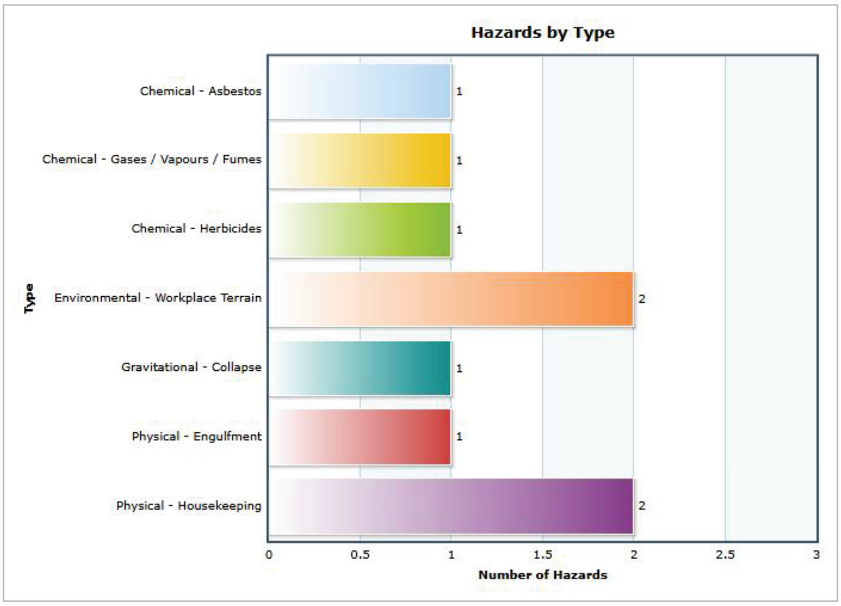
Injuries - Some small minor cuts, Skin irritation from chemical spill, 3 insect bite, Debris in eye, Muscle Strains and epileptic episode at men's shed.

Near Miss - The tines on the Verti-drain flicked up hit safety barrier, backpack Sprayer rubber seals gave way and leaked Chemical, Roller hitch snapped off grader and 2 near miss with member of public's vehicles.

Property - Plant stopped working due to the battery coming into contact with the water, hit an earth cable by stobie pole, damage to 3 vehicles and walk behind mower.

Other Incident - Unplanned power outage due to a weather-related event affecting the broader Nuriootpa area and 4 members of the public incident in library.

Hazard Management and Reporting – Quarter 1 2025/26



Environmental-Workplace Terrain- Springton quarry tip heads cracking.

Physical housekeeping - Nuriootpa Library workroom door faulty and the door hinge arm on the back of the women's toilet door in the foyer has broken off and is grinding against the wall.

Chemical- Asbestos- Asbestos pipe found.

Monthly Incident and Hazard Reporting are provided to ELT and the Health and Safety (HSR) Representatives for information. Reporting to ELT includes:

- Corrective Actions Monitoring – details description of the action and its status
- Hazard Reports for the current month – details hazard reports for month and status
- Incident Reports for the current month – details incidents for month and status

Further details around incident and hazard reporting can be provided upon request.

RESPONSE

No response required.

Safety Inspections

RESULTS/INTERPRETATION

Council is committed to providing a safe working environment for staff. Workplace safety inspections are an essential tool used to mitigate risk through the examination and identification of safety hazards.

As at 30 September 2025, the following safety inspections have been completed:

	2025/26 Q1	2025/26 Q2	2025/26 Q3	2025/26 Q4	**2025/26 YTD**	2024/25	23/24	22/23
Completed	**6**	0	0	0	**6**	97	79	51

The key issues identified include:

- Fuel permits at both depots require updating.
- Inadequate or missing fuel bunding.
- Shelving requires testing and appropriate plating.
- Chemical storage does not meet the required standards.

RESPONSE

Improvement actions have been created to address the above matters.

WHS Internal and External Audits

RESULTS/INTERPRETATION

Internal Audits

There were no internal audits conducted in Quarter 1.

External Audits

Council commenced its final financial audit for 2024/25 in Quarter 1 of 2025/26 with the outcomes of this audit presented to Council via separate report as part of End of Financial Year Reporting processes.

RESPONSE

No response required.

DEBATE REPORT

4.1 REVIEW OF THE 2025-26 TO 2034-35 LONG TERM FINANCIAL PLAN

Author: Chief Executive Officer
25/96678

PURPOSE

To review an update to the Long Term Financial Plan 2025-26 to 2034-35, effectively the current long term financial plan based on material changes arising from the factors outlined in this report.

RECOMMENDATION
That Audit and Risk Committee having reviewed the revised Long Term Financial Plan and all assumptions and variations support the update and its recasting of the Long Term Financial Plan and that it continues to indicate a financially sustainable position of Council with adherence to the principles outlined in the plan and its assumptions, noting the operating position is in surplus over the period but will run three more deficit budgets.

REPORT

Background and Introduction
The Long Term Financial Plan is a legislative instrument that estimates future financial basis of Council. The last adopted update was undertaken as required in June this year. However due to fundamental and material changes outlined below an update has been undertaken.

Discussion
The following factors have driven the review of the Long Term Financial Plan:

- Significant and material changes due to annual financial statement outcomes.
- Impacts of changes to the accounting requirements for Barossa Park.
- Impacts due to inflation and revaluation of costs as par of the annual financial statement outcomes.
- Provide a clear basis for sustainable decision making going forward into the 2026-27 financial year budget and Council direction on future works, service levels and priorities.
- Provide preliminary view of Concordia financial modelling.
- Impact of greater growth in the Council expected for the foreseeable future (not including Concordia).

The reviewed and updated plan and explanations and analysis of changes are at Attachment 1.

High Level Analysis of Remodelling:
- The current key performance indicators are in the following table.
- Whilst this year will see Council operate outside of its operating surplus target by 0.1% this is minor and short term.

- Further pressure on the operating surplus will place that indicator at risk and this is a key indicator of long-term financial sustainability.
- The LTFP remains in surplus and annual surpluses are predicted for the last 6 years of the plan and grow over time.
- All other key indicators are met throughout each year and the overall life of the LTFP.
- There are key assumptions that will be need to be met to achieve these outcomes:
    - Growth of at least 1% is achieved in the LTFP period. The 2024-25 years saw growth of 2.43%.
    - No further unmodelled material impacts on depreciation as a result of revaluations and inflation.
    - CWMS service costs are starting to run at a deficit, Council will need to increase the charge to cover this.
    - General rate changes over the foreword estimates at 0.3% above current prediction and are completely linked to the growth forecast and cash needs.
- There are key assumptions that will be need to be met to achieve these outcomes (continued):
    - Inflation continues to be sticky the model increases the rate for next year to align to the September CPI trimmed mean outcome
    - Macro-economic impacts of inflation impact monetary policy of the RBA their interest charges have all been increased for 2025-26 by 0.25%.
    - Insurance costs continue to increase but significantly more than inflation, the base has been increased for each year by 0.5% to 3.5%.
    - Employee costs have been realigned to enterprise agreements and Council approved variations over the life of the plan it results in an increase of 0.16%.

Legend

Within or better than set key performance indictor
Within the indicator but is at risk in future years
Outside of set key performance indicator

	$'000 Adopted or Q1 Admended 2025-26 Plan	$'000 Revised 2025-26 Plan	Variation	Notes
Operating Result - (Deficit) / Surplus	(178)	(2,400)	(2,222)	Fundamentally related to impact of depreciation changes from revaluation, replacement cost and Barossa Park State Accounting Changes and $1.372M advance payment of Financial Assistance Grants, the budget will absorb an additional $845k in depreciation in 25 26 than originally modelled.
Operating Surplus Ratio 3 Year Aveage	-1.6%	-2.1%	-0.5%	Only marginally outside the indicator.
Net Financial Liabilities	88.6%	80.1%	8.5%	Has reduced due to BCIC larger expenditure now expected in 2026-27.
Asset Renewal Funding Ratio	136.4%	104.8%	-31.6%	Has reduced due to BCIC larger expenditure now expected in 2026-27.
Net Borrowings - Council	40,991	35,816	5,175	Has reduced due to BCIC larger expenditure now expected in 2026-27.
Net Borrowings - Community	2,330	1,905	425	
	Adopted LTFP to 2034-35	**Revised LTFP to 2034-35**		
Operating Result - (Deficit) / Surplus	12,972	2,897	(10,075)	Fundamentally related to impact of depreciation changes from revaluation, replacement cost and Barossa Park State Accounting Changes which results in an extra $4.732M in depreciation charges. See operating analysis for more detail.
Operating Surplus Ratio 3 Year Aveage	3.7%	3.0%	-0.7%	Related to increased depreciation and spending impacts
Net Financial Liabilities	13.5%	14.7%	-1.2%	Debt repayment extended a year due to changes overall
Asset Renewal Funding Ratio Average over 10 Years	115.7%	113.5%	-2.2%	
Net Borrowings - Council	4,920	6,019	(1,099)	Debt repayment extended a year due to changes overall
Net Borrowings - Community	149	149	0	
Last Year Council Debt Repaid	2035-36	2036-37	1	Debt repayment extended a year due to changes overall

Summary and Conclusion

The updated long term financial plan has been undertaken will be tabled with Council at its December meeting and is tabled for committee review.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1 Revised and Updated Long Term Financial Plan 2025-26 to 2034-35 With Variation Analysis

Supporting references
Nil

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Community Plan

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

- We are financially sustainable and take a planned and long-term approach to investment.

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.

   Is not being impacted by the plan, however it is clear any new spending should cease or only occur when offset with revenue increased our other expenditure reductions.

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.

   Is not being impacted by the plan, however it is clear any new spending should cease or only occur when offset with revenue increased our other expenditure reductions.

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.

Outlined in the body of the report and attachments in detail.

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.

Is not being impacted by the plan, however it is clear any new spending should cease or only occur when offset with revenue increased our other expenditure reductions.

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.

Not current being impacted as the plan demonstrates a sustainable position however prior operating margins have been reduced and any additional material changes could but the Councils financial sustainability at risk and therefore it reputation.

COMMUNITY ENGAGEMENT

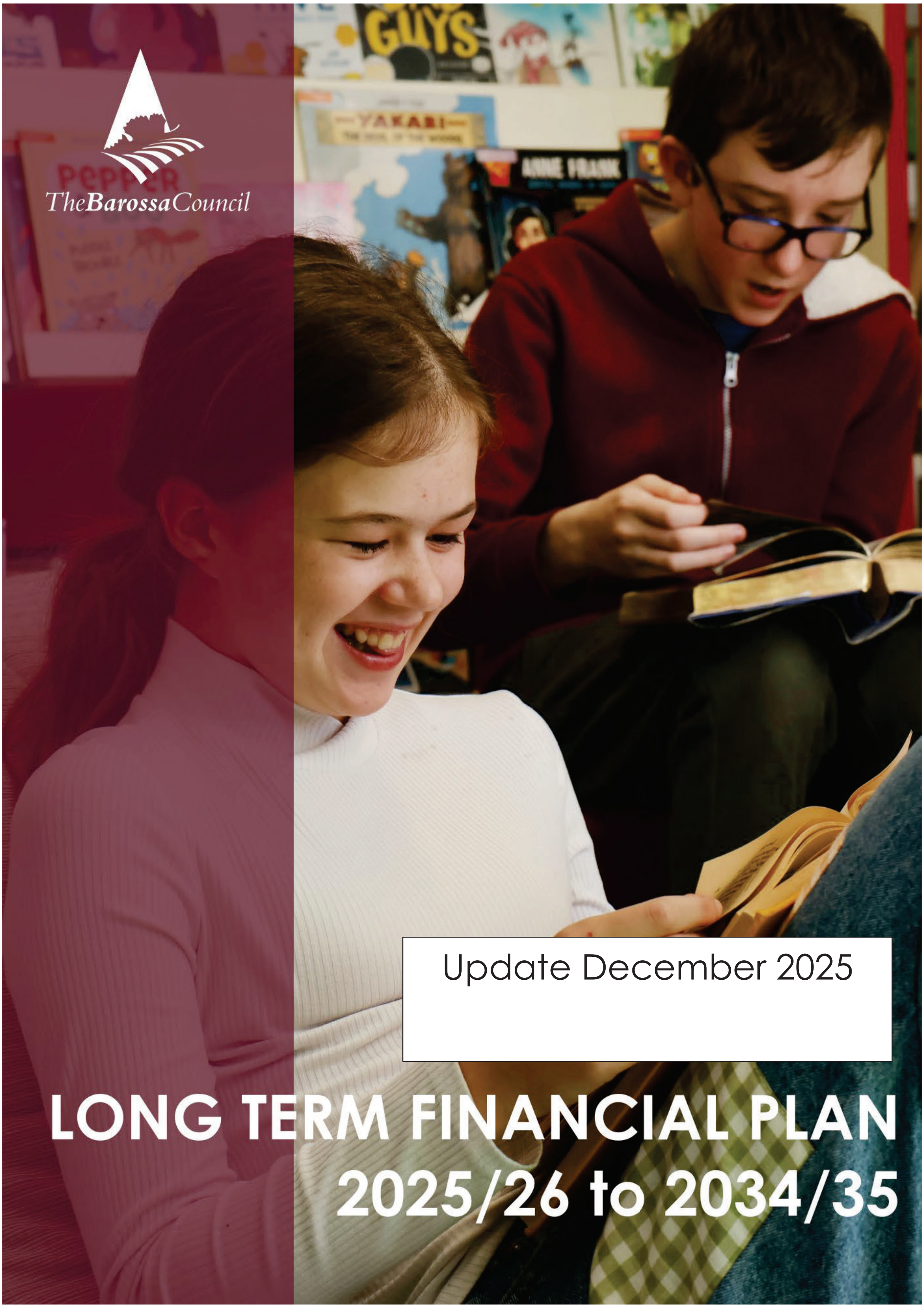
This is an update the Long Term Financial Plan due to material changes, the adopted plan has been the subject of community consultation and as this feeds into the next years budget, 2026-27 that will be consulted upon. Therefore, there is no requirement or recommendation to consult on this update.

Attachment 1

Revised Long Term Financial Plan

Office of the
Mayor and CEO

Attachment 1



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 forward as works in progress or not commenced to the next financial year. The cash flow estimates align to the 92% capital program spend; historically this is the upper performance outcome.
- The LTFP makes provision for ongoing Financial Assistance Grants and indexation at the trimmed RBA indexation rate.
- The LTFP investment in new infrastructure under The Big Project (Councils intergeneration community infrastructure strategy) assumes a 60% Council and 40% third party funding split for capital development costs.

Operations

- General Rate Revenue and Service Charges increments have been reviewed to ensure funding and service level provision is maintained in line with sustainability requirements.
- Operating Costs for Employee, Contractors and Materials have been based on a recalculation of budgets based on current expenditure trends, contractual arrangements and estimates for inflation and other cost growth.
- Depreciation has been calculated on existing asset classes, structures, valuation, and condition rating; asset componentisation has been included as appropriate to selected asset types. A review of useful lives, asset condition and replacement cost of all assets and components is an ongoing task refining the data.

- The LTFP assumes that the Federal Government budget will continue to supplement South Australia road funding application through Supplementary Road Funding and reflects revenue of $235K per annum from 2026/27 for a further 5 years.
- The Roads to Recovery (RTR) grant funded program will continue for the forward estimates at the increased base announced by the Federal Government two years prior.
- Full Cost Attribution - an allocation of internal services to relevant charge areas has been allocated in the LTFP. This allocation from internal to external service areas does not affect the overall net result.
- Provisions have been estimated for the forward years of salary and wage growth due to increased population and support costs for growth infrastructure that is being or planned to be built.
- An efficiency and saving dividend is applied at 1% of salary and wages and contractors, materials and other expenses each year to reflect our reform target.

Capital

- Asset Renewal and/or Replacement expenditure is provided for on various buildings, recreation, transport, stormwater, bridge, CWMS and plant & equipment assets at $101.557m, providing for future needs.
- The estimates are based upon the 2024 adopted Infrastructure and Asset Management Plans.
- Infrastructure programs for upgrading existing assets including roads, recreation and open space, bike path, bridges, carparks, footpath program, stormwater and the continuous improvement program at $21.740m.
- 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 $14.641m.
- Capital estimates have an escalation rate applied where applicable that is 10% greater than that applied to operating costs based on the RBA trimmed inflation index.

Loan Principal and Interest Repayments

- Council's related borrowings and loan debt is predicted to peak at $44.069m in 2026/27.
- Council is guarantor to an additional $2.330m in loans to community groups in 2025/26
- Total outstanding loans at the end of the 10-year long term financial plan on 30 June 2035 is $6.159m of which $0.149m in guarantor for loans to community groups based on the current assumptions and service level policy settings of Council.
- Financing cost will increase in 2025/26 from the current interest cover percentage of 3.23% of revenue in 2024/25 to 3.51% of revenue in 2025/26 in support of growth infrastructure development and will return to 0.33% 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 four years being 2025/26 to 2028/29 combined totalling $5.290m.
    - Returning to an underlying operating surplus in 2029/30 of $196,000.
    - All future years are in operating service with an accumulated surplus over 10 years as at the end of the 2034/35 financial year of $2.897m.
    - 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 to 2031-32 and 2.5% for the remainder of the long-term financial plan aligning to the May RBA trimmed CPI and CPI forward estimate from July 2027 plus 0.1% to ensure aligned cash flow and debt reduction targets are met. Growth for the future is estimated at 1% annually 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 (2.1%) deficit to 3.0% profit during this plan.
  - Annual surplus ratios range from (4.6%) deficit to 3.6% surplus.
- KPI 3: Net Financial Liabilities.
  - The forecast is 89.8% in 2026/27 and by year 2034/35 it is projected to be at 14.7%.
- KPI 4: Asset Renewal Funding Ratio.
  - The average being 113.5% over the ten-year plan when measured against the adopted Infrastructure and Asset Management Plans
  - The average being 100.8% 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 to 2030-31 at 3%.
- For the remainder of the plan 2.5% which is aligned to the current consumer price index forecast from July 2027 by the Reserve Bank of Australia – May 2025 forecast plus 0.1%.
- The above estimates do not include new properties the growth estimates for additional income are 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 2.75% to 3.25%.

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 .7% has been applied for 2026-27 and 2.6% for the remainder of the plan.
- Recurrent grants are based on known factors where the grant is subject to indexation 2.7% has been applied for 2026-27 and 2.6% for the remainder of the plan..

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

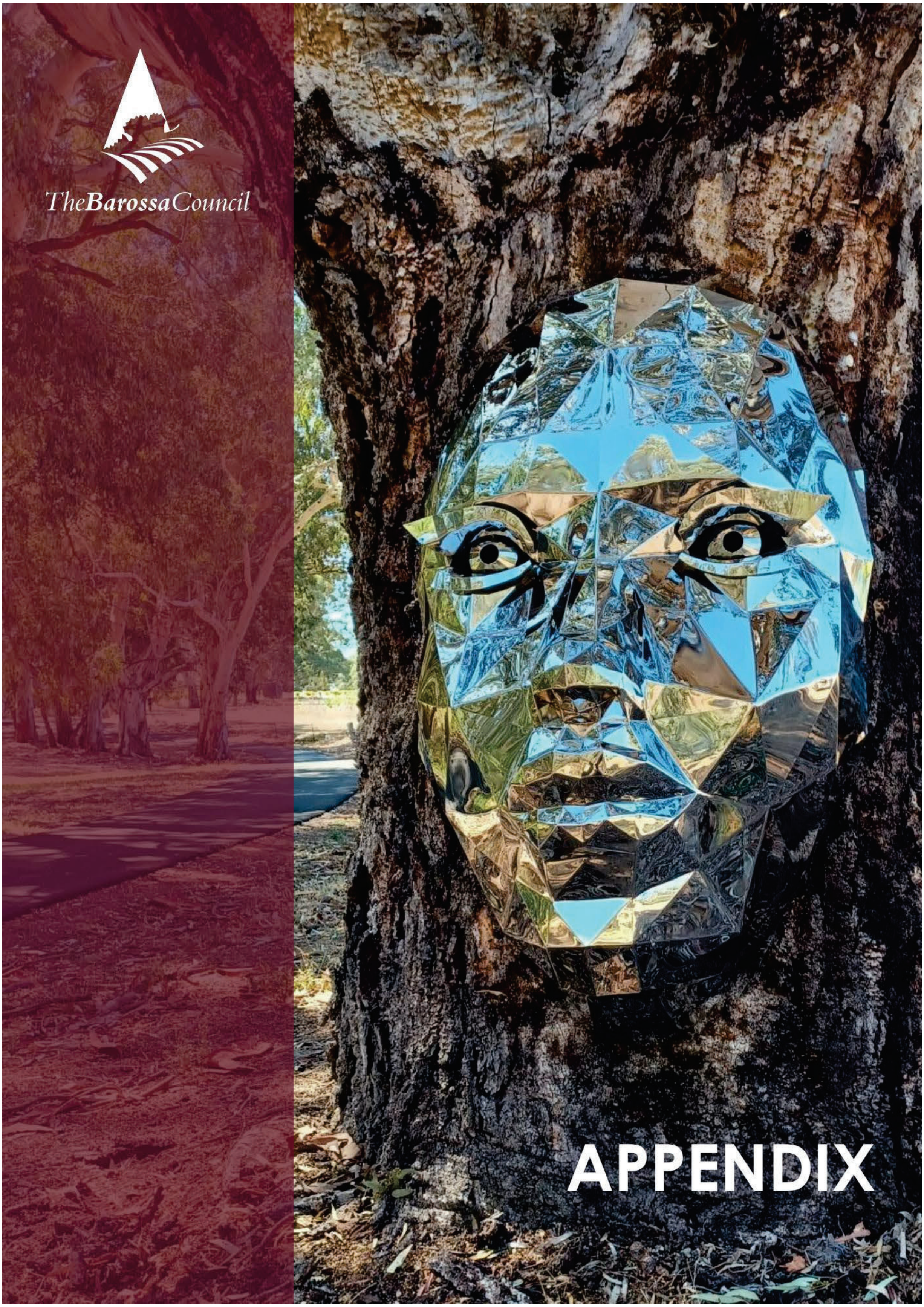
Council is planning to spend an average of $13.794m per annum (including indexation) on capital expenditure and projects and an average of $46.666m per annum on day-to-day services (operational expenditure, excluding interest and depreciation but including indexation) over the next 10 years.

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.

