NOTICE OF SPECIAL COUNCIL MEETING
Wednesday 13 May 2026
In the Council Chambers, 43-51 Tanunda Road, Nuriootpa, commencing at 5.30pm.

Joanne Brussow
ACTING CHIEF EXECUTIVE OFFICER
THE BAROSSA COUNCIL

A G E N D A

Welcome by Mayor

1. ATTENDANCE RECORD

1.1 Members Present

Apologies

Nil

Not Present

Nil

Leave of Absence

Nil

2. DEBATE REPORTS

2.1 Office of the Mayor and CEO

2.1.1 Documentation and Analysis for the Development of the 2026-2027 Draft Annual Business Plan and Budget Preparation, New Initiatives and Other Relevant Information 4

2.1.2 Approval of Draft 2026-27 Annual Business Plan and Budget Incorporating the Long Term Financial Plan Review 2026-27 to 2036-37 for Public Consultation 134

3. NEXT MEETING

Tuesday 19 May 2026 at 5:30pm

4. CLOSURE

Reference: 26/37681

5 May 2026

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

5 May 2026

Dear Martin

Re: Calling of a Special Meeting of Council

Pursuant to Section 87(5)(a) of the Local Government Act, as Presiding Officer, I hereby call a special meeting of Council to be held at 5:30pm, Monday, 13 May 2026.

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

1. 2026-2027 Draft Annual Business Plan and Budget Preparation, New Initiatives and Other Relevant Documentation and Analysis.
2. Approval of 2026-2027 Draft Annual Business Plan and Budget Incorporating the Long Term Financial Plan 2026-2027 to 2036-2037.

Please prepare the necessary agenda and distribute. Yours

Your sincerely

Michael (Bim) Lange OAM
Mayor, The Barossa Council

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43-51 Tanunda Road (PO Box 867), Nuriootpa SA 5355 | ABN: 47 749 871 215

DEBATE REPORT

2.1 Office of the Mayor and CEO

2.1.1 DOCUMENTATION AND ANALYSIS FOR THE DEVELOPMENT OF THE 2026-2027 DRAFT ANNUAL BUSINESS PLAN AND BUDGET PREPARATION, NEW INITIATIVES AND OTHER RELEVANT INFORMATION

Author: Chief Executive Officer and Manager Financial Services
26/37683

PURPOSE

To formally receive, consider and approve the business plan and budget policy analysis and settings inherent in the draft 2026-27 Annual Business Plan and Budget and the associated Long-Term Financial Plan 2026-27 to 2036-37 update, which is the subject of a separate report to Council.

RECOMMENDATION

That Council, having reviewed the information and analysis formally tabled, receive, note and accept the settings as outlined for inclusion in the 2026-27 Annual Business Plan and Budget and the Long Term Financial Plan 2026-27 to 2036-37 update.

REPORT

Discussion

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

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

The formulation of the ABP&B incorporates the work of numerous Council officers and teams which includes:

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

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

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

16 December 2025 – Council Meeting

Endorsed the 2026-27 ABP&B process – no attachment, the minutes and agenda for that meeting can be viewed online as per the link provided.

This meeting also established that there would be limited assessment of new initiatives for the 2026-27 year noting the commitments already inherent in the forward plans. It also endorsed the findings, at a strategic high level, of those projects requested at that date and what would and wouldn't be supported.

4 February 2026 – Council Workshop

Draft initial capital, salary and wages and budget update – refer to Attachment 1.

4 March 2026 – Council Workshop

As there were no new initiatives submitted that met the standard set by Council, there was no workshop item for the March workshop.

17 March 2026 – Additional Council Workshop

Middle East conflict impact and planning assessment – refer to Attachment 2.

1 April 2026 – Council Workshop

Draft final capital program, full operating budget and Middle East impact assessment and other updates – refer to Attachment 3.

6 May 2026 – Council Workshop

Draft final budget updates, property valuations data and analysis and rate modelling proposal – refer to Attachment 4.

Budget Considerations

Draft Budget - Operating and Capital

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

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

Budget	December 2025 LTFP Review $'000	2026-27 Draft Budget $'000	Difference $'000	Comment on Material Changes
Operating Revenue				
Rates	44,204	44,278	74	Related to greater growth
Statutory Charges	932	972	40	Not material