Attachment 1



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
		Actual	**Q1 Review**	**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**	494	(2,400)	(3,698)	(4,684)	(5,290)	(5,094)	(4,433)	(3,461)	(1,943)	241	2,897
KPI 2 - Operating Surplus Ratio - Rolling 3 year - retrospective average	**(2%) to 10%**	0.2%	(2.1%)	(2.0%)	(2.9%)	(1.7%)	(0.8%)	0.1%	0.9%	1.6%	2.3%	3.0%
KPI 2 - Operating Surplus Ratio - Rolling 5 year - retrospective average	**(2%) to 10%**	3.9%	0.9%	(1.3%)	(2.0%)	(1.7%)	(1.9%)	(0.7%)	0.0%	0.8%	1.6%	2.3%
KPI 2 - Operating Surplus Ratio - Annual	**(4%) to 10%**	0.9%	(4.6%)	(2.3%)	(1.7%)	(1.0%)	0.3%	1.0%	1.5%	2.2%	3.1%	3.6%
KPI 3 - Net Financial Liabilities ratio	**0-100%**	71.9%	80.1%	89.8%	82.3%	72.7%	61.4%	53.5%	47.3%	37.4%	26.0%	14.7%
KPI 4 - Asset Renewal Funding Ratio - Annual - Using Asset Management Plan Forecast	**80% to 110%**	137.9%	104.8%	164.6%	133.2%	94.0%	104.9%	133.2%	123.8%	94.3%	96.8%	85.9%
KPI 4 - Asset Renewal Funding Ratio - Annual - Using Depreciation	**80% to 110%**	84.4%	115.8%	125.1%	127.2%	116.5%	98.7%	104.2%	111.9%	113.7%	107.8%	103.2%
Financial parameters - Indexation												
RATE REVENUE INCREASES		Not Applicable	Included in Budget Estimates									
General - Rate Revenue Net Increase (excl growth)				4.30%	3.75%	3.00%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%
Growth -Development - General rates				1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
CWMS - Service Charge & Rates Increase (+ growth 0.5-1.5%)				3.25%	3.25%	3.25%	3.25%	3.25%	2.75%	2.75%	2.75%	2.75%
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%	3.00%	2.75%
OPERATING REVENUE												
Operating Grants				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Statutory Charges				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
User Charges				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Investment Income				1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%
Reimbursements				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Other Revenue				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
OPERATING EXPENSES												
Service Cost Natural Growth				0.0%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%
Employee Costs				4.5%	4.5%	3.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Contracts, Materials & Other				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Energy Costs				3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Water Costs				3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Debenture & Cash Advance Loan interest rate				5.3%	5.0%	4.8%	4.8%	4.8%	4.8%	4.8%	4.8%	4.8%
Insurance				3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
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%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Recreation Assets				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Infrastructure Assets				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
CWMS				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Stormwater Assets				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Equipment Assets				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
ASSET RENEWAL EXPENDITURE												
Infrastructure renewal increments				2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%
Office fleet vehicles				2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%

APPENDIX 2: Long Term Plan Financial Statements 2025/26 to 2034/35

A2-1 Consolidated Results: Budgeted Statement of Comprehensive Income	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	Actual $'000	**Q1 Review $'000**	**LTFP $'000**	**LTFP $'000**	**LTFP $'000**	**LTFP $'000**	**LTFP $'000**	**LTFP $'000**	**LTFP $'000**	**LTFP $'000**	**LTFP $'000**
REVENUES											
Rates	39,947	42,116	44,204	46,197	48,015	49,923	51,907	53,948	55,848	57,805	59,819
Statutory Charges	923	907	932	956	981	1,006	1,032	1,059	1,087	1,115	1,144
User Charges	4,038	4,198	4,313	4,426	4,542	4,662	4,784	4,910	5,039	5,171	5,307
Grants, subsidies and contributions	6,485	3,663	5,095	5,282	5,389	5,498	5,610	5,431	5,542	5,656	5,774
Investment Income	233	166	170	175	179	184	188	193	198	203	208
Reimbursements	335	234	214	206	199	192	184	177	169	162	156
Other Income	640	625	583	573	587	603	618	634	651	668	685
Net Gain - Joint Venture	100	0	0	0	0	0	0	0	0	0	0
TOTAL INCOME	52,701	51,909	55,511	57,815	59,892	62,068	64,323	66,352	68,534	70,780	73,093
EXPENSES											
Employee Costs	18,798	20,497	21,779	22,516	23,329	23,984	24,657	25,349	26,062	26,795	27,549
Materials, Contracts & Other expenses	20,223	19,531	20,055	20,620	21,415	21,827	22,698	23,372	24,062	24,786	25,775
Depreciation, Amortisation & Impairment	11,643	12,460	12,914	13,681	14,071	14,591	14,996	15,443	15,930	16,401	16,869
Finance Costs	1,543	1,821	2,061	1,984	1,683	1,470	1,311	1,216	962	614	244
Net loss - Joint Venture	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENSES	52,207	54,309	56,809	58,801	60,498	61,872	63,662	65,380	67,016	68,596	70,437
OPERATING SURPLUS / (DEFICIT)	494	(2,400)	(1,298)	(986)	(606)	196	661	972	1,518	2,184	2,656
Asset disposal and fair value adjustments	(973)	(744)	(792)	(1,028)	(776)	(963)	(1,312)	(1,378)	(1,015)	(1,209)	(1,187)
Amounts specifically for new or upgraded assets	26,031	3,775	2,926	1,239	79	79	70	70	70	70	70
Revaluation Adjustments	16,753	0	0	0	0	0	0	0	0	0	0
Physical Resources received free of charge	7,267	2,433	2,694	2,792	2,821	2,846	2,867	2,899	2,935	2,956	2,975
NET SURPLUS / (DEFICIT)	49,572	3,064	3,530	2,017	1,518	2,158	2,286	2,563	3,508	4,001	4,514
Transfer to Equity Statement / Adjustment	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-
Changes in revaluation surplus - infrastructure, property, plant & equipment	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-
TOTAL COMPREHENSIVE INCOME	49,572	3,064	3,530	2,017	1,518	2,158	2,286	2,563	3,508	4,001	4,514

APPENDIX 2: Long Term Plan Financial Statements 2025/26 to 2034/35

A2-2 Consolidated Results: Budgeted Statement of Financial Position	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	Actual	**Actual**	**Q1 Review**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
	$'000	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
ASSETS												
Current Assets												
Cash and cash equivalents	3,153	844	148	67	5	5	4	9	9	9	7	6
Trade & other receivables	3,253	2,960	3,228	3,218	3,207	3,197	3,187	3,176	3,165	3,153	3,144	3,138
Inventories	123	233	125	125	125	125	125	125	125	125	125	125
	6,529	4,037	3,501	3,410	3,337	3,327	3,316	3,310	3,299	3,287	3,276	3,269
Non-Current Assets held for Sale	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	6,529	4,037	3,501	3,410	3,337	3,327	3,316	3,310	3,299	3,287	3,276	3,269
Non-Current Assets												
Financial Assets	1,223	2,196	2,053	1,966	1,889	1,823	1,767	1,722	1,688	1,665	1,652	1,645
Equity accounted investments in Council businesses	4,518	4,618	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518
Infrastructure, Property, Plant & Equipment	407,736	452,571	531,400	549,015	552,650	555,524	557,662	561,702	566,498	568,323	569,614	570,589
Other Non-Current Assets	7,290	37,258	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	420,767	496,643	537,971	555,499	559,057	561,865	563,947	567,942	572,704	574,506	575,784	576,752
TOTAL ASSETS	427,296	500,680	541,472	558,909	562,394	565,192	567,263	571,252	576,003	577,793	579,060	580,021
LIABILITIES												
Current Liabilities												
Trade & Other Payables	5,355	4,441	5,421	5,421	5,421	5,421	5,421	5,421	5,421	5,421	5,421	5,421
Borrowings - Council	3,558	605	734	2,344	4,104	5,483	3,753	2,880	5,680	7,132	7,668	6,010
Borrowings - Commnity Organisations		193	203	203	192	196	201	212	207	199	144	46
Provisions	3,292	3,376	3,158	3,165	3,175	3,183	3,189	3,196	3,203	3,211	3,234	3,258
Total Current Liabilities	12,205	8,615	9,516	11,133	12,892	14,283	12,564	11,709	14,511	15,963	16,467	14,735
Non-Current Liabilities												
Trade & Other Payables	-	1,676	-	-	-	-	-	-	-	-	-	-
Borrowings (Internal from CWMS)	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings - Council	11,871	31,531	35,082	41,725	37,735	32,460	28,886	26,179	20,544	13,462	5,836	-
Borrowings - Commnity Organisations	722	1,299	1,702	1,499	1,307	1,111	910	698	491	292	144	103
Provisions	722	791	722	722	722	722	722	722	722	722	722	722
Total Non-Current Liabilities	13,315	35,297	37,506	43,946	39,764	34,293	30,518	27,599	21,757	14,476	6,702	825
TOTAL LIABILITIES	25,520	43,912	47,022	55,079	52,656	48,576	43,082	39,308	36,268	30,439	23,169	15,560
NET ASSETS	401,776	456,768	494,450	503,830	509,738	516,616	524,181	531,944	539,735	547,354	555,891	564,461
EQUITY												
Accumulated Surplus	97,270	137,347	163,656	161,130	155,562	150,832	146,673	142,478	138,298	133,826	129,917	125,793
Asset Revaluation Reserve	282,960	302,429	311,529	322,510	333,072	343,807	354,692	365,735	376,930	388,287	399,802	411,477
Other Reserves	21,546	16,992	19,265	20,190	21,104	21,977	22,816	23,731	24,507	25,241	26,172	27,191
TOTAL EQUITY	401,776	456,768	494,450	503,830	509,738	516,616	524,181	531,944	539,735	547,354	555,891	564,461

APPENDIX 2: Long Term Plan Financial Statements 2025/26 to 2034/35

A2-3 Consolidated Results: Budgeted Statement of Cash Flows	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	Actual	**Q1 Review**	**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	59,508	51,744	55,340	57,640	59,713	61,883	64,136	66,159	68,336	70,577	72,884
Investment receipts	233	166	170	175	179	184	188	193	198	203	208
Payments:											
Operating payments to suppliers & employees	(47,542)	(38,863)	(41,827)	(43,127)	(44,736)	(45,804)	(47,348)	(48,714)	(50,116)	(51,574)	(53,316)
Finance payments	(1,544)	(1,724)	(1,977)	(2,011)	(1,788)	(1,544)	(1,366)	(1,249)	(1,050)	(735)	(373)
Net cash provided by (or used in) Operating Activities	10,655	11,323	11,706	12,677	13,368	14,719	15,610	16,389	17,368	18,471	19,403
CASH FLOW FROM INVESTING ACTIVITIES											
Receipts:											
Amounts specifically for new or upgraded assets	23,887	3,775	2,926	1,239	79	79	70	70	70	70	70
Sale of replaced assets	358	344	347	391	540	412	423	435	600	459	471
Repayment of loans by community organisations	124	108	98	87	77	66	56	45	34	23	13
Payments:											
Expenditure on renewal/replacement of assets	(9,826)	(10,104)	(11,936)	(9,031)	(8,208)	(8,668)	(10,937)	(11,200)	(10,268)	(10,420)	(10,654)
Expenditure on new/upgraded assets	(44,169)	(9,748)	(11,169)	(2,886)	(1,661)	(999)	(1,436)	(2,692)	(1,967)	(1,316)	(1,570)
Loans made to community organisations	(1,035)	0	0	0	0	0	0	0	0	0	0
Net cash provided by (or used in) Investment Activities	(30,661)	(15,625)	(19,734)	(10,200)	(9,173)	(9,110)	(11,824)	(13,342)	(11,531)	(11,184)	(11,670)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts:											
Proceeds from borrowings for Council	20,100	4,400	8,650	0	0	0	0	0	0	0	0
Proceeds from borrowings for Community Organisations	1,035	0	0	0	0	0	0	0	0	0	0
Receipt of Funds from Leases	0	0	0	0	0	0	0	0	0	0	0
Proceeds from Bonds and Deposits	624	0	0	0	0	0	0	0	0	0	0
Payments:											
Repayment of borrowings	(3,545)	(787)	(703)	(2,539)	(4,195)	(5,610)	(3,781)	(3,047)	(5,837)	(7,289)	(7,734)
Repayment of Lease	(17)	(7)	0	0	0	0	0	0	0	0	0
Repayment of Bonds and Deposits	(500)	0	0	0	0	0	0	0	0	0	0
Net cash provided by (or used in) Financing Activities	17,697	3,606	7,947	(2,539)	(4,195)	(5,610)	(3,781)	(3,047)	(5,837)	(7,289)	(7,734)
Net Increase/(Decrease) in Cash held	(2,309)	(696)	(81)	(62)	0	(1)	5	0	0	(2)	(1)
Cash at beginning of period	3,153	844	148	67	5	5	4	9	9	9	7
CASH AT END OF PERIOD	844	148	67	5	5	4	9	9	9	7	6

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
	Actual	**Q1 Review**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
	$ '000	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**
Operating Revenues	52,701	51,909	55,511	57,815	59,892	62,068	64,323	66,352	68,534	70,780	73,093
less Operating Expenses	(52,207)	(54,309)	(56,809)	(58,801)	(60,498)	(61,872)	(63,662)	(65,380)	(67,016)	(68,596)	(70,437)
Operating Surplus / (Deficit)	494	(2,400)	(1,298)	(986)	(606)	196	661	972	1,518	2,184	2,656
less **Net outlays on existing Assets**											
Capital expenditure on renewal and replacement of existing assets	(9,826)	(10,104)	(11,936)	(9,031)	(8,208)	(8,668)	(10,937)	(11,200)	(10,268)	(10,420)	(10,654)
less Depreciation, Amortisation and Impairment	11,643	12,460	12,914	13,681	14,071	14,591	14,996	15,443	15,930	16,401	16,869
less Proceeds from Sale of Replaced Assets	358	344	347	391	540	412	423	435	600	459	471
	2,175	2,700	1,325	5,041	6,403	6,335	4,482	4,678	6,262	6,440	6,686
less **Net outlays on New and Upgraded Assets**											
Capital expenditure on New and Upgraded Assets	(44,169)	(9,748)	(11,169)	(2,886)	(1,661)	(999)	(1,436)	(2,692)	(1,967)	(1,316)	(1,570)
less Amounts received specifically for New and Upgraded Assets	23,887	3,775	2,926	1,239	79	79	70	70	70	70	70
less Proceeds from Sale of Surplus Assets	0	0	0	0	0	0	0	0	0	0	0
	(20,282)	(5,973)	(8,243)	(1,647)	(1,582)	(920)	(1,366)	(2,622)	(1,897)	(1,246)	(1,500)
Net Lending / (Borrowing) for Financial Year	(17,613)	(5,673)	(8,216)	2,408	4,215	5,611	3,777	3,028	5,883	7,378	7,842

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
	Actual $' 000	**Q1 Review $' 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	2,103	2,723	4,493	1,410	1,321	1,181	1,682	1,351	1,361	1,372	1,607
Recreation	25	1,365	341	277	285	293	301	309	318	327	336
Transport - Roads & Footpaths	4,165	3,867	4,240	5,424	4,749	4,916	6,782	7,000	5,794	5,978	6,008
Stormwater, Bridges & Floodplain	55	613	1,600	0	0	350	360	371	381	392	403
CWMS	150	1,418	489	608	694	802	811	962	1,068	965	990
Equipment - Plant & Vehicles	1,139	937	873	999	1,026	1,053	1,082	1,111	1,141	1,274	1,202
Other Assets	96	58	60	61	63	114	117	120	123	126	129
	7,733	10,981	12,096	8,779	8,138	8,709	11,135	11,224	10,186	10,434	10,675
New/Upgrade Capital summary: Discretionary											
Land	0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)	25,635	4,411	9,130	0	0	0	341	0	0	0	0
Recreation (includes TBP program)	15,694	1,152	276	176	182	187	192	1,801	202	207	213
Transport - Roads & Footpaths	1,508	795	750	782	290	299	307	300	309	317	326
Stormwater, Bridges & Floodplain	1,133	350	128	293	302	442	454	467	480	493	506
CWMS	1,383	2,053	131	34	33	35	31	81	81	81	81
Equipment - Plant & Vehicles	0	525	0	0	0	0	0	0	0	0	0
Other	599	1,308	878	881	747	(21)	149	153	833	161	466
	45,952	10,594	11,293	2,166	1,554	942	1,474	2,802	1,905	1,259	1,592
Total Capital Expenditure	53,685	21,575	23,389	10,945	9,692	9,651	12,609	14,026	12,091	11,693	12,267
Note: includes internal allocation											

APPENDIX 4: Reconciliation of capital investment with infrastructure and asset management plan 2025/26 to 2034/35

A4 - Reconciliation of Capital Expenditue with Infrastructure and Asset Management Plan	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
LONG TERM FINANCIAL PLAN SETTINGS	**$' 000**	**$' 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
Buildings	2,103	2,723	4,493	1,410	1,321	1,181	1,682	1,351	1,361	1,372	1,607
Recreation	25	1,365	341	277	285	293	301	309	318	327	336
Transport - Roads & Footpaths	4,165	3,867	4,240	5,424	4,749	4,916	6,782	7,000	5,794	5,978	6,008
Stormwater, Bridges & Floodplain	55	613	800	0	0	350	360	371	381	392	403
CWMS	150	1,418	489	608	694	802	811	962	1,068	965	990
Equipment - Plant & Vehicles	1,139	937	873	999	1,026	1,053	1,082	1,111	1,141	1,274	1,202
Other Assets including Technology and Carparks	96	58	60	61	63	114	117	120	123	126	129
Sub-total Renewal and Replacement	7,733	10,981	11,296	8,779	8,138	8,709	11,135	11,224	10,186	10,434	10,675
Upgrade Capital summary											
Land	0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)	23,425	1,579	3,599	0	0	0	0	0	0	0	0
Recreation (includes TBP program)	210	712	6	176	182	187	192	999	202	207	213
Transport - Roads & Footpaths	1,404	195	250	782	290	299	307	300	309	317	326
Stormwater, Bridges & Floodplain	905	350	128	293	302	442	454	467	480	493	506
CWMS	236	2,053	131	34	33	35	31	81	81	81	81
Equipment - Plant & Vehicles	0	60	0	0	0	0	0	0	0	0	0
Other Assets including Technology and Carparks	599	896	55	58	747	-21	149	153	833	161	466
Sub-total Upgrade	26,779	5,845	4,168	1,343	1,554	942	1,133	2,000	1,905	1,259	1,592
Total Capital Expenditure on Existing Assets	34,512	16,826	15,464	10,122	9,692	9,651	12,268	13,224	12,091	11,693	12,267
New Capital summary											
Land	0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)	2,210	2,832	5,531	0	0	0	341	0	0	0	0
Recreation (includes TBP program)	15,484	440	270	0	0	0	0	802	0	0	0
Transport - Roads & Footpaths	104	600	500	0	0	0	0	0	0	0	0
Stormwater, Bridges & Floodplain	228	0	800	0	0	0	0	0	0	0	0
CWMS	1,147	0	0	0	0	0	0	0	0	0	0
Equipment - Plant & Vehicles	0	465	0	0	0	0	0	0	0	0	0
Other	0	412	823	823	0	0	0	0	0	0	0
Total Capital Expenditure on New Assets	19,173	4,749	7,925	823	0	0	341	802	0	0	0
Total Capital Expenditure provisioned in Long Term Financial Plan	53,685	21,575	23,389	10,945	9,692	9,651	12,609	14,026	12,091	11,693	12,267

Attachment 1

A4 - Reconciliation of Capital Expenditue with Infrastructure and Asset Management Plan	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
INFRASTRUCTURE AND ASSET MANAGEMENT PLAN SETTINGS	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**
Land	0	0	0	0	0	0	0	0	0	0
Buildings	731	710	710	889	846	870	895	921	947	974
Carparks	40	0	0	0	155	39	0	0	0	290
Footpaths	557	679	700	719	740	363	0	195	828	853
Kerbing	123	118	193	60	0	0	0	0	0	0
Transport - Sealed Roads	996	1,030	1,124	1,223	2,357	2,511	2,672	2,845	3,030	3,225
Transport - Unsealed Roads	1,502	1,555	1,600	1,646	1,691	1,742	1,790	1,843	1,893	1,950
Stormwater and Bridges*	960	963	928	293	302	792	814	838	861	885
CWMS*	386	3,471	620	642	727	837	842	1,043	1,149	1,046
Equipment - Plant & Vehicles*	1,139	997	873	999	1,026	1,053	1,082	1,111	1,141	1,274
Other Assets - IT Renewal	695	954	115	119	810	93	266	273	956	287
Total Capital Expenditure requirement forecast in Infrastructure and Asset Management Plan	7,128	10,476	6,862	6,590	8,653	8,301	8,362	9,069	10,806	10,784
Net Capital Expenditure Against IAMP (Surplus)/Deficit - Existing Assets	(27,384)	(6,349)	(8,602)	(3,532)	(1,039)	(1,350)	(3,906)	(4,155)	(1,285)	(909)
Net Capital Expenditure Against IAMP (Surplus)/Deficit - Renew and Replacement only of Existing Assets	(605)	(505)	(4,434)	(2,189)	515	(408)	(2,773)	(2,155)	620	350
Net Capital Expenditure Against IAMP (Surplus)/Deficit - All Assets	(46,557)	(11,099)	(16,527)	(4,355)	(1,039)	(1,350)	(4,247)	(4,957)	(1,285)	(909)
* Based on current projections these are currently under new modelling in 2025-26										
KPI 4 - Existing Assets - All	484.2%	160.6%	225.4%	153.6%	112.0%	116.3%	146.7%	145.8%	111.9%	108.4%
KPI 4 - Existing Assets - Renewal and Replacement Only	108.5%	104.8%	164.6%	133.2%	94.0%	104.9%	133.2%	123.8%	94.3%	96.8%
KPI 4 - Total Assets	753.2%	205.9%	340.9%	166.1%	112.0%	116.3%	150.8%	154.7%	111.9%	108.4%
Please note this statement is based on budget allocations and 100% capital program delivery, the corresponding cash flow reflects 92% capital program delivery.										

Summary Long Term Financial Plan Key Performance Indicators

Office of the Mayor and CEO

Long Term Financial Plan Update November 2025

Summary Results

Legend

Within or better than set key performance indictor
Within the indicator but is at risk in future years
Outside of set key performance indicator

	$'000 Adopted or Q1 Admended 2025-26 Plan	$'000 Revised 2025-26 Plan	Variation	Notes
Operating Result - (Deficit) / Surplus	(178)	(2,400)	(2,222)	Fundamentally related to impact of depreciation changes from revaluation, replacement cost and Barossa Park State Accounting Changes and $1.372M advance payment of Financial Assistance Grants, the budget will absorb an additional $845k in depreciation in 25-26 than originally modelled.
Operating Surplus Ratio 3 Year Aveage	-1.6%	-2.1%	-0.5%	Only marginally outside the indicator.
Net Financial Liabilities	88.6%	80.1%	8.5%	Has reduced due to BCIC larger expenditure now expected in 2026-27.
Asset Renewal Funding Ratio	136.4%	104.8%	-31.6%	Has reduced due to BCIC larger expenditure now expected in 2026-27.
Net Borrowings - Council	40,991	35,816	5,175	Has reduced due to BCIC larger expenditure now expected in 2026-27.
Net Borrowings - Community	2,330	1,905	425	
	Adopted LTFP to 2034-35	**Revised LTFP to 2034-35**		
Operating Result - (Deficit) / Surplus	12,972	2,897	(10,075)	Fundamentally related to impact of depreciation changes from revaluation, replacement cost and Barossa Park State Accounting Changes which results in an extra $4.732M in depreciation charges. See operating analysis for more detail.
Operating Surplus Ratio 3 Year Aveage	3.7%	3.0%	-0.7%	Related to increased depreciation and spending impacts
Net Financial Liabilities	13.5%	14.7%	-1.2%	Debt repayment extended a year due to changes overall
Asset Renewal Funding Ratio Average over 10 Years	115.7%	113.5%	-2.2%	
Net Borrowings - Council	4,920	6,019	(1,099)	Debt repayment extended a year due to changes overall
Net Borrowings - Community	149	149	0	
Last Year Council Debt Repaid	2035-36	2036-37	1	Debt repayment extended a year due to changes overall

Long Term Financial Plan Assumptions and Changes Summary

Office of the Mayor and CEO

Long Term Financial Plan Update November 2025

Key Assumption Changes

Adopted Long Term Financial Plan										
RATE REVENUE INCREASES	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
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%	27.25%
Growth -Development - General rates	1.00%	1.00%	1.00%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	7.50%
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%	2.75%	24.75%
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%	3.25%	26.75%

Revised Long Term Financial Plan										
RATE REVENUE INCREASES	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
General - Rate Revenue Net Increase (excl growth)	4.30%	3.75%	3.00%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	27.55%
Growth -Development - General rates	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	9.00%
CWMS - Service Charge & Rates Increase (+ growth 0.5-1.5%)	3.25%	3.25%	3.25%	3.25%	3.25%	2.75%	2.75%	2.75%	2.75%	27.25%
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%	3.00%	2.75%	26.00%

Change											
RATE REVENUE INCREASES	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total	Notes
General - Rate Revenue Net Increase (excl growth)	0.00%	0.00%	0.00%	0.30%	0.30%	0.30%	-0.20%	-0.20%	-0.20%	0.30%	Reflects need for earlier upfront cash flow for current service levels and probable investment requests
Growth -Development - General rates	0.00%	0.00%	0.00%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	1.50%	Increased growth in the LTFP to 1% for each year to reflect likely growth exceeding 0.75%. If this does not materialise it will require greater rate increases or service and or investment cuts
CWMS - Service Charge & Rates Increase (+ growth 0.5-1.5%)	0.50%	0.50%	0.50%	0.50%	0.50%	0.00%	0.00%	0.00%	0.00%	2.50%	Reflects the need for CWMS increase as it is running at a loss.
Refuse, Recycling and Green Organic Services Charge Net Increase (excl growth)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	-0.25%	-0.50%	-0.75%	Reflects minor change to ensure costs of operation are in line with the contract and is not over recovering the cost

Change											
OPERATING REVENUE	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total	Notes
Operating Grants	0.10%									0.10%	Reflects increase in the CPI trimmed mean in the September Quarter
Statutory Charges	0.10%									0.10%	
User Charges	0.10%				No Change					0.10%	
Reimbursements	0.10%									0.10%	
Other Revenue	0.10%									0.10%	

Adopted Long Term Financial Plan										
OPERATING EXPENSES	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
Service Cost Natural Growth	0.00%	0.00%	0.00%	0.00%	0.00%	0.50%	0.50%	0.50%	0.50%	2.00%
Employee Costs	3.10%	3.10%	3.10%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	27.30%
Contracts, Materials & Other	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	23.40%
Energy Costs	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	27.00%
Water Costs	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	27.00%
Debenture & Cash Advance Loan interest rate	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	45.00%
Insurance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	27.00%

Revised Long Term Financial Plan										
OPERATING EXPENSES	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
Service Cost Natural Growth	0.00%	0.32%	0.32%	0.32%	0.32%	0.32%	0.32%	0.32%	0.32%	2.56%
Employee Costs	4.50%	4.50%	3.46%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	27.46%
Contracts, Materials & Other	2.70%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	23.50%
Energy Costs	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	27.00%
Water Costs	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	27.00%
Debenture & Cash Advance Loan interest rate	5.25%	5.00%	4.75%	4.75%	4.75%	4.75%	4.75%	4.75%	4.75%	43.50%
Insurance	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	31.50%

Change											
OPERATING EXPENSES	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total	Notes
Service Cost Natural Growth	0.00%	0.32%	0.32%	0.32%	0.32%	-0.18%	-0.18%	-0.18%	-0.18%	0.56%	Previous models had built growth in through a different mechanism, that has been removed and growth shown more transparently. Increase reflects estimated increase in new properties as outlined in the rates table above
Employee Costs	1.40%	1.40%	0.36%	-0.50%	-0.50%	-0.50%	-0.50%	-0.50%	-0.50%	0.16%	Reflects current enterprise agreemetns returning to the mid point of long term inflation targets of RBA in the long run
Contracts, Materials & Other	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	Reflects increase in the CPI trimmed mean in the September Quarter
Energy Costs	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Water Costs	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Debenture & Cash Advance Loan interest rate	0.25%	0.00%	-0.25%	-0.25%	-0.25%	-0.25%	-0.25%	-0.25%	-0.25%	-1.50%	Reflect that interest rates are likely to remain at current levels for the next few years and then drop
Insurance	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	4.50%	Insurance costs are growting at greater than 3% need to increase

	Change										
ASSET REVALUATION	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total	Notes
Land Assets	No Change										
Building Assets	0.11%	No Change								0.11%	Reflects increase in the CPI trimmed mean in the September Quarter
Recreation Assets	0.11%									0.11%	
Infrastructure Assets	0.11%									0.11%	
CWMS	0.11%									0.11%	
Stormwater Assets	0.11%									0.11%	
Equipment Assets	0.11%									0.11%	

	Change										
ASSET RENEWAL EXPENDITURE	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total	Notes
Infrastructure renewal increments	0.11%	No Change								0.11%	Reflects increase in the CPI trimmed mean in the September Quarter
Office fleet vehicles	0.11%									0.11%	

Operating Position of Council and Changes Summary

Office of the
Mayor and CEO

Long Term Financial Plan Update November 2025

Consolidated Operating Position of Council

	Adopted Long Term Financial Plan											
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	Total
	Q3 Budget $'000	Budget $'000	LTFP $'000	LTFP $'000	LTFP $'000	LTFP $'000	LTFP $'000	LTFP $'000	LTFP $'000	LTFP $'000	LTFP $'000	LTFP $'000
REVENUES												
Rates	39,947	42,019	44,083	46,052	47,845	49,510	51,234	53,017	54,863	56,773	58,682	544,025
Statutory Charges	816	907	931	955	980	1,005	1,032	1,058	1,086	1,114	1,143	11,027
User Charges	4,095	4,178	4,287	4,400	4,516	4,634	4,756	4,881	5,009	5,141	5,276	51,173
Grants, subsidies and contributions	4,702	4,853	4,690	4,868	4,964	5,064	5,166	5,270	5,377	5,487	5,600	56,041
Investment Income	150	166	170	174	178	183	188	192	197	202	207	2,007
Reimbursements	209	155	241	228	216	203	191	180	169	158	148	2,098
Other Income	867	622	633	650	667	684	702	720	739	758	778	7,820
Net Gain - Joint Venture	0	0	0	0	0	0	0	0	0	0	0	-
TOTAL INCOME	50,786	52,900	55,035	57,327	59,366	61,283	63,269	65,318	67,440	69,633	71,834	674,191
EXPENSES												
Employee Costs	18,914	20,211	21,632	22,100	22,852	23,542	24,252	25,089	25,954	26,850	27,777	259,173
Materials, Contracts & Other expenses	19,987	19,354	19,893	20,597	21,168	21,767	22,582	23,188	23,942	24,647	25,652	242,777
Depreciation, Amortisation & Impairment	11,136	11,615	12,118	12,501	12,856	13,244	13,634	14,052	14,504	14,951	15,409	146,020
Finance Costs	1,640	1,898	1,892	1,837	1,700	1,471	1,231	1,052	784	461	174	14,140
Net loss - Joint Venture	0	0	0	0	0	0	0	0	0	0	0	-
TOTAL EXPENSES	51,677	53,078	55,535	57,035	58,576	60,024	61,699	63,381	65,184	66,909	69,012	662,110
OPERATING SURPLUS / (DEFICIT)	(891)	(178)	(500)	292	790	1,259	1,570	1,937	2,256	2,724	2,822	12,081
Asset disposal & fair value adjustments	(567)	(915)	(805)	(883)	(789)	(1,040)	(1,072)	(1,131)	(1,030)	(1,226)	(1,204)	(10,662)
Amounts specifically for new or upgraded assets	8,622	5,673	730	70	70	343	711	70	70	70	70	16,499
Net gain (loss) on disposal or revaluation of assets - subsidiaries	0	0	0	0	0	0	0	0	0	0	0	0
Physical Resources received free of charge	2,243	2,400	2,539	2,582	2,611	2,063	2,086	2,111	2,140	2,162	2,184	25,121
NET SURPLUS / (DEFICIT)	9,407	6,980	1,964	2,061	2,682	2,625	3,295	2,987	3,436	3,730	3,872	43,039

Attachment 1

					Revised Long Term Financial Plan							
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	Total
	Actual	Budget	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
REVENUES												
Rates	39,947	42,116	44,204	46,197	48,015	49,923	51,907	53,948	55,848	57,805	59,819	549,729
Statutory Charges	923	907	932	956	981	1,006	1,032	1,059	1,087	1,115	1,144	11,142
User Charges	4,038	4,198	4,313	4,426	4,542	4,662	4,784	4,910	5,039	5,171	5,307	51,390
Grants, subsidies and contributions	6,485	3,663	5,095	5,282	5,389	5,498	5,610	5,431	5,542	5,656	5,774	59,425
Investment Income	233	166	170	175	179	184	188	193	198	203	208	2,097
Reimbursements	335	234	214	206	199	192	184	177	169	162	156	2,228
Other Income	640	625	583	573	587	603	618	634	651	668	685	6,867
Net Gain - Joint Venture	100	0	0	0	0	0	0	0	0	0	0	100
TOTAL INCOME	52,701	51,909	55,511	57,815	59,892	62,068	64,323	66,352	68,534	70,780	73,093	682,978
EXPENSES												
Employee Costs	18,798	20,497	21,779	22,516	23,329	23,984	24,657	25,349	26,062	26,795	27,549	261,315
Materials, Contracts & Other expenses	20,223	19,531	20,055	20,620	21,415	21,827	22,698	23,372	24,062	24,786	25,775	244,364
Depreciation, Amortisation & Impairment	11,643	12,460	12,914	13,681	14,071	14,591	14,996	15,443	15,930	16,401	16,869	158,999
Finance Costs	1,543	1,821	2,061	1,984	1,683	1,470	1,311	1,216	962	614	244	14,909
Net loss - Joint Venture	0	0	0	0	0	0	0	0	0	0	0	-
TOTAL EXPENSES	52,207	54,309	56,809	58,801	60,498	61,872	63,662	65,380	67,016	68,596	70,437	679,587
OPERATING SURPLUS / (DEFICIT)	494	(2,400)	(1,298)	(986)	(606)	196	661	972	1,518	2,184	2,656	3,391
Asset disposal & fair value adjustments	(973)	(744)	(792)	(1,028)	(776)	(963)	(1,312)	(1,378)	(1,015)	(1,209)	(1,187)	(11,377)
Amounts specifically for new or upgraded assets	26,031	3,775	2,926	1,239	79	79	70	70	70	70	70	34,479
Net gain (loss) on disposal or revaluation of assets - subsidiaries	16,753	0	0	0	0	0	0	0	0	0	0	16,753
Physical Resources received free of charge	7,267	2,433	2,694	2,792	2,821	2,846	2,867	2,899	2,935	2,956	2,975	35,485
NET SURPLUS / (DEFICIT)	49,572	3,064	3,530	2,017	1,518	2,158	2,286	2,563	3,508	4,001	4,514	78,731

Budgeted Statement of Comprehensive Income	2024-25 Actual $'000	2025-26 Budget $'000	Changes 2026-27 LTFP $'000	2027-28 LTFP $'000	2028-29 LTFP $'000	2029-30 LTFP $'000	2030-31 LTFP $'000	2031-32 LTFP $'000	2032-33 LTFP $'000	2033-34 LTFP $'000	2034-35 LTFP $'000	Total LTFP $'000	Notes
REVENUES													
Rates	-	97	121	145	170	413	673	931	985	1,032	1,137	5,704	Reflects higher growth in the main and slight increase of 0.3% over the LTFP and earlier implementation of higher rate
Statutory Charges	107	-	1	1	1	1	-	1	1	1	1	115	Not material and relates to the actual result in 2024-25
User Charges	-57	20	26	26	26	28	28	29	30	30	31	217	Relates to high property growth and revenue from development fees
Grants, subsidies and contributions	1,783	-1,190	405	414	425	434	444	161	165	169	174	3,384	This model has assumed that South Australia Supplemetary Road program will continue for the next 5 years resulting in additional unbudgeted revenue of $1.175m as well as increase to the base FAGS grant received in 2025-26 indexed forward
Investment Income	83	-	-	1	1	1	-	1	1	1	1	90	Immaterial
Reimbursements	126	79	-27	-22	-17	-11	-7	-3	-	4	8	130	Not material and relates to the actual result in 2024-25
Other Income	-227	3	-50	-77	-80	-81	-84	-86	-88	-90	-93	-953	Expected reduction to other income arising from the 2024-25 result and readjusting the forward estimate
Net Gain - Joint Venture	100	-	-	-	-	-	-	-	-	-	-	100	Not material and relates to the actual result in 2024-25
TOTAL INCOME	52,701	51,909	55,511	57,815	59,892	62,068	64,323	66,352	68,534	70,780	73,093	8,787	
EXPENSES													
Employee Costs	-116	286	147	416	477	442	405	260	108	-55	-228	2,142	Reflect growth needs from additional property and population growth including Concordia
Materials, Contracts & Other expenses	236	177	162	23	247	60	116	184	120	139	123	1,587	Reflect growth needs from additional property and population growth including Concordia
Depreciation, Amortisation & Impairment	507	845	796	1,180	1,215	1,347	1,362	1,391	1,426	1,450	1,460	12,979	Please see detail explanation as this is the fundamental change to the financial predictions.
Finance Costs	-97	-77	169	147	-17	-1	80	164	178	153	70	769	Reflects the managemetn of cash and borrowings to ensure funding of the organisation and the current service levels and capital investment forecast
Net loss - Joint Venture	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL EXPENSES	52,207	54,309	56,809	58,800	60,496	61,869	63,659	65,376	67,012	68,593	70,433	17,477	
OPERATING SURPLUS / (DEFICIT)	494	(2,400)	(1,298)	(985)	(604)	199	664	976	1,522	2,187	2,660	(8,690)	
Asset disposal & fair value adjustments	-406	171	13	-145	13	77	-240	-247	15	17	17	-715	Adjusted to reflect estimated outcomes from equipment sales and accounting adjustments ultimatley not controllable or fundamentally material
Amounts specifically for new or upgraded assets	17,409	-1,898	2,196	1,169	9	-264	-641	-	-	-	-	17,980	Simply reflects the changes to the Barossa Park accounting requirements where the Sate funds had to be brought in as grants in the 2024-25 statements
Net gain (loss) on disposal or revaluation of assets - subsidiaries	16,753	-	-	-	-	-	-	-	-	-	-	16,753	Accounting adjustments for the revaluation of assets, ultimatley not controllable, however has significnat impact on depreciation as it normally increases the value of assets
Physical Resources received free of charge	5,024	33	155	210	210	783	781	788	795	794	791	10,364	Assets that are transferred top Council from land division has signifant impact on depreciation and the change reflects higher anticipated growth levels.
NET SURPLUS / (DEFICIT)	49,572	3,064	3,530	2,018	1,520	2,161	2,289	2,567	3,512	4,004	4,518	35,692	

Depreciation Changes

There are four fundamental and material changes to the impact of depreciation that have occurred since the Long Term Plan was approved they are:

1. Barossa Park accounting treatment

The change due to the State not being able to place their contribution on their assets has meant the building asset value has increased by $21.104m. The original model was we were not to carry this asset and its deprevciation just its management. The LTFP factored in the State transfering the ownership of the building in year 11 or 2035-36 as a conservative measure even though the agreement was to be for 42 years. The impact of this change to depreciation over the LTFP is $4.228M

2. Impact of CPI - Two Effects

Each year, this being the first year of annual revaluation of assets aligned to CPI, where they are not the class of assets under full revaluation review, has and will see a increase in depreciation overtime as the CPI over the past years has been higher than the norm. The indexation figuire required to be used this year was 3.4% versus an estimate of 2.86%. The impact approximately for this impact is $0.394M.

The LTFP models the increase in revaluation using CPI +10% as historically the cost of capital investment is higher than CPI. With the increase to the revaluation value by 0.11% has a LTFP impact of appoximately $0.110M.

3. Impact of Revaluation

The revaluation for the class of assets fully revalued in 2024-25, buildings was above the estimates was $7.622M, as time permits the model will be redesigned to better integrate this effect of revaluation as the changes are consitently higher than expected. The impact on the LTFP of this impact is approximately $1.527M

4. Impact of 2024-25 Actual Outcome and Predicted Savings In Depreciation in the Model

The depreciation result for 2024-25 was $505,708 more than budget, when that is indexed out in the LTFP it has an approximate impact of $5.283M

A body of work will be undertaken to review asset lives and their reflection on actual outcomes to seek to make some savings on depreciation. It is officers assessment at this time that the asset base is slightly over depreciated as throuhg a simple calculation of depreciation charged and value of assets it indicates that all assets will be replaced every 65.7 years, that is considered unlikely truly realistic. Therefore a base saving target of 1.5% has been set totalling an estimate saving of $1.912M

5. Impact of Additional Spending in the LTFP and Other Adjustments Made to Average Useful Life Calculations by Asset Class

With additions of Kalimna Road, New Footpath Program and other adjustments the impact is estimated at $3.500M

In Summary	**Est Impact over LTFP**
1. Barossa Park accounting treatment	$4,228,000
2. Impact of CPI - Two Effects	$504,000
3. Impact of Revaluation	$1,527,000
4. Impact of 2024-25 Actual Outcome and Predicted Savings In Depreciation in the Model	$3,219,000
5. Impact of Additional Spending in the LTFP and Other Adjustments Made to Average Useful Life Calculations by Asset Class	$3,501,000
Total	$12,979,000

Balance Sheet of Council and Changes Summary

Office of the
Mayor and CEO

Long Term Financial Plan Update November 2025

Consolidated Balance Sheet Position of Council

	Adopted Long Term Financial Plan										
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
	Actual	**Q1 Review**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
	$'000	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
ASSETS											
Current Assets											
Cash and cash equivalents	4,280	559	86	96	141	164	167	135	106	104	93
Trade & other receivables	3,249	3,237	3,224	3,211	3,199	3,187	3,176	3,165	3,153	3,144	3,138
Other financial assets	0	0	0	0	0	0	0	0	0	0	0
Inventories	125	125	125	125	125	125	125	125	125	125	125
	7,654	3,921	3,435	3,432	3,465	3,476	3,468	3,425	3,384	3,373	3,356
Non-Current Assets held for Sale	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	7,654	3,921	3,435	3,432	3,465	3,476	3,468	3,425	3,384	3,373	3,356
Non-Current Assets											
Financial Assets	2,041	1,935	1,842	1,762	1,694	1,638	1,593	1,559	1,537	1,524	1,516
Equity accounted investments in Council businesses	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518
Infrastructure, Property, Plant & Equipment	470,328	501,518	508,334	512,417	516,557	520,083	524,200	529,143	532,335	535,078	538,490
Other Non-Current Assets	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	476,887	507,971	514,694	518,697	522,769	526,239	530,311	535,220	538,390	541,120	544,524
TOTAL ASSETS	484,541	511,892	518,129	522,129	526,234	529,715	533,779	538,645	541,774	544,493	547,880
LIABILITIES											
Current Liabilities											
Trade & Other Payables	5,382	5,382	5,382	5,382	5,382	5,382	5,382	5,382	5,382	5,382	5,382
Borrowings - Council	3,485	531	2,989	4,112	4,929	5,198	3,895	5,185	6,292	5,628	4,320
Borrowings - Commnity Organisations	294	306	308	299	306	201	212	207	199	144	46
Provisions	3,152	3,158	3,164	3,171	3,179	3,186	3,193	3,201	3,208	3,234	3,260
Total Current Liabilities	12,313	9,377	11,843	12,964	13,796	13,967	12,682	13,975	15,081	14,388	13,008

	Adopted Long Term Financial Plan										
	Actual	**Q1 Review**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
	$'000	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
Non-Current Liabilities											
Trade & Other Payables											
Borrowings - Council	28,291	40,460	38,559	34,560	29,840	24,821	21,099	15,959	9,717	4,131	-
Borrowings - Commnity Organisations	1,824	2,024	1,716	1,416	1,111	910	698	491	292	144	103
Provisions	722	722	722	722	722	722	722	722	722	722	722
Total Non-Current Liabilities	30,837	43,206	40,997	36,698	31,673	26,453	22,519	17,172	10,731	4,997	825
TOTAL LIABILITIES	43,150	52,583	52,840	49,662	45,469	40,420	35,201	31,147	25,812	19,385	13,833
NET ASSETS	441,391	459,309	465,289	472,467	480,765	489,295	498,578	507,498	515,962	525,108	534,047
EQUITY											
Accumulated Surplus	148,881	159,130	154,007	149,890	146,779	143,804	141,380	138,579	135,206	132,160	128,719
Asset Revaluation Reserve	277,426	287,098	297,271	307,643	318,185	328,885	339,741	350,761	361,950	373,297	384,805
Other Reserves	15,084	13,081	14,011	14,934	15,801	16,606	17,457	18,158	18,806	19,651	20,523
TOTAL EQUITY	441,391	459,309	465,289	472,467	480,765	489,295	498,578	507,498	515,962	525,108	534,047

Revised Long Term Financial Plan											
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
	Actual	**Q1 Review**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
	$'000	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
ASSETS											
Current Assets											
Cash and cash equivalents	844	148	67	5	5	4	9	9	9	7	-
Trade & other receivables	2,960	3,228	3,218	3,207	3,197	3,187	3,176	3,165	3,153	3,144	3,138
Other financial assets	0	0	0	0	0	0	0	0	0	0	0
Inventories	233	125	125	125	125	125	125	125	125	125	125
	4,037	3,501	3,410	3,337	3,327	3,316	3,310	3,299	3,287	3,276	3,263
Non-Current Assets held for Sale	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	4,037	3,501	3,410	3,337	3,327	3,316	3,310	3,299	3,287	3,276	3,263
Non-Current Assets											
Financial Assets	2,196	2,053	1,966	1,889	1,823	1,767	1,722	1,688	1,665	1,652	1,645
Equity accounted investments in Council businesses	4,618	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518
Infrastructure, Property, Plant & Equipment	452,571	531,400	549,015	552,650	555,524	557,662	561,702	566,498	568,323	569,614	570,589
Other Non-Current Assets	37,258	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	496,643	537,971	555,499	559,057	561,865	563,947	567,942	572,704	574,506	575,784	576,752
TOTAL ASSETS	500,680	541,472	558,909	562,394	565,192	567,263	571,252	576,003	577,793	579,060	580,015
LIABILITIES											
Current Liabilities											
Trade & Other Payables	4,441	5,421	5,421	5,421	5,421	5,421	5,421	5,421	5,421	5,421	5,421
Borrowings - Council	605	734	2,344	4,104	5,483	3,753	2,880	5,680	7,132	7,668	6,010
Borrowings - Commnity Organisations	193	203	203	192	196	201	212	207	199	144	46
Provisions	3,376	3,158	3,165	3,175	3,183	3,189	3,196	3,203	3,211	3,234	3,258
Total Current Liabilities	8,615	9,516	11,133	12,892	14,283	12,564	11,709	14,511	15,963	16,467	14,735

Budgeted Statement of Financial Position	0	0	0	0	0	0	0	0	0	0	0
	Actual $'000	**Q1 Review $'000**	**LTFP $'000**	**LTFP $'000**	**LTFP $'000**	**LTFP $'000**	**LTFP $'000**	**LTFP $'000**	**LTFP $'000**	**LTFP $'000**	**LTFP $'000**
Non-Current Liabilities											
Trade & Other Payables	1,676	-	-	-	-	-	-	-	-	-	-
Borrowings - Council	31,531	35,082	41,725	37,735	32,460	28,886	26,179	20,544	13,462	5,836	-
Borrowings - Commnity Organisations	1,299	1,702	1,499	1,307	1,111	910	698	491	292	144	103
Provisions	791	722	722	722	722	722	722	722	722	722	722
Total Non-Current Liabilities	35,297	37,506	43,946	39,764	34,293	30,518	27,599	21,757	14,476	6,702	825
TOTAL LIABILITIES	43,912	47,022	55,079	52,656	48,576	43,082	39,308	36,268	30,439	23,169	15,560
NET ASSETS	456,768	494,450	503,830	509,738	516,616	524,181	531,944	539,735	547,354	555,891	564,455
EQUITY											
Accumulated Surplus	137,347	163,656	161,130	155,562	150,832	146,673	142,478	138,298	133,826	129,917	125,793
Asset Revaluation Reserve	302,429	311,529	322,510	333,072	343,807	354,692	365,735	376,930	388,287	399,802	411,477
Other Reserves	16,992	19,265	20,190	21,104	21,977	22,816	23,731	24,507	25,241	26,172	27,191
TOTAL EQUITY	456,768	494,450	503,830	509,738	516,616	524,181	531,944	539,735	547,354	555,891	564,461

Attachment 1

	Changes										
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
	Actual	**Q1 Review**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
	$'000	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
ASSETS											
Current Assets											
Cash and cash equivalents	- 3,436	- 411	- 19	- 91	- 136	- 160	- 158	- 126	- 97	- 97	93
Trade & other receivables	- 289	- 9	- 6	- 4	- 2	-	-	-	-	-	-
Other financial assets	-	-	-	-	-	-	-	-	-	-	-
Inventories	108	-	-	-	-	-	-	-	-	-	-
	- 3,617	- 420	- 25	- 95	- 138	- 160	- 158	- 126	- 97	- 97	93
Non-Current Assets held for Sale	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	- 3,617	- 420	- 25	- 95	- 138	- 160	- 158	- 126	- 97	- 97	93
Non-Current Assets											
Financial Assets	155	118	124	127	129	129	129	129	128	128	129
Equity accounted investments in Council businesses	100	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	- 17,757	29,882	40,681	40,233	38,967	37,579	37,502	37,355	35,988	34,536	32,099
Other Non-Current Assets	37,258	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	19,756	30,000	40,805	40,360	39,096	37,708	37,631	37,484	36,116	34,664	32,228
TOTAL ASSETS	16,139	29,580	40,780	40,265	38,958	37,548	37,473	37,358	36,019	34,567	32,135
LIABILITIES											
Current Liabilities											
Trade & Other Payables	- 941	39	39	39	39	39	39	39	39	39	39
Borrowings - Council	- 2,880	203	- 645	- 8	554	- 1,445	- 1,015	495	840	2,040	1,690
Borrowings - Commnity Organisations	- 101	- 103	- 105	- 107	- 110	-	-	-	-	-	-
Provisions	224	-	1	4	4	3	3	2	3	-	- 2
Total Current Liabilities	- 3,698	139	- 710	- 72	487	- 1,403	- 973	536	882	2,079	1,727

Budgeted Statement of Financial Position	0	0	0	0	0	0	0	0	0	0	0
	Actual	**Q1 Review**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
	$'000	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
Non-Current Liabilities											
Trade & Other Payables	1,676	-	-	-	-	-	-	-	-	-	-
Borrowings - Council	3,240	- 5,378	3,166	3,175	2,620	4,065	5,080	4,585	3,745	1,705	-
Borrowings - Commnity Organisations	- 525	- 322	- 217	- 109	-	-	-	-	-	-	-
Provisions	69	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	4,460	- 5,700	2,949	3,066	2,620	4,065	5,080	4,585	3,745	1,705	-
TOTAL LIABILITIES	762	- 5,561	2,239	2,994	3,107	2,662	4,107	5,121	4,627	3,784	1,727
NET ASSETS	15,377	35,141	38,541	37,271	35,851	34,886	33,366	32,237	31,392	30,783	30,408
EQUITY											
Accumulated Surplus	- 11,534	4,526	7,123	5,672	4,053	2,869	1,098	- 281	- 1,380	- 2,243	- 2,926
Asset Revaluation Reserve	25,003	24,431	25,239	25,429	25,622	25,807	25,994	26,169	26,337	26,505	26,672
Other Reserves	1,908	6,184	6,179	6,170	6,176	6,210	6,274	6,349	6,435	6,521	6,668
TOTAL EQUITY	15,377	35,141	38,541	37,271	35,851	34,886	33,366	32,237	31,392	30,783	30,414

Summary

There is nothing different the changes in the balance sheet are indicating that are not already explained being borrowing changes to manage cash flows and increased capital spending and greater asset base due to spending and revaluation impacts.