User Charges	4,313	4,481	168	Greater caravan park revenues
Grants, Subsidies and Contributions - Operating	4,177	4,153	(24)	Not material but includes assumption that road supplementary funding will be renewed - $235K is allocated for 2026-27.
Grants, Subsidies and Contributions - Capital	918	2,662	1,744	New item to align to accounting standards relates to capital revenue used for renewal of assets. At present $675K of this budget is subject to successful grant outcomes.
Investment Income	170	93	(77)	Lower levels of cash being held.
Reimbursements	214	177	(37)	Not material
Other Income	583	623	40	Not material
Total Operating Revenue	**55,511**	**57,439**	**1,928**	
Operating Expenses				
Salary and Wages	21,779	21,643	(136)	Saving identified
Materials, Contracts and Other Expenses	20,055	21,521	1,466	Growth in maintenance costs and includes ERP amount of $896K.
Depreciation	12,914	12,812	(102)	Models are showing slightly lower depreciation namely due to equipment savings arising from review of plant utilisation.
Interest Expenses	2,061	2,111	50	Not material
Net Loss or Gain from Joint Ventures		0	0	
Total Operating Expenses	**56,809**	**58,087**	**(1,278)**	
Operating Position (Deficit) / Surplus	**(1,298)**	**(648)**	**650**	
Adjustment for ERP System Implementation Once Off Operating Over Three Years	0	896	896	Explained in body of report
Grants, Subsidies and Contributions – Capital subject to grant outcomes not yet secured	**0**	**(675)**	**(675)**	Explained in body of report
Operating Position (Deficit) / Surplus – Adjust for True Underlying Budget Outcome	**(1,298)**	**(427)**	**871**	

The two adjustments in the table above outline the impact of one-off adjustments, or in prior accounting language, extraordinary items. They represent:

1. The investment in the Enterprise Resource Program (ERP) system cannot be accounted for as capital under accounting standards, at odds with prior

understanding. This means this critical and extraordinary investment, which occurs approximately once every 15 years (with Pathway being the last major investment in our core system of this magnitude, which occurred in 2011-12) now having to be expensed to the operating statement. This does not change the cash/expense cost of approximately $2.1m over three years of the investment which aims to achieve significant efficiencies, mitigate risk and position Council for the long-term growth it faces. It has an accounting net impact on the operating statement over the long-term financial plan of $873,915 as the amortisation will no longer have to be charged and reduces some provisions in salary estimates also.

2. The accounting standards have been changed to require capital revenue that is used for renewal and replacement of assets to be recognised in the operating statement in what is known as above the line, or in other words the general operations of Council. As previously explained, this will distort the operating statement where grants are embedded for capital projects but not yet secured, meaning the operating revenue could be overstated. This has been chosen to remain as the best method to support grant applications so that Council's commitment can be demonstrated to funding bodies, but if the funds are not secured this materially can reduce the revenue outcomes, whilst the capital would not go ahead as it is linked to the grant, and thus there is no cash impact and only an operating impact.

The adjustments made therefore aim to represent the possible underlying, and true budgeted operating position.

Capital expenditure is $28.213m with $2.778m of carried forward works at this time included. Capital Income for grants, contributions and proceeds from asset sales is budgeted at $5.922m. Borrowing requirements for 2026-27 are estimated at $9.65m but this is fundamentally a delay in estimated borrowing costs for 2025-26 due to delays in commencing construction of the Barossa Creative Industries Centre.

Full cost attribution, which is an allocation of internal services to relevant charge areas, has been entered into the draft ABP&B for consultation and applied to the waste and CWMS service costs and the services charges. This allocation from internal to external service areas does not affect the overall consolidated net result.

Operating income and expenditure is reflective of service requirements and uses last year's budget as a base and adjusts for where service costs are affected by agreements, CPI, costs out of our control and/or other factors such as population growth. A savings factor has also been applied where costs are increased being 1% less than CPI when not aligned to contractual arrangements. Where trend spend is below budget, these budgets have also been adjusted down. The indexation factor approved and applied by Council was 2.7%. The Consumer Price Index at the March 2026 release for Adelaide was 4.9% and the trimmed mean, the measure the Reserve Bank of Australia targets, which removes more volatile/outlier price movements that occur in the short term, was 3.3% in the same quarter.

Depreciation of all assets has been calculated based on the actual asset base allowing for assets held in work in progress and builds. This year we will continue the annual indexation of the asset base rather than each 3 years to better reflect changing values of capital assets and their cost of replacement, and smooth out large fluctuations in depreciation charges. The rate set for that is 2.4% as per Local Government capital indexation estimates. The asset class for full revaluation in 2026-27 is transport assets.

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

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

- A net 3.98% for the average ratepayer who receives all services; and
- Additional revenue from growth is currently at 1.78% subject to further analysis and revisions, the budget is set at a target of 1%.

The Community Wastewater Management System (CWMS) service charges are proposed to be increased by 2.91% with growth being a further 1.81% additional revenue to ensure the service charge is sustainable. The Residential CWMS Service charge will increase from last year from $403.40 to $417.25 being $13.85. The estimated commercial rate will increase by $23.81 from $844.66 to $868.47. The vacant land charge increases from $129 to $135.