Cash Flow of Council and Changes Summary

Office of the
Mayor and CEO

Long Term Financial Plan Update November 2025

Consolidated Cash Flow Position of Council

			Adopted Long Term Financial Plan									
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	Total
	Q3 Budget	**Budget**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**0**
	$ '000	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**
CASH FLOWS FROM OPERATING ACTIVITIES												
Receipts:												
Operating receipts	50,635	52,734	54,866	57,153	59,187	61,101	63,080	65,127	67,243	69,432	71,627	672,185
Investment receipts	150	166	170	174	178	183	188	192	197	202	207	2,007
Payments:												
Operating payments to suppliers & employees	(39,020)	(39,556)	(41,518)	(42,690)	(44,013)	(45,302)	(46,826)	(48,269)	(49,889)	(51,490)	(53,421)	(501,994)
Finance payments	(1,103)	(1,813)	(1,894)	(1,855)	(1,745)	(1,546)	(1,309)	(1,111)	(872)	(567)	(268)	(14,083)
Net cash provided by (or used in) Operating Activities	10,662	11,531	11,624	12,782	13,607	14,436	15,133	15,939	16,679	17,577	18,145	158,115
CASH FLOW FROM INVESTING ACTIVITIES												
Receipts:												
Amounts specifically for new or upgraded assets	8,622	5,673	730	70	70	343	711	70	70	70	70	16,499
Sale of replaced assets	523	344	347	391	540	412	423	435	600	459	471	4,945
Repayment of loans by community organisations	218	118	106	93	81	68	56	45	34	23	13	855
Payments:												
Expenditure on renewal/replacement of assets	(7,770)	(13,623)	(7,806)	(8,101)	(8,408)	(9,101)	(9,835)	(9,945)	(10,285)	(10,549)	(11,633)	(107,056)
Expenditure on new/upgraded assets	(28,453)	(16,970)	(5,621)	(1,936)	(1,537)	(972)	(1,261)	(2,516)	(1,787)	(1,133)	(1,383)	(63,569)
Loans made to community organisations	(1,035)	0	0	0	0	0	0	0	0	0	0	(1,035)
Net cash provided by (or used in) Investment Activities	(27,895)	(24,458)	(12,244)	(9,483)	(9,254)	(9,250)	(9,906)	(11,911)	(11,368)	(11,130)	(12,462)	(149,361)
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts:												
Proceeds from borrowings for Council	21,000	10,000	750	0	0	0	0	0	0	0	0	31,750
Proceeds from borrowings for Community Organisations	1,035	0	0	0	0	0	0	0	0	0	0	1,035
Receipt of Funds from Leases	0	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	0
Payments:												
Repayment of borrowings	(3,643)	(787)	(603)	(3,289)	(4,310)	(5,165)	(5,226)	(4,062)	(5,342)	(6,449)	(5,694)	(44,570)
Repayment of Lease	(14)	(7)	0	0	0	0	0	0	0	0	0	(21)
Repayment of Bonds and Deposits	0	0	0	0	0	0	0	0	0	0	0	0
Net cash provided by (or used in) Financing Activities	18,378	9,206	147	(3,289)	(4,310)	(5,165)	(5,226)	(4,062)	(5,342)	(6,449)	(5,694)	(11,806)
	0	0	0	0	0	0	0	0	0	0	0	
Net Increase/(Decrease) in Cash held	1,145	(3,721)	(473)	10	43	21	1	(34)	(31)	(2)	(11)	(3,052)
Cash at beginning of period	3,135	4,280	559	86	96	139	160	161	127	96	94	83
CASH AT END OF PERIOD	4,280	559	86	96	139	160	161	127	96	94	83	(2,969)

Attachment 1

	Revised Long Term Financial Plan											
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	Total
	Actual	**Budget**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**0**
	$ '000	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**
CASH FLOWS FROM OPERATING ACTIVITIES												
Receipts:												
Operating receipts	59,508	51,744	55,340	57,640	59,713	61,883	64,136	66,159	68,336	70,577	72,884	687,920
Investment receipts	233	166	170	175	179	184	188	193	198	203	208	2,097
Payments:												
Operating payments to suppliers & employees	(47,542)	(38,863)	(41,827)	(43,127)	(44,736)	(45,804)	(47,348)	(48,714)	(50,116)	(51,574)	(53,316)	(512,967)
Finance payments	(1,544)	(1,724)	(1,977)	(2,011)	(1,788)	(1,544)	(1,366)	(1,248)	(1,050)	(735)	(372)	(15,359)
Net cash provided by (or used in) Operating Activities	10,655	11,323	11,706	12,677	13,368	14,719	15,610	16,390	17,368	18,471	19,404	161,691
CASH FLOW FROM INVESTING ACTIVITIES												
Receipts:												
Amounts specifically for new or upgraded assets	23,887	3,775	2,926	1,239	79	79	70	70	70	70	70	32,335
Sale of replaced assets	358	344	347	391	540	412	423	435	600	459	471	4,780
Repayment of loans by community organisations	124	108	98	87	77	66	56	45	34	23	13	731
Payments:												0
Expenditure on renewal/replacement of assets	(9,826)	(10,104)	(11,936)	(9,031)	(8,208)	(8,668)	(10,937)	(11,200)	(10,268)	(10,420)	(10,654)	(111,252)
Expenditure on new/upgraded assets	(44,169)	(9,748)	(11,169)	(2,886)	(1,661)	(999)	(1,436)	(2,692)	(1,967)	(1,316)	(1,570)	(79,613)
Loans made to community organisations	(1,035)	0	0	0	0	0	0	0	0	0	0	(1,035)
Net cash provided by (or used in) Investment Activities	(30,661)	(15,625)	(19,734)	(10,200)	(9,173)	(9,110)	(11,824)	(13,342)	(11,531)	(11,184)	(11,670)	(154,054)
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts:												
Proceeds from borrowings for Council	20,100	4,400	8,650	0	0	0	0	0	0	0	0	33,150
Proceeds from borrowings for Community Organisations	1,035	0	0	0	0	0	0	0	0	0	0	1,035
Receipt of Funds from Leases	0	0	0	0	0	0	0	0	0	0	0	0
Proceeds from Bonds and Deposits	624	0	0	0	0	0	0	0	0	0	0	624
Payments:												
Repayment of borrowings	(3,545)	(787)	(703)	(2,539)	(4,195)	(5,610)	(3,781)	(3,047)	(5,837)	(7,289)	(7,734)	(45,067)
Repayment of Lease	(17)	(7)	0	0	0	0	0	0	0	0	0	(24)
Repayment of Bonds and Deposits	(500)	0	0	0	0	0	0	0	0	0	0	(500)
Net cash provided by (or used in) Financing Activities	17,697	3,606	7,947	(2,539)	(4,195)	(5,610)	(3,781)	(3,047)	(5,837)	(7,289)	(7,734)	(10,782)
	0	0	0	0	0	0	0	0	0	0	0	
Net Increase/(Decrease) in Cash held	(2,309)	(696)	(81)	(62)	0	(1)	5	0	0	(2)	(1)	(3,145)
Cash at beginning of period	3,153	844	148	67	5	5	4	9	9	9	7	6
CASH AT END OF PERIOD	844	148	67	5	5	4	9	9	9	7	6	(3,139)

Attachment 1

	Changes											
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	Total
	Actual	**Q1 Review**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**0**
	$ '000	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**
CASH FLOWS FROM OPERATING ACTIVITIES												
Receipts:												
Operating receipts	8,873	(990)	474	487	526	782	1,056	1,032	1,093	1,145	1,257	15,735
Investment receipts	83	0	0	1	1	1	0	1	1	1	1	90
Payments:												
Operating payments to suppliers & employees	(8,522)	693	(309)	(437)	(723)	(502)	(522)	(445)	(227)	(84)	105	(10,973)
Finance payments	(441)	89	(83)	(156)	(43)	2	(57)	(137)	(178)	(168)	(104)	(1,276)
Net cash provided by (or used in) Operating Activities	(7)	(208)	82	(105)	(239)	283	477	451	689	894	1,259	3,576
CASH FLOW FROM INVESTING ACTIVITIES												
Receipts:												
Amounts specifically for new or upgraded assets	15,265	(1,898)	2,196	1,169	9	(264)	(641)	0	0	0	0	15,836
Sale of replaced assets	(165)	0	0	0	0	0	0	0	0	0	0	(165)
Repayment of loans by community organisations	(94)	(10)	(8)	(6)	(4)	(2)	0	0	0	0	0	(124)
Payments:												0
Expenditure on renewal/replacement of assets	(2,056)	3,519	(4,130)	(930)	200	433	(1,102)	(1,255)	17	129	979	(4,196)
Expenditure on new/upgraded assets	(15,716)	7,222	(5,548)	(950)	(124)	(27)	(175)	(176)	(180)	(183)	(187)	(16,044)
Loans made to community organisations	0	0	0	0	0	0	0	0	0	0	0	0
Net cash provided by (or used in) Investment Activities	(2,766)	8,833	(7,490)	(717)	81	140	(1,918)	(1,431)	(163)	(54)	792	(4,693)
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts:												
Proceeds from borrowings for Council	(900)	(5,600)	7,900	0	0	0	0	0	0	0	0	1,400
Proceeds from borrowings for Community Organisations	0	0	0	0	0	0	0	0	0	0	0	0
Receipt of Funds from Leases	0	0	0	0	0	0	0	0	0	0	0	0
Proceeds from Bonds and Deposits	624	0	0	0	0	0	0	0	0	0	0	624
Payments:												
Repayment of borrowings	98	0	(100)	750	115	(445)	1,445	1,015	(495)	(840)	(2,040)	(497)
Repayment of Lease	(3)	0	0	0	0	0	0	0	0	0	0	(3)
Repayment of Bonds and Deposits	(500)	0	0	0	0	0	0	0	0	0	0	(500)
Net cash provided by (or used in) Financing Activities	(681)	(5,600)	7,800	750	115	(445)	1,445	1,015	(495)	(840)	(2,040)	1,024
	0	0	0	0	0	0	0	0	0	0	0	
Net Increase/(Decrease) in Cash held	(3,454)	3,025	392	(72)	(43)	(22)	4	34	31	0	10	(93)
Cash at beginning of period	18	(3,436)	(411)	(19)	(91)	(134)	(156)	(152)	(118)	(87)	(87)	(77)
CASH AT END OF PERIOD	(3,436)	(411)	(19)	(91)	(134)	(156)	(152)	(118)	(87)	(87)	(77)	(170)

Summary

As with the balance sheet there is nothing materially different the changes with the cash flow that are not reflected in prior analysis (noting depreciation changes does not impact cash) which is borrowing changes to manage cash flows and increased capital spending snd service growth from property growth.

Capital Expenditure of Council (20 Year Forecast) and Changes Summary

Office of the
Mayor and CEO

Attachment 1

Long Term Financial Plan Update November 2025

Consolidated Capital Program

	Revised Long Term Financial Plan											
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	Total
	Q3 Budget	Budget	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP
	$' 000	$' 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	0
Buildings	2,732	5,721	1,263	1,173	1,185	1,196	1,698	1,369	1,381	1,394	1,543	20,655
Recreation	25	1,382	329	325	334	342	351	360	370	380	391	4,589
Transport - Roads & Footpaths	3,635	4,651	4,246	4,587	4,752	5,260	5,435	5,616	5,803	5,988	6,020	55,993
Stormwater, Bridges & Floodplain	0	580	0	331	341	350	360	371	381	392	403	3,509
CWMS	141	1,415	489	607	692	801	810	961	1,068	964	990	8,938
Equipment - Plant & Vehicles	1,140	961	873	999	1,026	1,053	1,082	1,111	1,141	1,279	1,202	11,867
Other Assets	96	98	101	104	106	158	162	167	171	175	1,180	2,518
	7,769	14,808	7,301	8,126	8,436	9,160	9,898	9,955	10,315	10,572	11,729	108,069
New/Upgrade Capital summary: Discretionary												
Land	0	0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)	2,210	11,437	887	0	0	0	341	0	0	0	0	14,875
Recreation (includes TBP program)	21,600	1,475	297	191	197	203	209	1,819	221	228	234	26,674
Transport - Roads & Footpaths	1,526	1,211	594	97	100	102	105	108	111	115	118	4,187
Stormwater, Bridges & Floodplain	1,193	378	1,847	414	426	439	451	464	478	492	506	7,088
CWMS	1,316	2,121	131	34	33	35	31	81	81	81	81	4,025
Equipment - Plant & Vehicles	0	525	0	0	0	0	0	0	0	0	0	525
Other	608	1,299	878	880	747	145	149	153	832	161	466	6,318
	28,453	18,446	4,634	1,616	1,503	924	1,286	2,625	1,723	1,077	1,405	63,692
Total Capital Expenditure	36,222	33,254	11,935	9,742	9,939	10,084	11,184	12,580	12,038	11,649	13,134	171,761
Note: includes internal allocation												

	Revised Long Term Financial Plan											
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	Total
	Actual	Q1 Review	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP
	$' 000	$' 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	0
Buildings	2,103	2,723	4,493	1,410	1,321	1,181	1,682	1,351	1,361	1,372	1,607	20,604
Recreation	25	1,365	341	277	285	293	301	309	318	327	336	4,177
Transport - Roads & Footpaths	4,165	3,867	4,240	5,424	4,749	4,916	6,782	7,000	5,794	5,978	6,008	58,923
Stormwater, Bridges & Floodplain	55	613	1,600	0	0	350	360	371	381	392	403	4,525
CWMS	150	1,418	489	608	694	802	811	962	1,068	965	990	8,957
Equipment - Plant & Vehicles	1,139	937	873	999	1,026	1,053	1,082	1,111	1,141	1,274	1,202	11,837
Other Assets	96	58	60	61	63	114	117	120	123	126	129	1,067
	7,733	10,981	12,096	8,779	8,138	8,709	11,135	11,224	10,186	10,434	10,675	110,090
New/Upgrade Capital summary: Discretionary												
Land	0	0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)	25,635	4,411	9,130	0	0	0	341	0	0	0	0	39,517
Recreation (includes TBP program)	15,694	1,152	276	176	182	187	192	1,801	202	207	213	20,282
Transport - Roads & Footpaths	1,508	795	750	782	290	299	307	300	309	317	326	5,983
Stormwater, Bridges & Floodplain	1,133	350	128	293	302	442	454	467	480	493	506	5,048
CWMS	1,383	2,053	131	34	33	35	31	81	81	81	81	4,024
Equipment - Plant & Vehicles	0	525	0	0	0	0	0	0	0	0	0	525
Other	599	1,308	878	881	747	(21)	149	153	833	161	466	6,154
	45,952	10,594	11,293	2,166	1,554	942	1,474	2,802	1,905	1,259	1,592	81,533
Total Capital Expenditure	53,685	21,575	23,389	10,945	9,692	9,651	12,609	14,026	12,091	11,693	12,267	191,623
Note: includes internal allocation												

Attachment 1

	Changes												Notes
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	Total	
	Actual	**Q1 Review**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	
	$' 000	**$' 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	0	
Buildings	(629)	(2,998)	3,230	237	136	(15)	(16)	(18)	(20)	(22)	64	(51)	Transfer of costs between years for BCIC build.
Recreation	0	(17)	12	(48)	(49)	(49)	(50)	(51)	(52)	(53)	(55)	(412)	Slight reducton to support other cost increases.
Transport - Roads & Footpaths	530	(784)	(6)	837	(3)	(344)	1,347	1,384	(9)	(10)	(12)	2,930	Additional of Kalimba Road in program in
Stormwater, Bridges & Floodplain	55	33	1,600	(331)	(341)	0	0	0	0	0	0	1,016	Moss Road Bridge costs with two years funbding brought forward to fund it.
CWMS	9	3	0	1	2	1	1	1	0	1	0	19	
Equipment - Plant & Vehicles	(1)	(24)	0	0	0	0	0	0	0	(5)	0	(30)	
Other Assets	0	(40)	(41)	(43)	(43)	(44)	(45)	(47)	(48)	(49)	(1,051)	(1,451)	Rellocation with the long term financial plan of a general provision in the last year.
	(36)	(3,827)	4,795	653	(298)	(451)	1,237	1,269	(129)	(138)	(1,054)	2,021	
New/Upgrade Capital summary: Discretionary													
Land	0	0	0	0	0	0	0	0	0	0	0	0	
Buildings (includes TBP program)	23,425	(7,026)	8,243	0	0	0	0	0	0	0	0	24,642	Relates to the allocation of assets from Barossa Park across new asset classes and the change in accounting for Barossa Park previously explained
Recreation (includes TBP program)	(5,906)	(323)	(21)	(15)	(15)	(16)	(17)	(18)	(19)	(21)	(21)	(6,392)	and transfer of costs between years for BCIC build.
Transport - Roads & Footpaths	(18)	(416)	156	685	190	197	202	192	198	202	208	1,796	Relates to new footpath program.
Stormwater, Bridges & Floodplain	(60)	(28)	(1,719)	(121)	(124)	3	3	3	2	1	0	(2,040)	Reallocation of funds to support Moss Road Bridge
CWMS	67	(68)	0	0	0	0	0	0	0	0	0	(1)	
Equipment - Plant & Vehicles	0	0	0	0	0	0	0	0	0	0	0	0	
Other	(9)	9	0	1	0	(166)	0	0	1	0	0	(164)	
	17,499	(7,852)	6,659	550	51	18	188	177	182	182	187	17,841	
Total Capital Expenditure	17,463 -	11,679	11,454	1,203 -	247 -	433	1,425	1,446	53	44 -	867	19,862	
Note: includes internal allocation													

Long Term Financial Plan Update November 2025

Consolidated Capital Spending Against Infrastructure and Asset Management Plan

Reconciliation of Capital Expenditue with Infrastructure and Asset Management Plan	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39	2039-40	2040-41	2041-42	2042-43	2043-44	2044-45	Total
LONG TERM FINANCIAL PLAN SETTINGS	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'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	0	0	0	0	0	0	0	0	0
Buildings	2,723	4,493	1,410	1,321	1,181	1,682	1,351	1,361	1,372	1,607	1,668	1,711	2,506	3,072	3,153	3,236	3,321	3,409	3,499	4,028	48,104
Recreation	1,365	341	277	285	293	301	309	318	327	336	345	355	1,115	1,161	1,209	1,259	1,311	1,366	1,423	1,482	15,178
Transport - Roads & Footpaths	3,867	4,240	5,424	4,749	4,916	6,782	7,000	5,794	5,978	6,008	6,178	7,054	8,286	8,521	8,763	9,012	9,268	9,532	9,802	10,081	141,255
Stormwater, Bridges & Floodplain	613	800	0	0	350	360	371	381	392	403	415	427	939	965	991	1,018	1,045	1,074	1,103	1,133	12,780
CWMS	1,418	489	608	694	802	811	962	1,068	965	990	496	412	922	947	972	997	1,023	1,050	1,078	1,106	17,810
Equipment - Plant & Vehicles	937	873	999	1,026	1,053	1,082	1,111	1,141	1,274	1,202	1,233	1,265	1,798	1,845	1,893	1,942	1,992	2,044	2,235	2,152	29,097
Other Assets including Technology and Carparks	58	60	61	63	114	117	120	123	126	129	132	136	639	656	673	691	709	727	746	765	6,845
Sub-total Renewal and Replacement	10,981	11,296	8,779	8,138	8,709	11,135	11,224	10,186	10,434	10,675	10,467	11,360	16,205	17,167	17,654	18,155	18,669	19,202	19,886	20,747	271,069
Upgrade Capital summary																					
Land	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)	1,579	3,599	0	0	0	0	0	0	0	0	0	0	500	513	526	540	554	568	583	598	9,560
Recreation (includes TBP program)	712	6	176	182	187	192	999	202	207	213	219	224	731	751	771	792	813	835	858	881	9,951
Transport - Roads & Footpaths	195	250	782	290	299	307	300	309	317	326	336	500	1,264	1,299	1,334	1,370	1,407	1,445	1,484	1,524	15,338
Stormwater, Bridges & Floodplain	350	128	293	302	442	454	467	480	493	506	520	534	800	822	845	869	894	919	945	971	12,034
CWMS	2,053	131	34	33	35	31	81	81	81	81	81	350	359	368	378	388	398	408	419	430	6,220
Equipment - Plant & Vehicles	60	0	0	0	0	0	0	0	0	0	0	0	500	513	526	540	554	568	583	598	4,442
Other Assets including Technology and Carparks	896	55	58	747	-21	149	153	833	161	466	170	1,059	179	184	639	1,023	199	205	210	1,851	9,215
Sub-total Upgrade	5,845	4,168	1,343	1,554	942	1,133	2,000	1,905	1,259	1,592	1,326	2,667	4,333	4,450	5,019	5,522	4,819	4,948	5,082	6,853	66,759
Total Capital Expenditure on Existing Assets	16,826	15,464	10,122	9,692	9,651	12,268	13,224	12,091	11,693	12,267	11,793	14,027	20,538	21,617	22,673	23,677	23,488	24,150	24,968	27,600	337,828
INFRASTRUCTURE AND ASSET MANAGEMENT PLAN SETTINGS	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
Land	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings	710	710	889	846	870	895	921	947	974	1,253	1,289	1,326	1,364	1,403	1,443	1,484	1,526	1,570	1,615	1,661	23,697
Carparks	0	0	0	155	39	0	0	0	290	0	0	0	0	0	0	0	0	0	0	0	484
Footpaths	679	700	719	740	363	0	195	828	853	874	899	924	951	978	1,006	1,035	1,064	1,095	1,126	1,158	16,186
Kerbing	118	193	60	0	0	0	0	0	0	579	596	613	630	648	667	686	705	726	746	768	7,734
Transport - Sealed Roads	1,030	1,124	1,223	2,357	2,511	2,672	2,845	3,030	3,225	3,818	3,927	4,040	4,155	4,274	4,396	4,522	4,651	4,784	4,921	5,062	68,569
Transport - Unsealed Roads	1,555	1,600	1,646	1,691	1,742	1,790	1,843	1,893	1,950	2,131	2,192	2,254	2,319	2,385	2,453	2,524	2,596	2,670	2,746	2,825	42,805
Stormwater and Bridges*	963	928	293	302	792	814	838	861	885	909	935	962	989	1,018	1,047	1,077	1,107	1,139	1,172	1,205	18,235
CWMS*	3,471	620	642	727	837	842	1,043	1,149	1,046	1,071	1,102	1,133	1,166	1,199	1,233	1,268	1,305	1,342	1,380	1,420	23,996
Equipment - Plant & Vehicles*	997	873	999	1,026	1,053	1,082	1,111	1,141	1,274	1,202	1,236	1,272	1,308	1,346	1,384	1,424	1,464	1,506	1,549	1,594	24,841
Other Assets - IT Renewal / Recreation	954	115	119	810	93	266	273	956	287	595	612	630	648	666	685	705	725	746	767	789	11,438
Total Capital Expenditure requirement forecast in Infrastructure and Asset Management Plan	10,476	6,862	6,590	8,653	8,301	8,362	9,069	10,806	10,784	12,432	12,787	13,153	13,529	13,916	14,314	14,723	15,145	15,578	16,023	16,481	237,984
Net Surplus / (Deficit) Of Spending to IAMP Target - Gross	6,349	8,602	3,532	1,039	1,350	3,906	4,155	1,285	909	(165)	(994)	874	7,009	7,701	8,359	8,954	8,343	8,572	8,945	11,119	99,844
Less Project Management and Salary Costs	760	794	832	864	888	913	939	966	993	1,021	1,051	1,083	1,121	1,160	1,201	1,243	1,286	1,331	1,378	1,430	21,254
Net Surplus / (Deficit) Of Spending to IAMP Target - Net of Project Management and Salary Costs	5,589	7,808	2,699	175	462	2,992	3,216	320	(84)	(1,186)	(2,046)	(209)	5,888	6,541	7,158	7,711	7,057	7,241	7,567	9,689	78,590

Summary
The 20 year capital spend on existing assets indicates a net surplus being additional spending that asset plans indicator are not required to maintain current service level and condition targets is $99.845M. Whilst there is no doubt growth will require some of this additional spend, the commitments in the 40 year version of the LTFP continue well above the target spend therefore the condition rating of assets will continue to improve past the adopted condition and service level.

Removing the impact of project mangaement and salary costs the surplus remains significant at $78.590M.

Attachment 1

Breakdown by Asset Class of Capital Spending to IAMP - Surplus / (Deficit)	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39	2039-40	2040-41	2041-42	2042-43	2043-44	2044-45	Total
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'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	0	0	0	0	0	0	0	0	0
Buildings	3,592	7,382	521	475	311	786	430	414	398	354	379	385	1,642	2,182	2,236	2,292	2,349	2,407	2,467	2,965	33,966
Transport - Roads & Footpaths	681	874	2,558	97	560	2,626	2,417	352	(22)	(1,068)	(1,099)	(277)	1,495	1,534	1,574	1,616	1,658	1,702	1,746	1,792	20,815
Stormwater, Bridges & Floodplain	0	0	0	0	0	0	0	0	0	0	0	(1)	750	769	789	810	832	854	876	899	6,579
CWMS	0	0	0	0	0	0	0	0	0	0	(525)	(371)	115	116	117	117	116	116	117	116	34
Equipment - Plant & Vehicles	0	0	0	0	0	0	0	0	0	0	(3)	(7)	990	1,012	1,035	1,058	1,082	1,106	1,269	1,156	8,698
Other Assets including Technology / Carparks / Recreation	2,077	347	453	467	480	493	1,308	520	534	549	254	1,144	2,016	2,086	2,607	3,060	2,307	2,387	2,470	4,190	29,750
Net Surplus / (Deficit) Of Spending to IAMP Target	6,349	8,602	3,532	1,039	1,350	3,906	4,155	1,285	909	(165)	(994)	874	7,009	7,701	8,359	8,954	8,343	8,572	8,945	11,119	99,844

Summary

The 20 year capital spend on existing assets indicators that all asset classes are provisioned at or well above the necessary infrastructure and asset management base.

DEBATE REPORT

4.2 CREDIT CARD STATEMENT REVIEW

Author: Senior Accountant
25/97028

PURPOSE

To review and note the credit card transactions that have been incurred by the Mayor and Chief Executive Officer (CEO) during the period 10 September 2025 to 4 December 2025.

RECOMMENDATION

That the Audit and Risk Committee, having reviewed the transactions, note the information.

REPORT

The Barossa Council's external auditors recommended that the credit card transactions of the Mayor and CEO be provided to the Audit and Risk Committee for review and noting.

Attachment 1 details the transactions that had been incurred and acquitted during the period 10 September 2025 and 4 December 2025.

Transactions that have been incurred but are yet to be coded and acquitted in the Council's credit card management system, FlexiPurchase, will be reported at the next Audit and Risk Committee.

Similar to other Council expenditure, credit card purchases are made in accordance with Council's Procurement Policy and within approved budgets. Transactions of the Mayor are reviewed and approved by the CEO, while transactions of the CEO are approved by the Deputy CEO and Director, Corporate Services, Strategy and Innovation.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1 Credit Card Transactions 10 September 2025 to 4 December 2025 ⇩

Supporting references
Nil.

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Corporate Plan

BS6 Finance - 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

Legislative Requirements
Nil.

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.

Ongoing monitoring and review of corporate credit card transactions ensures processes are adhered to, enabling the continued effective use of a credit card within business operations.

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.

Nil.

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.

To demonstrate how the provision of a corporate credit card enables the activities and actions undertaken, in accordance with the adopted budget.

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.

To be transparent in disclosing the corporate credit card transactions of the Mayor and Chief Executive Officer.

COMMUNITY ENGAGEMENT

Expenditure incurred on corporate credit cards is in accordance with adopted budgets, which were subject to public consultation prior to being approved and adopted by Council.

Attachment 1

Credit Card Transactions Summary For The Period 10th September to 4th December 2025

Cardholder First Name	Cardholder Last Name	Transaction Date	Supplier	Purpose	Tax	Amount Exclusive GST	Total Amount
Michael	Lange						
				Total Amount	**0.00**	**0.00**	**0.00**
Martin	McCarthy	2-Sep-25	Tst*main Line Coffee Bar	Coffee Texas	0.00	10.88	10.88
Martin	McCarthy	12-Sep-25	Tst*main Line Coffee Bar	Coffee Texas	0.00	10.88	10.88
Martin	McCarthy	16-Sep-25	Hilton Bonnie Clydes	Dinner and drinks in Texas, Mayor, CEO and Manager OMCEO - no formal dinner that night - Monday 15	0.00	192.96	192.96
Martin	McCarthy	3-Nov-25	Bean Addiction	Coffee meeting with Basketball SA CEO future community needs and coordinated approach	1.10	11.00	12.10
Martin	McCarthy	10-Nov-25	Hotel Angaston Pty L	Executive team site visits lunch food only.	10.91	109.09	120.00
Martin	McCarthy	24-Nov-25	Adelaide Convention Centr	Parking for LGA conference on Friday	1.82	18.18	20.00
Martin	McCarthy	24-Nov-25	Stamford Plaza Adelaide O	Parking for LGA Conference at accommodation	2.77	27.73	30.50
				Total Amount	**16.60**	**380.72**	**397.32**

DEBATE REPORT

4.3 2025-2026 QUARTER 1 BUDGET UPDATE - AS AT 30 SEPTEMBER 2025

Author: Manager Financial Services
25/97128

PURPOSE

To provide the Audit and Risk Committee with the quarter 1 (Q1) budget update for 2025-26 (as at 30 September 2025) which was reviewed and adopted by Council at its 18 November 2025 meeting inclusive of budget adjustments and final carry-overs from the 2024-25 financial year.

RECOMMENDATION

That the Audit and Risk Committee note the Q1 budget review for the 2025-26 budget as at 30 September 2025, which was reviewed and adopted by Council at its 18 November 2025 meeting, as presented at Attachment 1.

REPORT

Background
On a quarterly basis the budgets of Council are reviewed in accordance with the *Local Government Act 1999* and associated regulations.

Budget managers undertake a review of all budget lines and make adjustments where budgets are trending over or under budget and where changes are required for capital programs or new or changed funding conditions.

In addition, the first review as at September each year brings into the budget changes associated with the finalisation of the financial statements and carried forward funding, final annual grant allocations, insurance costs and many other items that are initially estimated in the budget but become known in the first quarter of each financial year when annual accounts are received. The quarterly budget review process also captures prior decisions of Council involving funding changes so these are captured in the updated budget forecasts for the year.

All budget adjustments are approved by the relevant member of the Executive team, and then reviewed by the Chief Executive Officer and Manager Financial Services prior to being included in the report at Attachment 1 as a proposed budget variation.

Discussion
A detailed list of all approved Q1 budget adjustments and final carry overs from the 2024-25 financial year, and updated financial reports to reflect those adjustments, is included at Attachment 1.

Approved Q1 operating budget adjustments result in Council's consolidated operating deficit increasing by $1.449 million, from $178,000 to $1.627 million. This is due to a $976,000 reduction in income along with $473,000 in additional expenses.

Refer to page 2 of Attachment 1 for the significant adjustments to the budget contributing to this. When adjusting for the impact of the advanced payment the underlying budget deficit is only $253,000 and well within normal operating surplus targets.

Approved Q1 capital budget adjustments result in a decrease of $12.176 million in budgeted capital expenditure along with a $2.845 million decrease in budgeted capital revenue, resulting in net capital budget adjustments of $9.331 million. Significant adjustments to the capital budget contributing to this are outlined on pages 2-3 of Attachment 1.

Summary and Conclusion
The Q1 budget update for 2025-26 as at 30 September 2025 has been completed and Council has approved proposed budget adjustments and final carry-overs from the 2024-25 financial year.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1 Q1 Budget Update 2025-26

Supporting references
Nil

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Legislative Requirements
Section 122 of the Local Government Act 1999
Section 123 of the Local Government Act 1999
Regulation 9 of the Local Government (Financial Management) Regulations 2011

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.

   Detailed quarterly reviews of the annual budget ensure that the budget and expenditure/revenue are aligned to meet approved levels of service.

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.

   Nil

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 quarterly reviews of the annual budget ensure that the budget and expenditure/revenue are aligned to meet approved levels of service.

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

Community consultation was part of the original 2025-26 budget adoption process in June 2025.

Annual Budget and Business Plan 2025-26

update as at 30 September 2025

Quarter 1 (Q1) Budget Review

Annual Business Plan and Budget Update Report

Executive Summary

This report is a budget update as at 30 September 2025 for the 2025-26 financial year pursuant to Regulations 7, 9 and 10 of the *Local Government (Financial Management) Regulations 2011* under the *Local Government Act 1999*. Unless otherwise indicated figures shown are for the 2025-26 financial year and the variance report comparison is actual to original budget.

Only larger variances (excluding carried forward amounts from 2025-26) are highlighted below. For further details and information on the note numbers refer to variance adjustments within this report.

Operating:

Proposed Q1 operating budget adjustments result in Council's consolidated operating deficit increasing by $1.449 million, from $178,000 to $1.627 million. This is due to a $976,000 reduction in budgeted income along with $473,000 in additional budgeted expenses. Significant adjustments to the budget contributing to this are as follows:

- An advance payment of 2025-26 financial assistance operating grants totalling $1.023 million was received in June 2025 rather than in 2025-26 as budgeted. It should be noted that this is not an overall income reduction, but merely a bringing forward of funding from 2025-26 into the 2024-25 financial year. This was offset by an additional financial assistance grant allocation in September 2025 of $136,000, resulting in an overall reduction in budgeted financial assistance grants of $887,000.
- An advance payment of 2025-26 local roads operating grants totalling $349,000 was received in June 2025 rather than in 2025-26 as budgeted. Similar to the above, this is not an overall income reduction but a bringing forward of budgeted revenue. This was offset by an additional local roads grant allocation in September 2025 of $15,000, resulting in an overall reduction in budgeted local roads grants of $334,000.
- Salary and wages increases, including associated superannuation, totalling $153,000, which were approved at the 2 July 2025 Council meeting, were brought into the 2025-26 budget. These increases are a result of enterprise agreement outcomes in addition to staffing changes brought about by workplace restructuring.
- The budget for worker's compensation insurance premiums increased by $155,000, despite an amount of this being in dispute at the time Q1 budget adjustments were processed. We now know a portion of the disputed amount will not be charged to us and therefore a reduction will occur in Q2 to reflect this.
- Budgeted interest expenses decreased by $77,000 to reflect an improved cash flow position in Q1.

Adjusting for the advanced financial assistance grants of $1.372 million the underlying deficit is reduced to $253,000.

Capital:

Proposed Q1 capital budget adjustments result in a decrease of $12.176 million in budgeted capital expenditure along with a $2.845 million decrease in budgeted capital revenue, resulting in net capital budget adjustments of $9.331 million. Significant adjustments to the capital budget contributing to this are as follows:

- $10.329 million in capital expenditure budgeted to be expended in 2025-26 for the Barossa Creative Industries Centre will be pushed back into 2026-27 due to delays in commencing construction. $2.088 million in capital revenue budgeted to be received in 2025-26 from the State's Growing Regions Program has also been pushed back into 2026-27 resulting in a net reduction in capital adjustments of $8.241 million in 2025-26.
- $1 million in costs for the construction of Yettie Road in Williamstown have been pushed back into 2026-27, due to a grant for $660,000 not being achieved. This results in a net reduction in capital adjustments of $340,000 in 2025-26.
- Budgeted expenses for the upgrade of lighting at the Nuriootpa and Angaston ovals have been reduced by $205,000 as a result of favourable outcomes when tendering for this project. Budgeted capital revenue for this project has also been reduced by $245,000.
- Unbudgeted grant funding of $148,000 was awarded to the Council from the Commonwealth under its Community Energy Upgrades grant funding program. This will be used to improve energy outcomes at the Barossa Aquatic and Fitness Centre (the Rex).

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.

	Budget Adjustment Notes	Original Full Year Budget ($'000)	Actuals as at 30 Sep 2025 ($'000)	Budget Adjustments Quarter 1 ($'000)	Proposed Full Year Revised Budget ($'000)
Income	1-7	52,900	43,572	(976)	51,924
Less Expenses	8-11	(53,078)	(12,457)	(473)	(53,551)
Operating Surplus / (Deficit)		(178)	31,115	(1,449)	(1,627)
Less Net Outlays on Existing Assets					
Capital Expenditure on Renewal and Replacement of Existing Assets	12	(14,808)	(445)	1,758	(13,050)
add back: Depreciation, Amortisation and Impairment	10	11,615	2,904	-	11,615
add back: Proceeds from Sale of Replaced Assets	13	344	-	-	344
		(2,849)	2,459	1,758	(1,091)
Less Net Outlays on New and Upgraded					
Capital Expenditure on New and Upgraded Assets	14	(18,446)	(1,827)	10,418	(8,028)
add back: Amounts Received Specifically for New and Upgraded Assets	15	5,673	979	(2,845)	2,828
add back: Proceeds from Sale of Surplus Assets	16	-	-	-	-
		(12,773)	(848)	7,573	(5,200)
Net Lending / (Borrowing) for Financial Year		(15,800)	32,726	7,882	(7,918)

Key Performance Indicators (KPIs) – 2025-26

Financial Indicator	Adopted Budget 2025-26 $'000	Q1 Revised Budget - 30 September 2025 $'000	Explanation for movement - actual to adjusted indicator
Operating Surplus/(Deficit) ($,000)	(178)	(1,627)	
To achieve an operating breakeven position, or better, over any five year period			
Adjusted Operating Surplus/(Deficit) ($,000)	(178)	(253)	Adjusted for the advanced payment of grants in 2024-25.
To achieve an operating breakeven position, or better, over any five year period			
Operating Surplus Ratio	-0.30%	-3.10%	
To achieve an operating surplus ratio of between -2% to 10			
Adjusted Operating Surplus Ratio	-0.30%	-0.50%	Adjusted for the advanced payment of grants in 2024-25.
To achieve an operating breakeven position, or better, over any five year period			
Net Financial Liabilities ($,000)	46,869	41,955	
Council's level of net financial liabilities is no greater than its annual operating revenue and not less than zero			
Adjusted Net Financial Liabilities ($,000)	46,869	40,916	Adjusted for the advanced payment of grants in 2024-25.
Council's level of net financial liabilities is no greater than its annual operating revenue and not less than zero			
Net Financial Liabilities Ratio	88.6%	80.8%	
Net financial liabilities ratio is greater than zero but less than 100% of total operating revenue			
Adjusted Net Financial Liabilities Ratio	88.6%	78.8%	Adjusted for the advanced payment of grants in 2024-25.
Net financial liabilities ratio is greater than zero but less than 100% of total operating revenue			
Asset Renewal Funding Ratio	136.4%	103.7%	
Capital outlays on renewing/replacing assets net of proceeds from sale of replaced assets is greater than 80% but less than 110% of depreciation - annual			

Detailed Q1 Budget Adjustments for the 2025-26 Financial Year – Operating Budget

Department	Description	Income/Expenditure Account	Reason for Budget Adjustment	Type of Adjustment	2025-26 Adjustment Q1
Operating income adjustments					
Finance Services	Property Rating	Rate Revenue - General	INCREASE REVENUE	Final rates above budget due to additional growth	-$ 90,000.00
Finance Services	Property Rating	Rate Rebates - Mandatory Rebates	DECREASE EXPENSE	Mandatory rebates below budget	-$ 3,324.00
Finance Services	Property Rating	Rate Rebates - Discretionary Rebates	DECREASE EXPENSE	Discretionary rebates below budget	-$ 1,424.00
Finance Services	Northern & Yorke Regional Landscape Levy	Rate Revenue - Northern & Yorke Regional Landscape Levy NRL	INCREASE REVENUE	Slightly more than budgeted for due to growth.	-$ 2,571.74
General Rates				***Note 1***	***-$ 97,319.74***
Health Services	Compliance, Monitoring & Enforcement - Nuisance	Fines Received - Local Nuisance/Litter Expiations	INCREASE REVENUE	Tracking above budget	-$ 250.00
Statutory Charges				***Note 2***	***-$ 250.00***
Barossa Bushgardens	Bushgardens:Nursery Expenditure	Commercial Activities - Seedling Sales	INCREASE REVENUE	Based on prior year and YTD sales	-$ 20,323.00
User Charges and Fees				***Note 3***	***-$ 20,323.00***
Director Corporate Services	Director Corporate Services and Business Innovation	Operating Grant - Financial Assistance	DECREASE REVENUE	Advance payment of grants made in June 2025 totalling $1,022,929 offset by additional grant allocations in September 2025 of $136,332	$ 886,597.00
Office of the Mayor and CEO	Australia Day	Operating Grant - Other	INCREASE REVENUE	Grant funding to support larger community event at Australia Day	-$ 15,000.00
Library Services	Library: Administration	Operating Grant - Other	DECREASE REVENUE	Reduction in PLS grant	$ 3,182.00
Library Services	Library: Collections and Access	Operating Grant - Library Books (Renew) & Databases	INCREASE REVENUE	Corrected to account for full PLS grant	-$ 19,393.00
Works Operating	Sealed Roads - Repair/MaintenancE	Operating Grant - Local Roads Grant	DECREASE REVENUE	Advance payment of grants made in June 2025 totalling $349,167 offset by additional grant allocations in September 2025 of $14,623	$ 334,544.00
Grants, Subsidies and Contributions				***Note 4***	***$ 1,189,930.00***

Department	Description	Income/Expenditure Account	Reason for Budget Adjustment	Type of Adjustment	2025-26 Adjustment Q1
Investment Income				***Note 5***	***$ -***
Works Operating	Parks & Gardens Services	Other - Other Revenue	INCREASE REVENUE	APA funded remediation works	-$ 22,732.50
Works Operating	Works Admin	Reimburse. Inc - Private Works	INCREASE REVENUE	Angaston bowling club seal recoveries	-$ 55,897.00
Reimbursements				***Note 6***	***-$ 78,629.50***
Finance Services	Financial Services	Recoupments - Workers Comp Claims	INCREASE REVENUE	Insurance recoveries Q1 - workers compensation	-$ 1,741.00
Finance Services	Financial Services	Recoupments - Income Protection Insurance	INCREASE REVENUE	Insurance recoveries Q1 - income insurance	-$ 5,662.00
Tourism Services	Tourism Services Operations	Other Income - Commissions	DECREASE REVENUE	Reduced bookings activity due to current transition from Bookeasy to Rezdy	$ 20,000.00
Office of the Mayor and CEO	Grapevine Visit - Student Study Tour	Other Income - Fundraising	INCREASE REVENUE	2025-26 fundraising receipts from Nuriootpa High School fundraising for Sister City Texas trip	-$ 1,985.65
Gallery	Barossa Gallery - Artist Residency	Donations - Other Income	DECREASE REVENUE	Donor withdrawals from project in 2025	$ 2,500.00
Barossa Bushgardens	Bushgardens: Site expenditure	Contributions - Other	INCREASE REVENUE	Additional grant funding received - Healing Country with Fire	-$ 3,636.36
Works Operating	Works Admin	Recoupments - Workers Comp Claims	INCREASE REVENUE	Insurance recoveries Q1 - workers compensation	-$ 8,649.00
Works Operating	Works Admin	Recoupments - Income Protection Insurance	INCREASE REVENUE	Insurance recoveries Q1 - income insurance	-$ 18,348.00
Other Income				***Note 7***	***-$ 17,522.01***
Total adjustments to operating income					***975,885.75***

Attachment 1

Department	Description	Income/Expenditure Account	Reason for Budget Adjustment	Type of Adjustment	2025-26 Adjustment Q1
Operating expense adjustments					
Various	Various	Salaries - normal	INCREASE EXPENSE	Employment changes approved by Council at 2 July 2025 meeting namely enterprise agreement outcome and changes from workplace restructuring	$ 59,522.50
Various	Various	Salaries - superannuation	INCREASE EXPENSE	Employment changes approved by Council at 2 July 2025 meeting namely enterprise agreement outcome and changes from workplace restructuring	$ 7,420.50
Works Operating	Parks & Gardens Services	Wages - Normal Rate	INCREASE EXPENSE	Employment changes approved by Council at 2 July 2025 meeting namely enterprise agreement outcome and addition depot open space officer - DIES	$ 76,744.64
Works Operating	Parks & Gardens Services	Wages - Superannuation	INCREASE EXPENSE	Employment changes approved by Council at 2 July 2025 meeting namely enterprise agreement outcome and addition depot open space officer - DIES	$ 9,209.36
Enterprise Technology and Innovation	Enterprise Technology and Innovation	Salaries - Normal	TRANSFER	ICT budget arrangements for information service staff - cost neutral through reduction in contractors - $25,000	$ 25,000.00
Building Services	Assesment and Advice - Building	Salaries - Normal	INCREASE EXPENSE	Budget adjust for Building cadet finalisation of training	$ 5,416.00
Building Services	Building Fire Safety Committee	Salaries - Normal	INCREASE EXPENSE	Budget adjust for Building cadet finalisation of training	$ 1,353.50
Works Operating	Roadside Management - Trees/Weeds	Wages - Normal Rate	INCREASE EXPENSE	Tree management salary support offset by savings in contractors	$ 20,535.00
Works Operating	Roadside Management - Trees/Weeds	Wages - Superannuation	INCREASE EXPENSE	Tree management salary support offset by savings in contractors	$ 2,465.00
Various	Various	Insurance - Workers Comp Premium	INCREASE EXPENSE	Actual annual insurance outcomes - work cover - currently being disputed but budget adjustment to be processed	$ 155,488.15
Employee Costs				***Note 8***	***$ 363,154.65***