Waste Service charges are proposed to be increased for all three services by 1.3% with growth being a further 3.20% additional revenue to ensure the service charge is sustainable. The refuse, recycling and green organics collection service charges combined will increase by $3.70 from $284.30 last year to $288.00.

The Landscape Levy, a tax collected on behalf of the State and paid to the State, is forecast to increase by 1.87% or an average of $1.14 per assessment.

Draft Long Term Financial Plan (LTFP) Review and Update

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

1. Rates and service charges are amended to ensure a sustainable financial position and meet service levels and asset replacement and where approved, upgraded or new assets.
2. General revenue and expenses are aligned to the Reserve Bank of Australia (RBA) trimmed mean for 2027-28 forecast currently 2.8% returning to 2.6% for the rest of the plan. Please note the RBA will issue new quarterly forecasts after its May 2026 meeting and they will be integrated into the final LTFP to be adopted and could be materially different in the short term, with the trimmed mean inflation still at 3.3%.
3. Salary and wages are aligned to the current enterprise agreements being 4.5% in 2027-28 and 3.46% in 2028-29, returning to the mid-point of the RBA preferred indexation range 2-3% being 2.5%. This is likely to be low, given inflation pressures and to remain competitive in the market, therefore some additional contingency has been built into the financial model of between 0.2% to 0.5%.
4. Energy costs, water costs and insurance are aligned to the RBA trimmed CPI indexation forecast and as costs that traditionally are growing at or faster than core inflation the base is indexed by a further 5% in the LTFP for energy and water. Insurance has been indexed at a further 10% above the RBA trimmed mean CPI.
5. Land revaluation is set at the upper limit of the bank's inflation target range of 2-3% being 3% as assets that traditionally are growing at or faster than core inflation.
6. All other asset revaluation is aligned to the RBA trimmed mean forecast currently as outlined in dot point 2 above.
7. Capital project costs are indexed to the RBA trimmed CPI as per dot 2 plus a 10% loading as costs that traditionally are growing at or faster than core inflation.

8. Borrowing rates have been aligned to the current RBA cash estimates plus 1.75% which is the current interest rate cost difference from the LGFA cost and the RBA cash rate.

Council adopted the latest update of the LTFP in December 2025 when it approved a raft of material changes that arose out of the completed financial statements for the 2024-25 financial year, primarily related to the escalation in costs from depreciation outcomes.

The LTFP forecasts for forward years in summary are:

- General rate increases are at 4.25% for 2026-27 and 2027-28, 3.00% for 2029-30, 2.75% for 2030-31 and 2.5% for the remaining years of the forward LTFP.
- Increased revenue from growth is estimated at 1.5% for the next two years and an average of 0.83% growth for the remaining years of the forward LTFP.
- CWMS increases are 3.5% for the next 7 financial years reducing to 2.745% for the remainder of the LTFP, all inclusive of growth.
- Waste services are 4.00% for 2027-28 to 2031-32 and 2035-36 and 3.5% for all other years of the LTFP, all inclusive of growth.
- Asset renewal and/or replacement expenditure is provided for on various buildings, recreation, transport, stormwater, bridge, CWMS and plant & equipment assets and information technology needs at $112.7375m (from 2027-28 to 2036-37) providing for future needs as per the approved Infrastructure and Asset Management Plans.
- Upgraded capital expenditure on assets over the LTFP to 2036-37 is $14.225m.
- New capital expenditure (mainly Concordia assets) on assets over LTFP period is $78.282m
- Loan financing is a mix of fixed loans and Cash Advance Debenture (CAD) loans with net borrowings for 2026-27 to be $45.510m. Borrowings will peak in 2033-34 at $49.354m.
- The net loan balance outstanding as at 30 June 2037 is forecast to be $35.503m.

It must be noted that the Concordia Growth Area is a significant development area in the Council area and the estimates now include the impacts of this development as best they can be estimated at March 2026 from available information and development timing, which is ultimately subject to developers and the State decisions.

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

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

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

- Operating income and expenditure amendments to reflect current trends, including future operating costs for the Big Project projects to start from the 2026-27 year.
- Loans – repayments include:
  - a LGFA fixed loan ending 2028-29
  - Capital expenditure - changes to renewal and upgrade program spending around cashflow requirements and holding sufficient funds for operations.

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

Summary and Conclusion

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

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

The adoption of the budget is due to occur at the June meeting of Council.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1 February 2026 Workshop Papers ⇩
Attachment 2 March 2026 (additional) Workshop Papers ⇩
Attachment 3 April 2026 Workshop Papers ⇩
Attachment 4 May 2026 Workshop Papers ⇩

Supporting references

Minutes of Ordinary Council - Tuesday, 16 December 2025

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

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

Strategic Outcome

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

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

Strategic Outcome

- We strive to support income and job stability and growth for the future in support of quality of life outcomes.
- We partner with and support local business.
- We are a destination of choice.
- We look to maximize community economic return.