Attachment 1

Department	Description	Income/Expenditure Account	Reason for Budget Adjustment	Type of Adjustment	2025-26 Adjustment Q1
Finance Services	Property Rating	Contractors - Property valuations	DECREASE EXPENSE	Slightly less than budgeted.	-$ 1,000.00
Enterprise Technology and Innovation	Enterprise Technology and Innovation	Contractors - Other Services	TRANSFER	ICT budget arrangements for information service staff - cost neutral through reduction in contractors	-$ 25,000.00
Organisational Culture and People	Organisational Culture and People	Staff Training - Seminar/Conference Fees	TRANSFER	$15,000 transferred to Risk and Safety Budget for mandatory training due to budget setup error.	-$ 15,000.00
Organisational Culture and People	Organisational Culture and People	Direct Purchases - First Aid Supplies	TRANSFER	Funds to be transferred to Risk and Safety Cost Centre due to budget setup error.	-$ 6,009.00
Organisational Culture and People	Organisational Culture and People	Direct Purchases - Safety Equip or Clothing	TRANSFER	Funds to be transferred to Risk and Safety Cost Centre due to budget setup error.	-$ 1,015.00
Corporate Services	Risk and Safety	Staff Training - Seminar/Conference Fees	TRANSFER	Funds transferred from People and Culture cost centre to correct budget setup error	$ 15,000.00
Corporate Services	Risk and Safety	Direct Purchases - First Aid Supplies	TRANSFER	Funds transferred from People and Culture cost centre to correct budget setup error	$ 6,009.00
Corporate Services	Risk and Safety	Direct Purchases - Safety Equip or Clothing	TRANSFER	Funds transferred from People and Culture cost centre to correct budget setup error	$ 1,015.00
Customer Experience	Events	Staff Training - Seminar/Conference Fees	TRANSFER	No budget allocated. 2.5 x event staff. Transfer budget from Entertainment Expenses (63811)	$ 1,000.00
Customer Experience	Events	Contractors - Other Services	TRANSFER	Transferred $75K from 63171 (Contributions Other) and $15K from 61223 (Direct Purchases Other) for planned event activations	$ 90,000.00
Customer Experience	Events	Direct Purchases - Other	TRANSFER	Transferred to 61140 (Contractors - other Services) for Planned Event Activations, $1000 transferred in from 63811 (Entertainment)	-$ 14,000.00
Customer Experience	Events	Contributions - Other	TRANSFER	Transfer to 61140 (Contractors -other Purchases) for Event Activations. Event Funding Program to commence 2026/2027 FY	-$ 75,000.00

Attachment 1

Department	Description	Income/Expenditure Account	Reason for Budget Adjustment	Type of Adjustment	2025-26 Adjustment Q1
Customer Experience	Events	General - Advertising	TRANSFER	Additional $1000 allocated to Advertising from 63811 (Entertainment Exp)	$ 1,000.00
Customer Experience	Events	Entertainment Expenses	TRANSFER	Not required. Transfer of $1000 to 60050 (Staff Training), $1000 to 63401 (Advertising) and $1000 to 61140, $1000 to 61223 (direct Purchases Other)	-$ 3,000.00
Tourism Services	Tourism Services Operations	BookEasy Commission Fees	INCREASE EXPENSE	Missed in budget setting/change in cost centres. Bookeasy Fees to cease Dec 2025	$ 1,500.00
Office of the Mayor and CEO	Australia Day	Direct Purchases - Other	INCREASE EXPENSE	Grant funding to support larger community event at Australia Day. Offset by revenue.	$ 15,000.00
Office of the Mayor and CEO	Regional Development - Miscellaneous	Staff Training - Seminar/Conference Fees	INCREASE EXPENSE	Establishing training budget for Economic Development	$ 5,000.00
Office of the Mayor and CEO	Regional Development - Miscellaneous	Contributions - Regional Development Australia (RDA)	DECREASE EXPENSE	RDA funding under budget	-$ 9,500.00
Office of the Mayor and CEO	Grapevine Visit - Student Study Tour	Direct Purchases - Other	INCREASE EXPENSE	Preserve remaining funds from Nuriootpa High School fundraising for Sister City Texas trip	$ 11,920.00
Community Programs and Development	Community Development	Staff Training - Seminar/Conference Fees	TRANSFER	Transferring $2000 from Cost Centre 3710 Volunteer Resource Centre to Cost Centre 3130 Community Development.	$ 2,000.00
Waste Services	Disposal and Collection - Garbage	Staff Training - Seminar/Conference Fees	INCREASE EXPENSE	Additional budget required for Ignite Program	$ 400.00
Waste Services	Collection and Disposal - Green Organic	Staff Training - Seminar/Conference Fees	INCREASE EXPENSE	Additional budget required for Ignite Program	$ 400.00
Waste Services	Collection and Disposal- Recyclables	Staff Training - Seminar/Conference Fees	INCREASE EXPENSE	Additional budget required for Ignite Program	$ 400.00
Community Safety	Other Animal Control	Contractors - Pest Control Services	INCREASE EXPENSE	Current expense includes last year late lodgment of invoice by contractor.	$ 1,104.48
Gallery	Barossa Gallery - Workshops	Contractors - Other Services	DECREASE EXPENSE	To offset decreased revenue in 3445-1605-41576	-$ 1,500.00
Gallery	Barossa Gallery - Artist Residency	Direct Purchases - Other	DECREASE EXPENSE	Decrease to align with reduced donation total	-$ 1,000.00

Attachment 1

Department	Description	Income/Expenditure Account	Reason for Budget Adjustment	Type of Adjustment	2025-26 Adjustment Q1
Library Services	Library: Administration	Software - Annual Licence Fees	DECREASE EXPENSE	Reduction in OneCard maintenance fee	-$ 585.60
Library Services	Library: Administration	Direct Purchases - Online books/databases etc	INCREASE EXPENSE	Increase and correction to PLS levies	$ 38,969.00
Health Services	Assessment and Advice - Health	Legal Fees	INCREASE EXPENSE	Additional budget needed for ongoing legal matter	$ 20,000.00
Community Services	Volunteer Resource Centre	Staff Training - Seminar/Conference Fees	TRANSFER	Transferring $2,000 from cost centre 3710 Volunteer Resource Centre to cost centre 3130 Community Developmennt.	-$ 2,000.00
Environment Education	Environmental Education and Awareness	Staff Training - Seminar/Conference Fees	TRANSFER	Move $2.4k to 4015-61223, $1.2k to 61208 and $400 to 61210	-$ 4,000.00
Environment Education	Environmental Education and Awareness	Direct Purchases - Signs	TRANSFER	Many of our signs are faded and not legible	$ 1,200.00
Environment Education	Environmental Education and Awareness	Direct Purchases - Stationery	TRANSFER	Printer cartridges, laminating pouches for workshops, etc.	$ 400.00
Environment Education	Environmental Education and Awareness	Direct Purchases - Other	TRANSFER	Additional Direct Purchasing	$ 2,400.00
Barossa Bushgardens	Bushgardens:Nursery Expenditure	Direct Purchases - Canteen Purchases	INCREASE EXPENSE	As required for volunteers. Offset by increased seedling sales revenue.	$ 500.00
Barossa Bushgardens	Bushgardens:Nursery Expenditure	Direct Purchases - Stationery	INCREASE EXPENSE	As required. Offset by increased seedling sales revenue.	$ 1,800.00
Barossa Bushgardens	Bushgardens:Nursery Expenditure	Direct Purchases - Weed/Pest Chemicals	INCREASE EXPENSE	As required. Offset by increased seedling sales revenue.	$ 500.00
Barossa Bushgardens	Bushgardens:Nursery Expenditure	Direct Purchases - Fertiliser	INCREASE EXPENSE	As required. Offset by increased seedling sales revenue.	$ 291.00
Barossa Bushgardens	Bushgardens:Nursery Expenditure	Direct Purchases - Mulch/Loam	INCREASE EXPENSE	Increased soil required for increased plant production. Offset by increased seedling sales revenue.	$ 4,431.50
Barossa Bushgardens	Bushgardens:Nursery Expenditure	Direct Purchases- Plants/Shrubs	INCREASE EXPENSE	Purchase additional seed and new plant stock for species (genetic) diversity. Offset by increased seedling sales revenue.	$ 1,000.00
Barossa Bushgardens	Bushgardens:Nursery Expenditure	Direct Purchases - Other	INCREASE EXPENSE	Pots/trays/sand supplies; irrigation and nursery items. Offset by increased seedling sales revenue.	$ 5,000.00

Attachment 1

Department	Description	Income/Expenditure Account	Reason for Budget Adjustment	Type of Adjustment	2025-26 Adjustment Q1
Barossa Bushgardens	Bushgardens: Site expenditure	Contractors - Plant/Machinery Servicing	INCREASE EXPENSE	$782 transferred from 63401 and additional budget requested of $418. Offset by increased seedling sales revenue.	$ 1,200.00
Barossa Bushgardens	Bushgardens: Site expenditure	Contractors - Other Services	INCREASE EXPENSE	Increased expense associated with Healing Country with Fire grant. Offset by grant funding revenue received.	$ 3,636.36
Barossa Bushgardens	Bushgardens: Site expenditure	Direct Purchases - Canteen Purchases	INCREASE EXPENSE	Transfer from 63401 $1320. Offset by increased seedling sales revenue.	$ 1,320.00
Barossa Bushgardens	Bushgardens: Site expenditure	Direct Purchases - Assets < $5,000	INCREASE EXPENSE	24/25 budget was $3152 25/26 no budget allocation; therefore increased budget to $3500 as necessary. Offset by increased seedling sales revenue.	$ 3,500.00
Barossa Bushgardens	Bushgardens: Site expenditure	Direct Purchases - Vehicle/Machine Parts	INCREASE EXPENSE	Budget required for mower blades etc. $300. Offset by increased seedling sales revenue.	$ 300.00
Barossa Bushgardens	Bushgardens: Site expenditure	Direct Purchases - Irrigation supplies	INCREASE EXPENSE	Budget requested due to drought. Offset by increased seedling sales revenue.	$ 820.00
Barossa Bushgardens	Bushgardens: Site expenditure	Direct Purchases - Weed/Pest Chemicals	INCREASE EXPENSE	Herbicide needed. Offset by increased seedling sales revenue.	$ 150.00
Barossa Bushgardens	Bushgardens: Site expenditure	Direct Purchases - Loose tools	INCREASE EXPENSE	No budget allocated but required. Offset by increased seedling sales revenue.	$ 600.00
Barossa Bushgardens	Bushgardens: Site expenditure	Energy Costs - Fuel & Lubricants	INCREASE EXPENSE	Increased to $1000 for fuel mower, wipper snipper etc. Offset by increased seedling sales revenue.	$ 435.15
Barossa Bushgardens	Bushgardens: Site expenditure	General - Advertising	DECREASE EXPENSE	Move $1320 to 61203 and Move $782 to 61137	-$ 2,102.30
Barossa Bushgardens	Bushgardens: Site expenditure	IT - Internet Corporate	INCREASE EXPENSE	BBG website and domain costs annually. Offset by increased seedling sales revenue.	$ 560.00
Barossa Bushgardens	Bushgardens: Site expenditure	Subscriptions/Memberships	INCREASE EXPENSE	Landcare SA subscription. Offset by increased seedling sales revenue.	$ 200.00

Department	Description	Income/Expenditure Account	Reason for Budget Adjustment	Type of Adjustment	2025-26 Adjustment Q1
Works Operating	Parks & Gardens Services	Direct Purchases - Other	INCREASE EXPENSE	APA funded remediation works	$ 22,732.50
Works Operating	Roadside Management - Trees/Weeds	Contractors - Tree Trimming Services	INCREASE EXPENSE	$23,000 reduction transfer for tree management salary support offset by savings in contractors - $60,000 increase for williamstown oval tree removal approved by Council 21/10/2025	$ 37,000.00
Works Operating	Works Admin	Contractors - Other Services	INCREASE EXPENSE	Angaston bowling club seal costs	$ 58,391.00
Various	Various	Insurance - Buildings & Contents	INCREASE EXPENSE	Actual insurance outcomes - assets	$ 42,144.00
Various	Various	Insurance - Income Protection Insurance	DECREASE EXPENSE	Actual insurance outcomes - income protection	-$ 71,553.00
Various	Various	Insurance - Public Liability	INCREASE EXPENSE	Actual insurance outcomes - mutual liability	$ 23,967.00
Various	Various	Insurance - Vehicle Insurance	DECREASE EXPENSE	Actual insurance outcomes - motor vehicle	-$ 6,249.00
Materials, Contract and Other Expenses				***Note 9***	***$ 186,682.09***
Depreciation, Amortisation and Impairment				***Note 10***	***$ -***
Finance Services	Financial Services	Cash Advance Interest - LGFA	DECREASE EXPENSE	Savings in interest budget prediction based on cash flow outcomes at Q1	-$ 76,739.00
Finance Costs				***Note 11***	***-$ 76,739.00***
Total adjustments to operating expenses					***$ 473,097.74***
NET TOTAL - Operating Adjustments					***$ 1,448,983.49***

Detailed Q1 Budget Adjustments for the 2025-26 Financial Year – Capital Budget

Asset #	Description	Account	Reason for Budget Adjustment	Type of Adjustment	2025-26 Adjustment Q1
Capital expenditure on renewal and replacement of existing assets					
200068	Angaston Town Hall and Library	Capital Exp Structures - Contractors	Quotation came in under - transferring to REX for additional works	DECREASE EXPENSE	-$ 38,500.00
200090	Public Toilet Renewal Program	Capital Exp Bldgs - Other	Final carry over reconciliation adjustment for 2024-25 capital program.	CARRYOVER EXPENSE	-$ 4,913.00
301100	Peppertree Grove Estate - Stockwell, Footpath	Capital Exp Structures - Contractors	Transfer within Footpath program	TRANSFER	-$ 30,000.00
301112	Park Street Angaston – Footpath	Capital Exp Structures - Contractors	Transfer within Footpath program	TRANSFER	-$ 50,000.00
306252	ROAD SEAL,BAIRD ST,NURIOOTPA	Capital Exp Structures - Contractors	Transfer within road reseal program	TRANSFER	-$ 114,118.00
306360	ROAD SEAL,FIFE ST,ANGASTON	Capital Exp Structures - Contractors	Transfer within road reseal program	TRANSFER	$ 38,786.00
306501	ROAD SEAL, LIGHT PASS ROAD, NURIOOTPA	Capital Exp Structures - Contractors	Transfer within Road Reseal program	TRANSFER	-$ 52,315.00
306661	ROAD SEAL,RIFLE RANGE RD,ANGASTON	Capital Exp Structures - Contractors	Transfer with Road Reseal program	TRANSFER	$ 5,851.00
308610	FOOTPATH, DUCK PONDS RD, STOCKWELL	Capital Exp Structures - Contractors	Transfer within Footpath program	TRANSFER	$ 20,400.00
308636	FOOTPATH, EVANS ST, ANGASTON	Capital Exp Structures - Contractors	Transfer within Footpath program	TRANSFER	-$ 50,000.00
308648	FOOTPATH, FIFTH ST, NURIOOTPA	Capital Exp Structures - Contractors	Transfer within Footpath Program	TRANSFER	$ 20,000.00
308692	FOOTPATH, GRAMP AVE, ANGASTON	Capital Exp Structures - Contractors	Transfer within Footpath program	TRANSFER	-$ 12,000.00
308737	FOOTPATH, JUBILEE AVE, ANGASTON	Capital Exp Structures - Contractors	Transfer within Footpath program	TRANSFER	-$ 25,000.00
308766	FOOTPATH, KINDLER AVE, NURIOOTPA	Capital Exp Structures - Contractors	Transfer within Footpath program	TRANSFER	-$ 20,000.00
308847	FOOTPATH, MURRAY STREET, ANGASTON	Capital Exp Structures - Contractors	Transfer within Footpath Program	TRANSFER	$ 23,300.00
308857	FOOTPATH, NELDNER AVE, ANGASTON	Capital Exp Structures - Contractors	Transfer within Footpath program	TRANSFER	$ 14,000.00
308863	FOOTPATH, NORTH ST, ANGASTON	Capital Exp Structures - Contractors	Transfer with Footpath Program	TRANSFER	$ 5,000.00
308886	FOOTPATH, PARK RD, ANGASTON	Capital Exp Structures - Contractors	Transfer within Footpath program	TRANSFER	$ 6,000.00
309067	FOOTPATH, VALLEY RD, ANGASTON	Capital Exp Structures - Contractors	Transfer within Footpath program	TRANSFER	-$ 60,000.00
311459	KERB,GILBERT ST,LYNDOCH	Capital Exp Structures - Contractors	Transfer $69,000 to Keyneton Road Upgrade as per Council report 21 October 2025	TRANSFER	-$ 69,000.00
311480	FOOTPATH, WILLIAM ST, LYNDOCH	Capital Exp Structures - Contractors	Transfer within Footpath Program	TRANSFER	$ 18,000.00
311539	ROAD SEAL,MARGARET ST,LYNDOCH	Capital Exp Structures - Contractors	Transfer with Road Reseal program	TRANSFER	$ 36,076.00
312166	KERB,KLEINIG ST,LYNDOCH	Capital Exp Structures - Contractors	Transfer $6,000 to Keyneton Road Upgrade as per Council report 21 October 2025	TRANSFER	-$ 6,000.00
312222	ROAD PAVE,BLACKWOOD RD,CROMER	Capital Exp Structures - Contractors	Final carry over reconciliation adjustment for 2024-25 capital program.	CARRYOVER EXPENSE	-$ 106,631.00
312392	ROAD SEAL,BAROSSA CT,LYNDOCH	Capital Exp Structures - Contractors	Transfer within Road Reseal program	TRANSFER	$ 100,566.00
312392	ROAD SEAL,BAROSSA CT,LYNDOCH	Capital Exp Structures - Contractors	Transfer within Road Reseal program	TRANSFER	-$ 122,640.00
312422	Road Seal - Hermann Thumm Drive Lyndoch	Capital Exp Structures - Contractors	Transfer within Road Reseal program	TRANSFER	$ 141,697.00
312709	Road Drain,Langmeil Road,Tanunda	Capital Exp Structures - Contractors	Transfer budget from road reseal to stormwater cost centre	TRANSFER	-$ 75,000.00
312709	Road Drain,Langmeil Road,Tanunda	Capital Exp Structures - Contractors	Transfer budget from road reseal to stormwater cost centre	TRANSFER	$ 75,000.00
312758	Footpath - Queen Street Williamstown	Capital Exp Structures - Contractors	Transfer within Footpath program	TRANSFER	$ 15,000.00
313201	ROAD SEAL, BETHANY ROAD	Capital Exp Structures - Contractors	Transfer within Road Reseal Program	TRANSFER	$ 19,795.00
313255	Road Seal - Krondorf Road Tanunda	Capital Exp Structures - Contractors	Transfer within Road Reseal program	TRANSFER	-$ 119,261.00
313264	Road Seal - Light Pass Road Tanunda	Capital Exp Structures - Contractors	Transfer within Road Reseal Program	TRANSFER	$ 32,298.00

Asset #	Description	Account	Reason for Budget Adjustment	Type of Adjustment	2025-26 Adjustment Q1
Capital expenditure on renewal and replacement of existing assets					
313388	Swimming Pool, BV Recreation Centre	Capital Exp Structures - Contractors	Transfer budget to the correct Cost Centre	TRANSFER	-$ 316,375.00
313388	Swimming Pool, BV Recreation Centre	Capital Exp Bldgs - Other	Transfer budget from Nuriootpa Caravan Park to The REX cost centre + Final carry over reconciliation adjustment for 2024-25 capital program.	TRANSFER	$ 296,400.00
313446	Gooden Drive - Pumps Stn	Capital Exp Structures - Contractors	Final carry over reconciliation adjustment for 2024-25 capital program.	CARRYOVER EXPENSE	-$ 20,484.00
313455	Road Pave - Craneford Road Eden Valley	Capital Exp Bldgs - Other	Final carry over reconciliation adjustment for 2024-25 capital program.	CARRYOVER EXPENSE	-$ 94,490.89
314030	FOOTPATH, MURRAY ST, EDEN VALLEY	Capital Exp Structures - Contractors	Transfer within Footpath Program	TRANSFER	$ 17,580.00
314211	KERB, COWARD STREET, NURIOOTPA	Capital Exp Structures - Contractors	Transfer with Road resealing program	TRANSFER	$ 33,078.00
314272	KERB, MAGNOLIA STREET, TANUNDA	Capital Exp Structures - Contractors	Transfer $25,000 to Keyneton Road Upgrade as per Council report 21 October 2025	TRANSFER	-$ 25,000.00
314314	FOOTPATH, LYNDOCH VALLEY ROAD, LYNDOCH	Capital Exp Structures - Contractors	Transfer within Footpath Program	TRANSFER	$ 12,000.00
314315	FOOTPATH, HOSPITAL ROAD, MOUNT PLEASANT	Capital Exp Structures - Contractors	Transfer within Footpath program	TRANSFER	$ 8,520.00
314317	Footpath - Melrose Street Mount Pleasant	Capital Exp Structures - Contractors	Transfer within Footpath program	TRANSFER	$ 14,840.00
314341	FOOTPATH, RADFORD ROAD, ANGASTON	Capital Exp Structures - Contractors	Transfer within Footpath program	TRANSFER	-$ 20,000.00
314344	FOOTPATH, ELIZA STREET, WILLIAMSTOWN	Capital Exp Structures - Contractors	Transfer within Footpath program	TRANSFER	-$ 3,000.00
314359	ROAD SEAL, KEYNETON ROAD, EDEN VALLEY	Capital Exp Structures - Contractors	Transfer $100,000 from Magnolia Road, Gilbert Street and Kleinig Street Kerb Upgrades as per Council meeting on 21 October 2025	TRANSFER	$ 100,000.00
314380	ROAD SEAL, LILLY FARM ROAD, TANUNDA	Capital Exp Structures - Contractors	Transfer within Road Reseal program	TRANSFER	$ 13,797.00
314832	GOODEN DRIVE RISING MAIN EXTENSION, NURIOOTPA	Capital Exp Structures - Contractors	Final carry over reconciliation adjustment for 2024-25 capital program.	CARRYOVER EXPENSE	-$ 2,190.00
314853	ROAD SEAL, GROCKE ROAD, TANUNDA	Capital Exp Structures - Contractors	Transfer with road resealing program	Transfer	-$ 5,784.00
314988	ROAD SEAL, GORDON STREET, LYNDOCH	Capital Exp Structures - Contractors	Transfer within Road Reseal program	TRANSFER	-$ 37,796.00
600035	FOOTPATH, NOSKE STREET, LYNDOCH	Capital Exp Structures - Contractors	Transfer with Footpath Program	TRANSFER	-$ 15,000.00
600467	ROAD SEAL, NITSCHKE ROAD, KRONDORF	Capital Exp Structures - Contractors	Transfer within Road Reseal program	TRANSFER	$ 1,970.00
601233	Library Books	Capital Exp - Plant and Equipment	Reflects increase in PLS levies on materials grant	DECREASE EXPENSE	-$ 40,480.00
601262	Footpath Renewal Budget	Capital Exp Structures - Contractors	Transfer within Footpath Program	TRANSFER	$ 40,360.00
601263	Road Reseal Budget	Capital Exp Structures - Contractors	Transfer within Road Reseal Program	TRANSFER	$ 90,973.00
601280	The Rex (Barossa Aquatic & Fitness Centre)	Capital Exp Structures - Contractors	Finalisation of roof resealing.	INCREASE EXPENSE	$ 38,500.00
601293	Bridge Renewal	Capital Exp Structures - Contractors	Transfer $50,165 to Moss Smith Road Bridge	TRANSFER	-$ 50,165.00
601404	Minor Plant Renewal	Capital Exp - Plant and Equipment	Final carry over reconciliation adjustment for 2024-25 capital program.	CARRYOVER EXPENSE	-$ 23,582.00
601593	Tanunda Recreation Park - Project Work	Capital Exp Structures - Contractors	Transfer within Footpath Program. $50k for perimeter path around oval and $10k for path from carpark to Kegel Club	TRANSFER	$ 60,000.00
601619	Senior Manager Infrastructure and Environmental Services	Capital Exp - Plant and Equipment	Trf from 601795	TRANSFER	$ 4,300.00
601688	Nuriootpa Waste Water Treatment Plant Control System	Capital Exp Structures - Contractors	Transfer Budget to 601303 correct project within same business area	TRANSFER	-$ 1,450,969.00
601795	Subaru - Forester MY22 2.5i Premium - Manager Organisation	Capital Exp - Plant and Equipment	Trf to 601619 to cover additional purchase costs	TRANSFER	-$ 4,300.00
650564	Water reuse infrastructure	Capital Exp Structures - Contractors	Final carry over reconciliation adjustment for 2024-25 capital program.	CARRYOVER EXPENSE	$ 2,450.00
Capital expenditure on renewal and replacement of assets				***Note 12***	***-$ 1,758,456.89***
Asset sales adjustments/capital income					
Proceeds from sale of replaced assets				***Note 13***	***$ -***
NET TOTAL - Asset renewal/replacement adjustments					**-$ 1,758,456.89**

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Capital expenditure on new and upgraded assets					
200074	Computer Hardware Refresh 2025	Capital Exp - Plant and Equipment	Final carry over reconciliation adjustment for 2024-25 capital program.	CARRYOVER EXPENSE	$ 9,740.06
200100	Kegel Club - clubrooms rebuild	Capital Exp Structures - Contractors	Final carry over reconciliation adjustment for 2024-25 capital program.	CARRYOVER EXPENSE	-$ 38,415.00
200143	New Dual Cab Truck for Openspaces	Capital Exp - Plant and Equipment	Trf from 601267	TRANSFER	$ 18,520.00
311594	Williamstown - Lagoon	Capital Exp Structures - Contractors	Final carry over reconciliation adjustment for 2024-25 capital program.	CARRYOVER EXPENSE	-$ 12,711.00
313307	ROAD SEAL,SIEGERSDORF RD,TANUNDA	Capital Exp Structures - Contractors	Transfer within Road Reseal program	TRANSFER	-$ 78,973.00
313744	Moss Smith Road Bridge	Capital Exp Structures - Contractors	Transfer $32,258 from Robin Bridge gabions and $17,906 from Bridges Unallocated - both in 610293 and amend estimated carry over add $5291	TRANSFER	$ 55,455.95
400696	Play Equipment - Eden Valley Playground	Capital Exp Structures - Contractors	Final carry over reconciliation adjustment for 2024-25 capital program.	CARRYOVER EXPENSE	-$ 16,720.00
401464	Enterprise Resource Planning (ERP) project	Capital Exp Structures - Contractors	Funds transferred from general ICT Project pool as per ERP Project Year 1 Council Approval.	TRANSFER	-$ 50,705.00
401464	Enterprise Resource Planning (ERP) project	Capital Exp - Plant and Equipment	Funds transferred from general ICT Project pool as per ERP Project Year 1 Council Approval.	TRANSFER	$ 330,675.00
401464	Enterprise Resource Planning (ERP) project	Capital Exp - Salaries	Funds transferred from general ICT Project pool as per ERP Project Year 1 Council Approval.	TRANSFER	$ 39,325.00
600500	NCPA - Main Oval Lighting Upgrade	Capital Exp Structures - Contractors	Reduction of costs - tender lower than budget as per Council resolution October 2025	DECREASE EXPENSE	-$ 102,521.00
600607	Lyndoch WWTP - Building	Capital Exp Structures - Contractors	Final carry over reconciliation adjustment for 2024-25 capital program.	CARRYOVER EXPENSE	$ 12,268.00
601087	Yettie Road Construction	Capital Exp Structures - Contractors	Grant funding not achieved for this project rolling project forward to 2026-27	DECREASE EXPENSE	-$ 1,000,000.00
601113	Play Equipment - Springton Oval	Capital Exp Structures - Contractors	Final carry over reconciliation adjustment for 2024-25 capital program.	CARRYOVER EXPENSE	-$ 8,099.00
601230	Volunteer Centre - Barossa Bushgardens	Capital Exp Structures - Contractors	Final carry over reconciliation adjustment for 2024-25 capital program.	CARRYOVER EXPENSE	-$ 13,442.00
601267	New Skidsteer	Capital Exp - Plant and Equipment	Trf to 200143	TRANSFER	-$ 18,520.00
601303	Nuriootpa WWTP	Capital Exp Structures - Contractors	Budget transferred from 601688 + Final carry over reconciliation adjustment for 2024-25 capital program.	TRANSFER	$ 1,407,793.00
601594	Creative Industries Centre - The Big Project	Capital Exp Structures - Contractors	Final carry over reconciliation adjustment for 2024-25 capital program and recasting expenses for revised build program $10.329m now will be expended in 2026-27 not 2025-26	DECREASE EXPENSE	-$ 10,336,137.00
601660	Angaston Ovals Lighting Upgrades	Capital Exp Structures - Contractors	Reduction of costs - tender lower than budget as per Council resolution October 2025	DECREASE EXPENSE	-$ 102,521.00
601741	NCPA - Nurioootpa Soccer Civil Infrastructure	Capital Exp Structures - Contractors	Transfer within Footpath program	TRANSFER	$ 10,000.00
601777	ICT Software / Hardware	Capital Exp - Plant and Equipment	Funds transferred to ERP project as per Council approval.	TRANSFER	-$ 279,970.00
601777	ICT Software / Hardware	Capital Exp - Salaries	Funds transferred to ERP Project as per Council Approval.	TRANSFER	-$ 39,325.00
601788	Lyndoch Recreation Park Redevelopment	Capital Exp Structures - Contractors	Final carry over reconciliation adjustment for 2024-25 capital program.	CARRYOVER EXPENSE	-$ 220,861.00
601799	Signage Track System in townships	Capital Exp Structures - Contractors	Final carry over reconciliation adjustment for 2024-25 capital program.	CARRYOVER EXPENSE	$ 17,455.00
Capital expenditure on new and upgraded assets				***Note 14***	**-$ 10,417,687.99**

Attachment 1

Asset #	Description	Account	Reason for Budget Adjustment	Type of Adjustment	2025-26 Adjustment Q1
N/A	Creative Industries	Capital Grant - Other	Balance of grant $2.088M will be in received in 2026-27 now.	DECREASE REVENUE	$ 2,088,300.00
N/A	Sealed Roads - Repair/Maintenance	Capital Grant - Other	Grant not successful for Yetti Road rolling job forward to 26/27	DECREASE REVENUE	$ 660,000.00
N/A	Community Assets & Facilities	Capital Contributions - Other	Less contribution to be received due to tender outcome being significantly below	DECREASE REVENUE	$ 244,609.00
N/A	Barossa Aquatic & Fitness Centre 'The Rex'	Capital Grant - Other	Funding to be received from Community Energy Upgrades Fund for Rex	INCREASE REVENUE	-$ 148,200.00
Amounts received specifically for new and upgraded assets				***Note 15***	**$ 2,844,709.00**
Asset disposal and fair value adjustments				***Note 16***	**$ -**
NET TOTAL - Asset new/upgrade adjustments					**-$ 7,572,978.99**
NET TOTAL - Capital adjustments					**-$ 9,331,435.88**

Revised Statement of Comprehensive Income for the 2025-26 Financial Year

Statement of Comprehensive Income

for the year ending 30 June 2026

	Budget Adjustment Notes	Original Full Year Budget ($'000)	Actuals as at 30 Sep 2025 ($'000)	Budget Adjustments Quarter 1 ($'000)	Proposed Full Year Revised Budget ($'000)
Income					
Rates	1	42,019	41,934	97	42,116
Statutory Charges	2	907	240	-	907
User Charges	3	4,178	420	20	4,198
Grants, Subsidies and Contributions	4	4,853	716	(1,190)	3,663
Investment Income	5	166	20	-	166
Reimbursements	6	155	48	79	234
Other Income	7	622	194	18	640
Net Gain – Joint Ventures and Associations		-	-	-	-
Total Revenues		52,900	43,572	(976)	51,924
Expenses					
Employee Costs	8	20,211	4,345	363	20,574
Materials, Contracts and Other Expenses	9	19,354	4,891	187	19,541
Depreciation, Amortisation and Impairment	10	11,615	2,904	-	11,615
Finance Costs	11	1,898	317	(77)	1,821
Net Loss – Joint Ventures and Associations		-	-	-	-
Total Expenses		53,078	12,457	473	53,551
Operating Surplus / (Deficit)		(178)	31,115	(1,449)	(1,627)
Physical Resources Received Free of Charge		2,400	-	-	2,400
Asset Disposal and Fair Value Adjustments	16	(915)	-	-	(915)
Amounts Received Specifically for New or Upgraded Assets	15	5,673	979	(2,845)	2,828
Net Surplus / (Deficit)		6,980	32,094	(4,294)	2,686
Transferred to Equity Statement		-	-	-	-
Other Comprehensive Income		-	-	-	-
Changes in revaluation surplus - infrastructure, property, plant and equipment		-	-	-	-
Infrastructure, property, plant and equipment		-	-	-	-
Total Other Comprehensive Income		-	-	-	-

Functional Reporting – Operating Budget

Detailed Operating Budget Actual vs Budget Year to Date

The table below provides a year-to-date comparison of budget performance. Some variations will be the result of timing issues between the expected revenues and expenses being incurred and what has been incurred to date. Negative variances to budget are in (brackets) positive variances are not.

Type of Income or Expenditure	Year To Date Actual Result as at 30 September 2025		
	Adjusted Actual	Adopted Budget	Variance
Rates, Rebates, Fines and Interst and Legal Costs Recovered	(34,258,535)	(34,123,918)	134,617
Wastewater Collection Service Charge	(3,562,093)	(3,560,699)	1,394
Waste Collection Service Charge	(3,282,026)	(3,348,755)	(66,728)
Landscpae Levy	(831,077)	(828,505)	2,572
Licences and Fees	(327,498)	(386,999)	(59,501)
User Charges	(29,353)	(25,238)	4,115
Statutory Fines and Expiations	(4,860)	(4,183)	677
Contributions	(112,827)	(49,750)	63,077
Operating Grants	(716,118)	(1,337,458)	(621,340)
Reimbursements and Recoupments	(148,357)	(38,747)	109,611
Interest Received	(20,004)	(41,409)	(21,405)
Commercial and Caravan Park Revenue	(885,774)	(854,732)	31,042
Other Income	(107,861)	(105,812)	2,049
Total Operating Income	**(44,286,382)**	**(44,706,203)**	**(419,821)**
Wages - Council	942,880	1,187,320	244,440
Salary and Wages - NCPA	295,596	295,596	0
Salary Council	3,165,085	3,817,248	652,162
Total Employee Expenditure	**4,403,561**	**5,300,163**	**896,602**
Staff and Elected Member Training and Development	58,573	42,963	(15,611)
Contrators and Contract Management Fees	1,918,921	2,281,341	362,420
Consultant Fees	110,653	162,621	51,968
External Plant Hire	18,449	14,255	(4,194)
Computer Equipment and License Fees	318,006	375,615	57,609
Fuel	99,503	111,519	12,016
Direct Purchases	413,326	410,903	(2,422)
Electricity and Gas Expenses	453,204	433,074	(20,130)
Water Expenses	91,945	173,857	81,912
Road Materials	6,605	24,867	18,262
Depreciation	2,903,725	2,903,725	0
Interest Expenses	305,827	392,566	86,739
Bank and Other Fees	28,700	44,720	16,021
Statutory Committee Sitting Fees and Audit Expenses	(4,088)	8,130	12,218
Taxes, Levies and Registration Costs	223,371	282,914	59,543
Insurance Expenses	966,786	751,676	(215,111)

Type of Income or Expenditure	Year To Date Actual Result as at 30 September 2025		
	Adjusted Actual	Adopted Budget	Variance
Communtiy Assistance Scheme and Other Donations	**4,020**	**10,198**	**6,178**
Contributions	**364,752**	**227,311**	**(137,442)**
Elected Member Expenses	**43,484**	**83,031**	**39,548**
General Expenses	**114,183**	**120,956**	**6,773**
Other Expenses	**336,705**	**119,241**	**(217,463)**
Internal Allocations and Recoveries	**0**	**(53,123)**	**(53,123)**
Total Operating Expenses	**8,776,650**	**8,922,360**	**145,710**
Operating Result Deficit / (Surplus)	**(31,106,171)**	**(30,483,680)**	**622,491**

Please note the actual operating result represented in the above analysis will not directly balance to the financial statement reporting as it is adjusted for known material transactions still to be processed. As at 30 September 2025 the adjustments are in the following table.			
Nuriootpa Centennial Park Authority Revenue	(714,611)		
Nuriootpa Centennial Park Authority Salary and Wages	294,596		
Nuriootpa Centennial Park Authority General Expenses	229,262		
Donations Account - To Offset 2024-25 Financial Adjustment Required for End of Financial Year	200,000		
Total of Impact of Adjustments in the Report	**(9,247)**		
Reconciliation to Statement for Comprehensive Income	**(31,115,418)**		

Functional Net Operating Cost of Services Year-to-Date

Please note this table is operating costs including depreciation and does not include capital expenditure.

2025-26 - Year To Date Result - Functional Result as at 30 September 2025

Function	Year To Date Actual Result as at 30 September 2025		
	Actual	Adopted Budget	Variance
Agricultural Services	77,603	74,513	(3,091)
Business Undertakings	(2,768,204)	(2,799,282)	(31,079)
Community Amenities	223,052	270,515	47,463
Community Support	244,450	(91,551)	(336,002)
Cultural Services	241,938	262,546	20,608
Economic Development	476,499	540,226	63,727
Governance	19,327	235,333	216,006
Health Services	153,039	130,199	(22,840)
Library Services	452,205	333,145	(119,060)
Other Environment	546,883	617,788	70,905
Plant Hire/Depot/Indirect	544,879	(494,140)	(1,039,019)
Public Order & Safety	32,365	46,309	13,944
Recreation	1,690,442	1,863,028	172,586
Regulatory Services	579,791	590,149	10,358
Support Services	(33,036,175)	(30,787,829)	2,248,346
Transport	1,984,157	1,124,834	(859,323)
Waste Management	(2,655,491)	(2,423,749)	231,741
Unallocated	87,067	24,286	(62,781)
Operating Result Deficit / (Surplus)	**(31,106,171)**	**(30,483,680)**	**622,491**

Capital Budget Reporting – Year-To-Date

Capital Program 2025-26						
Description	**2025-26 Original Full Year Budget**	**Q1 Proposed Budget Amendment**	**Q1 Proposed Revised Budget**	**Expenses to Date (as at 10 November 2025)**	**Remaining Budget**	**Relevant Notes**
Development and Community Services	**98,487**	**-40,480**	**58,007**	**2,254**	**55,753**	
Library books	98,487	-40,480	58,007	2,254	55,753	This is an accounting change primarily reflecting the expense paid to the Public Library Board but includes a increase on the materials grant contribution payable also.
Infrastructure and Environmental Services	**30,530,732**	**-12,145,405**	**18,385,328**	**2,981,882**	**15,403,445**	
Building Renewal	**775,123**	**-56,770**	**718,353**	**116,776**	**601,576**	
Mount Pleasant Hall - Salt Damp Treatments and Repairs	18,000		18,000	16,000	2,000	
Old Union Chapel – main hall flooring renewal	42,000		42,000	0	42,000	
Tanunda CWA Hall	12,000		12,000	0	12,000	
The Rex - Carpet replacement & floor repairs and Balance Tank Lid Repairs	93,000	38,500	131,500	0	131,500	
Moculta Recreation Park	9,000		9,000	0	9,000	
Angaston Show Hall - Roof Replacement	75,000	-38,500	36,500	0	36,500	
Public Toilet Renewal Program	245,001	-4,913	240,088	0	240,088	
Williamstown Pool	30,000		30,000	0	30,000	
Office / Depot Upgrades	60,000		60,000	67,633	-7,633	
Volunteer Centre – Barossa Bushgardens	13,442	-13,442	0	0	0	
New Public Toilet Tanunda Park	63,000		63,000	0	63,000	
Kegal Club – Clubrooms Rebuild	114,680	-38,415	76,265	12,897	63,368	
Unallocated	0		0	20,247	-20,247	Actual expenses still to be allocated to project/s

Description	2025-26 Budget	Q1 Proposed Budget Amendment	Q1 Proposed Revised Budget	Expenses to Date (as at 10 November 2025)	Remaining Budget	Relevant Notes
Footpath Renewal	**625,000**	**0**	**625,000**	**133,338**	**491,662**	
Allen Street - Angaston	20,000		20,000	0	20,000	
Eliza Street - Williamstown	30,000	-3,000	27,000	21,000	6,000	
Park Street - Angaston	50,000	-50,000	0	0	0	Works where able to be completed in 2024-25 allows the brining forward of 2026-27 works to 2025-26
Kegel Club - Tanunda	10,000		10,000	0	10,000	
Barossa Valley Way - Lyndoch	40,000		40,000	0	40,000	
Kindler Avenue Bridge - Nuriootpa	20,000	-20,000	0	0	0	Works where able to be completed in 2024-25 allows the brining forward of 2026-27 works to 2025-26
Peppertree Grove Estate - Stockwell	30,000	-30,000	0	0	0	
Queen Street - Williamstown	30,000		30,000	0	30,000	
Murray Street - Angaston	20,000		20,000	25,742	-5,742	
Noske Street - Lyndoch	15,000	-15,000	0	0	0	Works where able to be completed in 2024-25 allows the brining forward of 2026-27 works to 2025-26
Evans Street - Angaston	50,000	-50,000	0	0	0	
Radford Road - Angaston	20,000	-20,000	0	0	0	Deferred grant application not successful will be assessed as part of future new footpaths program.
Valley Road - Angaston	60,000	-60,000	0	0	0	
Jubilee Ave - Angaston	25,000	-25,000	0	0	0	
Gramp Ave - Angaston	25,000	-12,000	13,000	0	13,000	
Park Road - Angaston	30,000		30,000	0	30,000	
Birdwood to Mt Pleasant Cycle and Walking Link (rubble track)	100,000		100,000	0	100,000	
Provision for treatment around Nuriootpa High School - Nuriootpa	50,000		50,000	0	50,000	
Duck Ponds Road - Stockwell	0	20,400	20,400	0	20,400	Bringing forward 2026-27 works to 2025-26
Fifth Street - Nuriootpa	0	20,000	20,000	0	20,000	
Murray Street, Angaston	0	23,300	23,300	0	23,300	

Description	2025-26 Budget	Q1 Proposed Budget Amendment	Q1 Proposed Revised Budget	Expenses to Date (as at 10 November 2025)	Remaining Budget	Relevant Notes
Neldner Ave, Angaston	0	14,000	14,000	0	14,000	
North Street - Angaston	0	5,000	5,000	0	5,000	
Park Road - Angaston	0	6,000	6,000	0	6,000	
William Street - Lyndoch	0	18,000	18,000	18,000	0	
Footpath - Queen Street Williamstown	0	15,000	15,000	0	15,000	
Murray Street - Eden Valley	0	17,580	17,580	17,642	-62	
Lyndoch Valley Road - Lyndoch	0	12,000	12,000	12,000	0	
Hospital Road - Mount Pleasant	0	8,520	8,520	10,628	-2,108	
Melrose Street - Mount Pleasant	0	14,840	14,840	14,840	0	
Tanunda Rec Park - Pathways	0	60,000	60,000	0	60,000	
Nuriootpa Soccer - Pathways	0	10,000	10,000	0	10,000	
Unallocated	0	40,360	40,360	13,487	26,873	Actual expenses still to be allocated to project/s
The Big Project, Recreation, Sport and Open Spaces	**17,028,000**	**-10,762,040**	**6,265,960**	**397,899**	**5,868,061**	
Angaston Lighting Upgrades to Ovals	440,000	-102,521	337,479	46,544	290,935	
Creative Industries Centre	15,600,000	-10,336,137	5,263,863	266,900	4,996,963	The majority of building expenses based on revised project timings will now occur in 2026-27 this amount is now being carried forward.
Nuriootpa Lighting Upgrades to Ovals	440,000	-102,521	337,479	51,723	285,756	
Barossa Park	548,000	-220,861	327,139	26,398	300,741	
Unallocated	0		0	6,334	-6,334	Actual expenses still to be allocated to project/s
Motor Vehicles, Plant and Equipment	**1,425,816**	**-23,582**	**1,402,234**	**111,292**	**1,290,942**	
Minor Plant – Depots	93,058	-23,582	69,476	35,406	34,070	
Manager Engineering Services	36,500		36,500	34,767	1,733	
Manager Health Services and Community Safety	42,000		42,000	0	42,000	
Community Safety Officer	42,000		42,000	0	42,000	

Description	2025-26 Budget	Q1 Proposed Budget Amendment	Q1 Proposed Revised Budget	Expenses to Date (as at 10 November 2025)	Remaining Budget	Relevant Notes
Community Safety Officer	42,650		42,650	0	42,650	
Director Infrastructure and Environmental Services	55,850		55,850	0	55,850	
Manager Infrastructure and Environmental Services	37,050	4,300	41,350	41,119	231	
Manager Capital Project Delivery	37,050		37,050	0	37,050	
Pool Car - Works B	28,650		28,650	0	28,650	
Director, Development and Community Services	28,650		28,650	0	28,650	
Pool Car - DCS A	28,650		28,650	0	28,650	
Pool Car - CS	34,400		34,400	0	34,400	
Manager OCP	7,700	-4,300	3,400	0	3,400	
Contingency	41,308		41,308	0	41,308	
Community Transport 4	34,400		34,400	0	34,400	
Community Transport 8	34,400		34,400	0	34,400	
Community Transport 9	36,500		36,500	0	36,500	
18 Seater Bus	300,000		300,000	0	300,000	
New dual cab truck for Open spaces	125,000	18,520	143,520	0	143,520	
New skidsteer with attachments	280,000	-18,520	261,480	0	261,480	
New Trailer for skidsteer	60,000		60,000	0	60,000	
Playgrounds and Other Recreation	**624,890**	**-44,794**	**580,096**	**198,058**	**382,038**	
Playgrounds New and Upgrade	77,500		77,500	0	77,500	
Playground Equipment Renewal	30,000		30,000	0	30,000	
Playground Replacement – Eden Valley	60,000	-16,720	43,280	123,299	-80,019	
Playground Replacement – Springton	141,015	-8,099	132,916	29,726	103,190	
The Rex Swimming Pool Heating and Upgrades	316,375	-19,975	296,400	27,136	269,264	
Unallocated	0	0	0	17,897	-17,897	Actual expenses still to be allocated to project/s

Description	2025-26 Budget	Q1 Proposed Budget Amendment	Q1 Proposed Revised Budget	Expenses to Date (as at 10 November 2025)	Remaining Budget	Relevant Notes
Road Re-sheeting	**1,801,233**	**-201,122**	**1,600,111**	**50,252**	**1,549,859**	
Allendale, Kalbeeba	174,380		174,380	9,497	164,883	
Drogumueller, Springton	104,812		104,812	0	104,812	
L Staricks, Springton	149,600		149,600	0	149,600	
Cromer, Cromer	245,837		245,837	0	245,837	
High Eden, Springton - Rattei to No 0659	34,521		34,521	0	34,521	
High Eden, Springton - Cowell to Rattei	208,817		208,817	0	208,817	
Sugar Loaf Hill, Mount McKenzie	8,502		8,502	0	8,502	
Seiboths, Flaxman Valley	150,793		150,793	0	150,793	
Heggies Range, Flaxman Valley	50,662		50,662	0	50,662	
Berryfield, Lyndoch	108,472		108,472	0	108,472	
Gruenberg, Moculta	170,447		170,447	0	170,447	
Woodlands, Williamstown	74,741		74,741	0	74,741	
Hamiltons Road, Springton	118,527		118,527	0	118,527	
Blackwood Road Cromer	106,631	-106,631	0	0	0	Carry over no longer required completed in 24-25
Craneford Road Eden Valley	94,491	-94,491	0	0	0	Carry over no longer required completed in 24-25
Unallocated	0	0	0	40,755	-40,755	Actual expenses still to be allocated to project/s
Road Resealing	**1,105,961**	**-15,999**	**1,089,962**	**740,319**	**349,643**	
Krondorf Road, Tanunda - Krondorf Road to Grocke Road						
Krondorf Road, Tanunda - Grocke Road to Nitschke Road	284,915	-119,261	165,654	107,510	58,144	
Krondorf Road, Tanunda - Krondorf Road to Grocke Road						
Grocke Road, Tanunda - Surface change - Sheed to Krondorf	20,987	-5,784	15,203	149	15,054	

Description	2025-26 Budget	Q1 Proposed Budget Amendment	Q1 Proposed Revised Budget	Expenses to Date (as at 10 November 2025)	Remaining Budget	Relevant Notes
Nitschke Road, Tanunda - Krondorf Road to 150m from Krondorf Road	19,572	1,970	21,542	149	21,393	
Lily Farm Road, Krondorf - Surface change - Spray sealed to Krondorf Road	23,512	13,797	37,309	149	37,159	
Barossa Court, Lyndoch - Barossa Valley Way to End	122,640	-22,074	100,566	106,989	-6,423	
Gordon Street, Lyndoch - Margaret Street to 81m from Robert Ross Drive	37,795	-37,795	0	149	-149	
Margaret Street, Lyndoch - William Street to Gordon Street	16,808					
Margaret Street, Lyndoch - William Street to John Street	42,692	36,076	143,905	151,835	-7,930	
Margaret Street, Lyndoch - John Street to End	48,329					
Baird Street, Nuriootpa - Macarthur Street to Flinders Street						
Baird Street, Nuriootpa - Flinders Street to Francis Street West	114,118	-114,118	0	0	0	
Baird Street, Nuriootpa - Francis Street West to Old Kapunda Road						
Siegersdorf Road, Tanunda - Surface Change-Hotmix to Light Pass Road	78,973	-78,973	0	0	0	Works incorporated with Lights Pass Road
Siegersdorf Road, Tanunda - Light Pass Road to Surface change-Spray Sealed 40m E						
Light Pass Road, Tanunda - Siegersdorf Road to Surface change-Spray Sealed 38m South	78,973	32,298	111,271	110,977	294	
Light Pass Road, Tanunda - Surface change - Hotmix to Siegersdorf Road						

Description	2025-26 Budget	Q1 Proposed Budget Amendment	Q1 Proposed Revised Budget	Expenses to Date (as at 10 November 2025)	Remaining Budget	Relevant Notes
Light Pass Road, Tanunda - Salesyard Road - Hotmix to Angaston Road	52,315	-52,315	0	0	0	
Light Pass Road, Tanunda - Angaston Road to Diagonal Road						
Rifle Range Road, Bethany - Barossa Valley Way to Surface change - sheeted 95m SE	25,725	5,851	31,576	13,108	18,468	
Hermann Thumm Drive, Lyndoch, Hermann Thumm Drive to Surface change-sheeted	132,619	141,697	274,316	126,993	147,324	
Hermann Thumm Drive, Lyndoch, Barossa Valley Way to Barritt Road						
Hermann Thumm Drive, Lyndoch, Fuss Road to Segment Limit - 1km S						
Hermann Thumm Drive, Lyndoch - Segment limit to Council Boundary						
Fife Street Angaston	0	38,786	38,786	39,683	-897	
Bethany Road	0	19,795	19,795	19,725	70	
Coward Street - Nuriootpa	0	33,078	33,078	33,522	-444	
Unallocated	5,987	90,973	96,960	29,379	67,581	Actual expenses still to be allocated to project/s
Road Construction / Reconstruction / Other	**1,750,000**	**-900,000**	**850,000**	**2,241**	**847,759**	
Keyneton Road, Eden Valley – Stage 3 of the Moculta - Keyneton Rd sealing upgrade	750,000	100,000	850,000	2,241	847,759	
Yettie Road Construction - Year 1 of 2	1,000,000	-1,000,000	0	0	0	Grant application from special local roads unsuccessful role project forward to 2026-27 and seek funding.
Kerbing Section Upgrades	**241,000**	**-100,000**	**141,000**	**33,522**	**107,478**	
Gramp Ave - Angaston	20,000		20,000	0	20,000	
Murray Street - Angaston	18,000		18,000	0	18,000	
Magnolia Street - Tanunda	25,000	-25,000	0	0	0	

Description	2025-26 Budget	Q1 Proposed Budget Amendment	Q1 Proposed Revised Budget	Expenses to Date (as at 10 November 2025)	Remaining Budget	Relevant Notes
Melrose Street - MT PLEASANT	52,000		52,000	0	52,000	
Murray Street, Tanunda	51,000		51,000	0	51,000	
Gilbert Street, Lyndoch	69,000	-69,000	0	0	0	
Kleinig Street Lyndoch	6,000	-6,000	0	0	0	
Unallocated	0		0	33,522	-33,522	Actual expenses still to be allocated to project/s
Bridges	**296,018**	**5,291**	**301,309**	**448**	**300,861**	
Project - Glen Gillian Bridge, Williamstown - Repair	60,000		60,000	0	60,000	
Project - Springton Road Bridge (Portuguese Bridge), Mount Crawford - Repair	90,000		90,000	0	90,000	
Project - Robin Bridge Nuriootpa, Repair gabion rock system	100,000	-32,259	67,741	0	67,741	
Moss Smith Road Bridge Design	28,112	55,456	83,568	448	83,120	
Unallocated Contingency	17,906	-17,906	0	0	0	
Stormwater	**539,888**	**0**	**539,888**	**19,358**	**520,530**	
Project - Stormwater Inlet Capacity Upgrade, Langmeil Road / Basedow Creek, Tanunda	75,000		75,000	2,600	72,400	
Project - Stormwater Culvert Crossing - Trial Hill Road, Pewsey Vale	65,000		65,000	149	64,851	
Project - Stormwater Culvert Crossing - Pimpala Road, Cockatoo Valley	120,000		120,000	149	119,851	
Project - Stormwater kerbing and SEP - 145 Murray Street, Nuriootpa	17,120		17,120	16,459	661	
Project - Williamstown Ped Footbridge - Williamstown	35,000		35,000	0	35,000	
Calton Road to Hameister Court Drainage, Kalbeeba	227,768		227,768	0	227,768	

Attachment 1

Description	2025-26 Budget	Q1 Proposed Budget Amendment	Q1 Proposed Revised Budget	Expenses to Date (as at 10 November 2025)	Remaining Budget	Relevant Notes
Streetscaping	**91,500**	**0**	**91,500**	**29,425**	**62,075**	
Streetscaping	91,500		91,500	29,425	62,075	
Community Wastewater Management System (CWMS)	**3,490,803**	**-63,843**	**3,426,960**	**1,022,881**	**2,404,078**	
Network Pump Station	400,000		400,000	10,070	389,930	
Rising mains and Infrastructure	178,032		178,032	0	178,032	
Nuriootpa Waste Water Treatment Plant	1,450,969	-43,176	1,407,793	953,520	454,273	
Springton Waste Water Treatment Plant	251,850		251,850	192	251,658	
Stockwell WWTP Reuse Lagoon 2	240,000		240,000	0	240,000	
Williamstown Lagoons	55,000	-12,711	42,289	5,019	37,270	
Gooden Drive Pump Station and Rising Main Extension	266,783	-2,190	264,593	8,492	256,100	
Gooden Drive Pump Station and Rising Main Extension	277,000	-20,484	256,516	1,525	254,991	
Nuriootpa Site 2 – Reuse – Pump Station	83,480		83,480	0	83,480	
Tanunda Gravity Mains Renewal	120,000		120,000	0	120,000	
Tanunda Lagoon & Infrastructure Aerator Reconditioning	65,840		65,840	0	65,840	
Water Reuse Infrastructure	39,850	2,450	42,300	0	42,300	
Operation Emergency IP and Manhole Repairs/Replacement	30,000		50,000	12,148	37,852	
Operation Emergency Drain Repairs	20,000					
Operation Construction of New Inspection Points	12,000		12,000	11,900	100	
Lyndoch WWTP - Building	0	12,268	12,268	0	12,268	Additional 2024-25 carry over.
Unallocated	0		0	20,017	-20,017	Actual expenses still to be allocated to project/s
Other	**17,037**	**17,455**	**34,492**	**654**	**33,838**	
Signage Trak System	17,037	17,455	34,492	654	33,838	

Description	2025-26 Budget	Q1 Proposed Budget Amendment	Q1 Proposed Revised Budget	Expenses to Date (as at 10 November 2025)	Remaining Budget	Relevant Notes
Project Management Costs for Capital Projects	**718,464**	**0**	**718,464**	**125,418**	**593,046**	
Project Management Costs	718,464	0	718,464	125,418	593,046	
Corporate Services and Business Innovation	**1,358,571**	**9,740**	**1,368,311**	**698,292**	**670,019**	
Telecommunications refresh	167,800		167,800	0	167,800	
Mobile Refresh	32,425		32,425	0	32,425	
TechnologyOne Upgrades	50,705	279,970	330,675	57,352	273,323	
TechnologyOne Upgrades - Project Management Costs	0	39,325	39,325	0	39,325	
Hardware Refresh – Purchase Current Contract Out	279,000		279,000	272,791	6,209	
Hardware Refresh	350,000	9,740	359,740	346,704	13,036	
Asset Management System Hardware Purchases	16,139		16,139	13,527	2,612	
Defibrillator (approximately 20 required to meet new legislative requirements)	60,000		60,000	0	60,000	
Core System Replacement Year 1 of 3	363,177	-279,970	83,207	7,919	75,289	
Core System Replacement Project Management Costs	39,325	-39,325	0	0	0	
Nuriootpa Centennial Park Authority	**1,265,733**	**0**	**1,265,733**	**0**	**1,265,733**	
Camp Kitchen	170,000		170,000	0	170,000	
Contribution to Lighting Upgrades	175,733		175,733	0	175,733	
Nuriootpa Netball and Tennis Court Reconstruction (subject to grant funding)	920,000		920,000	0	920,000	
Grand total	**33,253,523**	**-12,176,144**	**21,077,378**	**3,682,429**	**17,394,949**	

DEBATE REPORT

4.4 FOUR YEAR AUDIT AND RISK COMMITTEE WORKPLAN

Author: Chief Executive Officer
25/96657

PURPOSE

To review and approve the Audit and Risk Committee target workplan.

RECOMMENDATION
That Audit and Risk Committee approve the Audit and Risk Committee target workplan spanning a four-year (rolling) period from 2026-2029.

REPORT

Background and Introduction
The Committee previously had a very basic workplan, this has now been updated and reviewed at the request of the newly formed committee.

Discussion
The revised workplace is a four year plan but will also be reviewed on a rolling basis to ensure new matters arising, topical matters and the like, along with members of the Committee's requests are accommodated within resourcing constraints.

The revised plan is at Attachment 1 for members to review, make comment and approve. Once approval has been provided the forecast matters will be scheduled internally including a preparatory meeting will be held at least 6 weeks prior to the schedule quarterly meeting with the CEO Chairing to ensure progress is being made on the required agenda matters.

Summary and Conclusion
The workplace has been revised and updated and is hereby tabled for approval.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1 Draft Audit and Risk Committe Workplan ⇩

Supporting references
Nil

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Community Plan

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

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

Corporate Plan

BS5	Enterprise Risk and Safety - 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
BS6	Finance - 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
BS7	Governance - Provision of governance advice and support in the discharge of legislative responsibilities for policy development, delegations and authorisations, internal review of Council decisions, delegations and authorisations, Native Title claims
BS13	Strategic/Legislative Planning and Reporting - Provision of organisational performance report (outcomes), activity report (outputs), a range of statutory reporting (e.g. public health, tax, superannuation), financial reporting. Transparency and accountability regarding Council activity and expenditure provided

Legislative Requirements

Section 126 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.

Nil

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.

Nil

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.

The workplan and committee contribute to the oversight and risk management of Councils financial outcomes and position.

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.

The workplan and committee contribute to the oversight and risk management of Councils operations and strategic strengthening the reputation of independent oversight and transparency.

COMMUNITY ENGAGEMENT

Nil required or recommended.

DRAFT WORKPLAN FOR THE AUDIT AND RISK COMMITTEE YEAR 1 - 2026

	Information Technology	Finance	Risk / Compliance	Governance	Executive
Each meeting		Quarterly Budget Review Credit Card Statement Review	Risk Management and WHS Quartelry Report	Policy Updates Action Register Workplan	CEO emerging matters / trends
February	Cyber security		2-4 year -Risk Management Framework Update	Draft Policy Framework	Office of the Mayor and CEO strategic risk presentation
May		Annual Business Plan and Budget (incl LTFP)	2 yearly Risk Appetite Review	Governance Registers Update FOI Reporting Internal Control Framework Review	Directorate of Infrastructure and Environment strategic risk presentation Annual review of Corporate Plan
August			Strategic Risk Register Update	Committee self-assessment Committee annual report PID / s270 reporting	Directorate of Corporate Services Strategy and Innovation strategic risk presentation
November	Cyber security	Financial Statements Auditors Report Interim Financial Controls Review by Auditor		Council Annual Report	Directorate of Development and Community Services strategic risk presentation
Special (add when)					
Possible Presentations					

Attachment 1

DRAFT WORKPLAN FOR THE AUDIT AND RISK COMMITTEE YEAR 2 - 2027

	Information Technology	Finance	Risk / Compliance	Governance	Executive
Each meeting	ERP / Business Transformation Risk Plan Update	Quarterly Budget Review Credit Card Statement Review	Risk Management and WHS Quartelry Report	Policy Updates Action Register Workplan	CEO emerging matters / trends
February	Cyber security			Policy Framework review	Office of the Mayor and CEO strategic risk presentation
May		Annual Business Plan and Budget (incl LTFP)		Governance Registers Update FOI Reporting	Directorate of Infrastructure and Environment strategic risk presentation Annual review of Corporate Plan
August			Strategic Risk Register Update	Committee self-assessment Committee annual report PID / s270 reporting	Directorate of Corporate Services Strategy and Innovation strategic risk presentation
November	Cyber security	Financial Statements Auditors Report Interim Financial Controls Review by Auditor		Council Annual Report	Directorate of Development and Community Services strategic risk presentation
Special (add when)					
Future presentations	Aaron C - Land use limitations Elaine B - Economic Development Jake M - Barossa Creative Industries Centre				

DRAFT WORKPLAN FOR THE AUDIT AND RISK COMMITTEE YEAR 3 - 2028					
	Information Technology	**Finance**	**Risk / Compliance**	**Governance**	**Executive**
Each meeting	ERP / Business Transformation Risk Plan Update	Quarterly Budget Review Credit Card Statement Review	Risk Management and WHS Quartelry Report	Policy Updates Action Register Workplan	CEO emerging matters / trends
February	Cyber security		2-4 year -Risk Management Framework - Update	Policy Framework review	Office of the Mayor and CEO strategic risk presentation
May		Annual Business Plan and Budget (incl LTFP)	2 yearly Risk Appetite Review	Governance Registers Update FOI Reporting Internal Control Framework Review	Directorate of Infrastructure and Environment strategic risk presentation Annual review of Corporate Plan
August			Strategic Risk Register Update	Committee self-assessment Committee annual report PID / s270 reporting	Directorate of Corporate Services Strategy and Innovation strategic risk presentation Strategic Management Plans - Legislated Review (Community Plan and Asset Management Plan)
November	Cyber security	Financial Statements Auditors Report Interim Financial Controls Review by Auditor		Council Annual Report	Directorate of Development and Community Services strategic risk presentation
Special (add when)					
Future presentations	Ben Clark - Asset Management Plans				

DRAFT WORKPLAN FOR THE AUDIT AND RISK COMMITTEE YEAR 4 - 2029					
	Information Technology	**Finance**	**Risk / Compliance**	**Governance**	**Executive**
Each meeting	ERP / Business Transformation Risk Plan Update	Quarterly Budget Review Credit Card Statement Review	Risk Management and WHS Quartelry Report	Policy Updates Action Register Workplan	CEO emerging matters / trends
February	Cyber security			Policy Framework review	Office of the Mayor and CEO strategic risk presentation
May		Annual Business Plan and Budget (incl LTFP)		Governance Registers Update FOI Reporting	Directorate of Infrastructure and Environment strategic risk presentation Annual review of Corporate Plan
August			Strategic Risk Register Update	Committee self-assessment Committee annual report PID / s270 reporting	Directorate of Corporate Services Strategy and Innovation strategic risk presentation
November	Cyber security	Financial Statements Auditors Report Intrim Financial Controls Review by Auditor		Council Annual Report	Directorate of Development and Community Services strategic risk presentation
Special (add when)					
Future presentations					

COVER SHEET

CONFIDENTIAL REPORT

11 December 2025

Audit and Risk Committee Meeting

5 Debate Report

5.1 <u>CYBER SECURITY REVIEW 2025</u>

There is strong public interest in enabling members of the public to observe Audit and Risk Committee's transparent and informed decision-making. This helps to ensure accountability, maintain transparency of public expenditure, facilitate public participation, assist public awareness and allow for the scrutiny of information. Attendance at an Audit and Risk Committee meeting is one means of satisfying this interest. The public will only be excluded from an Audit and Risk Committee meeting when the need for confidentiality pursuant to Section 90(2) of the Act outweighs the public interest of open decision-making.

In this matter, the reasons that receipt, consideration or discussion of the information or matter in a meeting open to the public would be contrary to the public interest are that the report contains sensitive information relating to Council's cyber security systems and posture.

On balance, the above reason which supports the need for confidentiality pursuant to Section 90(2) of the Act outweighs the factors in favour of the public interest of open decision-making.

RECOMMENDATION
That Audit and Risk Committee:

(1) Under the provisions of Section 90(2) of the *Local Government Act 1999*, make an order that the public be excluded from the meeting with the exception of the Chief Executive Officer, Director Corporate Services, Strategy and

Innovation, Director Development and Community Services, Director Infrastructure and Environmental Services, Manager Information Services and Technology and the Minute Secretary, in order to consider in confidence a report relating to being information that must be considered in confidence pursuant to:

<u>Section 90(3)(e) of the *Local Government Act 1999:*</u>

matters affecting the security of the council, members or employees of the council, or council property; or the safety of any person;

(2) Accordingly, on this basis, Audit and Risk Committee is satisfied that public interest in conducting meetings in a place open to the public has been outweighed by the need to keep the information and discussion confidential in order that the report contains sensitive information relating to Council's cyber security systems and posture.

COVER SHEET

CONFIDENTIAL REPORT

11 December 2025

Audit and Risk Committee Meeting

5 Debate Report

5.2 CONCORDIA LAND DEVELOPMENT - PRUDENTIAL MANAGEMENT REPORT - INITIAL REPORT AND SOCIAL INFRASTRUCTURE DEED

There is strong public interest in enabling members of the public to observe Audit and Risk Committee's transparent and informed decision-making. This helps to ensure accountability, maintain transparency of public expenditure, facilitate public participation, assist public awareness and allow for the scrutiny of information. Attendance at an Audit and Risk Committee meeting is one means of satisfying this interest. The public will only be excluded from an Audit and Risk Committee meeting when the need for confidentiality pursuant to Section 90(2) of the Act outweighs the public interest of open decision-making.

In this matter, the reasons that receipt, consideration or discussion of the information or matter in a meeting open to the public would be contrary to the public interest are that contains information that is subject to a non-disclosure agreement and realted to onbgoing negotiations with third parties to enter into arrangemetns for the managment of social infrastructure.

On balance, the above reason which supports the need for confidentiality pursuant to Section 90(2) of the Act outweighs the factors in favour of the public interest of open decision-making.

RECOMMENDATION
That Audit and Risk Committee:

(1) Under the provisions of Section 90(2) of the *Local Government Act 1999*, make an order that the public be excluded from the meeting with the exception of the Chief Executive Officer, Director Corporate Services, Strategy and Innovation, Manager Financial Services, Senior Strategy Advisor and the Minute Secretary, in order to consider in confidence a report relating to being information that must be considered in confidence pursuant to:

Section 90(3)(b) of the *Local Government Act 1999:*

information the disclosure of which-

(i) could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and

(ii) would, on balance, be contrary to the public interest; and

Section 90(3)(g) of the *Local Government Act 1999:*

matters that must be considered in confidence in order to ensure that the council does not breach any law, order or direction of a court or tribunal constituted by law, any duty of confidence, or other legal obligation or duty;

(2) Accordingly, on this basis, Audit and Risk Committee is satisfied that public interest in conducting meetings in a place open to the public has been outweighed by the need to keep the information and discussion confidential in order that contains information that is subject to a non-disclosure agreement and realted to onbgoing negotiations with third parties to enter into arrangemetns for the managment of social infrastructure.

COVER SHEET

CONFIDENTIAL REPORT

11 December 2025

Audit and Risk Committee Meeting

5 Matters for Information

5.3 <u>CHIEF EXECUTIVE OFFICER UPDATE</u>

There is strong public interest in enabling members of the public to observe Audit and Risk Committee's transparent and informed decision-making. This helps to ensure accountability, maintain transparency of public expenditure, facilitate public participation, assist public awareness and allow for the scrutiny of information. Attendance at an Audit and Risk Committee meeting is one means of satisfying this interest. The public will only be excluded from an Audit and Risk Committee meeting when the need for confidentiality pursuant to Section 90(2) of the Act outweighs the public interest of open decision-making.

In this matter, the reasons that receipt, consideration or discussion of the information or matter in a meeting open to the public would be contrary to the public interest are that Council and its committees and staff comply with non-disclosure arrangements in place with the State.

On balance, the above reason which supports the need for confidentiality pursuant to Section 90(2) of the Act outweighs the factors in favour of the public interest of open decision-making.

RECOMMENDATION
That Audit and Risk Committee:

(1) Under the provisions of Section 90(2) of the *Local Government Act 1999*, make an order that the public be excluded from the meeting with the exception of the Chief Executive Officer, Director Corporate Services, Strategy and

Innovation, Director Development and Community Services, Director Infrastructure and Environmental Services and the Minute Secretary, in order to consider in confidence a report relating to being information that must be considered in confidence pursuant to:

Section 90(3)(g) of the *Local Government Act 1999:*

matters that must be considered in confidence in order to ensure that the council does not breach any law, order or direction of a court or tribunal constituted by law, any duty of confidence, or other legal obligation or duty; and

Section 90(3)(i) of the *Local Government Act 1999:*

information relating to actual litigation, or litigation that the council or council committee believes on reasonable grounds will take place, involving the council or an employee of the council;

(2) Accordingly, on this basis, Audit and Risk Committee is satisfied that public interest in conducting meetings in a place open to the public has been outweighed by the need to keep the information and discussion confidential in order that Council and its committees and staff comply with non-disclosure arrangements in place with the State.