Supporting a sustainable Barossa.

Strategic Outcome

- We support actions that manage our environment for future generations.
- We sustainably manage our resources and encourage sustainable practices.

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

Strategic Outcome

- Our places are planned, managed, and sustainable.
- We have connected transport infrastructure and networks.
- We plan for and deliver infrastructure to enhance our places.

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.

Legislative Requirements

Section 123 of the Local Government Act 1999

RISK MANAGEMENT CONSIDERATIONS

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

1. SERVICE DELIVERY

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

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

2. SUSTAINABILITY & ENVIRONMENT

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

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

3. FINANCIAL

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

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

4. PEOPLE

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

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

5. REPUTATION

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

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

COMMUNITY ENGAGEMENT

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

26-27 Budget – Workshop 1

Core Capital Budget
Salary and Wages

The Barossa Council

Capital Budgets

- Capital Budget from approved Long Term Financial Budget Update December 2025

A3 Consolidated Results: Budgeted Capital Expenditure	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	Actual	**Q1 Review**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
	$' 000	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**
Renewal/Replacement Capital summary: Non-Discretionary											
Land	0	0	0	0	0	0	0	0	0	0	0
Buildings	2,103	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											

Capital Budgets - Updated

- Capital Budget forecast from approved Long Term Financial Budget to 2035-36 – correction to rounding in table $1k reduction, CWMS correction $2K reduction, correction to plant and equipment CWMS vehicle excluded increase $101K.

A3 Consolidated Results: Budgeted Capital Expenditure	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	Q1 Review	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP
	$' 000	$' 000	$' 000	$' 000	$' 000	$' 000	$' 000	$' 000	$' 000	$' 000	$' 000
Renewal/Replacement Capital summary: Non-Discretionary											
Land	0	0	0	0	0	0	0	0	0	0	0
Buildings	2,508	5,696	1,431	3,222	3,089	1,722	1,408	1,431	1,456	1,704	1,784
Recreation	445	449	391	406	421	437	461	482	504	526	553
Transport - Roads & Footpaths	3,867	4,252	5,446	4,783	4,970	6,857	7,125	5,958	6,182	6,252	6,482
Stormwater, Bridges & Floodplain	613	1,407	3	96	361	377	400	421	442	464	491
CWMS	1,418	482	1,079	873	428	433	963	1,069	966	991	497
Equipment - Plant & Vehicles	937	974	1,000	1,028	1,057	1,087	1,121	1,154	1,292	1,223	1,259
Other Assets	58	60	61	63	115	119	124	128	133	138	143
	9,846	13,320	9,411	10,471	10,441	11,032	11,602	10,643	10,975	11,298	11,209
New/Upgrade Capital summary: Discretionary											
Land	0	0	0	0	0	0	3,421	0	3,601	0	0
Buildings (includes TBP program)	2,210	12,049	0	5,625	5,625	341	0	0	2,432	2,242	3,900
Recreation (includes TBP program)	1,152	169	64	66	68	70	14,550	7,187	2,236	2,078	2,112
Transport - Roads & Footpaths	695	850	782	290	299	307	300	309	3,175	3,011	2,746
Stormwater, Bridges & Floodplain	122	322	257	265	405	416	427	439	451	464	477
CWMS	2,053	137	784	533	35	2,531	2,581	1,081	81	81	81
Equipment - Plant & Vehicles	555	0	0	0	750	780	811	844	877	912	949
Other	1,308	881	884	747	79	252	258	940	272	579	286
	8,095	14,407	2,771	7,526	7,261	4,697	22,348	10,800	13,125	9,367	10,551
Total Capital Expenditure	17,941	27,727	12,182	17,997	17,702	15,729	33,950	21,443	24,100	20,665	21,760

Capital Budgets Key Changes to 2026-27 - Updated

A3 Consolidated Results: Budgeted Capital Expenditure	2026-27 LTFP Updated $' 000	2026-27 LTFP Approved $' 000	2026-27 LTFP Change $' 000	Changes LTFP Change
Renewal/Replacement Capital summary: Non-Discretionary				
Land	0	0	0	
Buildings	5,696	4,493	1,203	BCIC carry forward $938K; New depot / residential development of land planning $50K; $215K BCIC additional underwriting
Recreation	449	341	108	Reallocation of prokect manament / salaries estimates from new/upgrade to renewal/replacement $107K balance is rounding
Transport - Roads & Footpaths	4,252	4,240	12	Increase of $12K and project management/salary estimates
Stormwater, Bridges & Floodplain	1,407	1,600	(193)	Reduction in estimated cost for Moss Road Bridge of $193K based on near completed design
CWMS	482	489	(7)	Minor correction and rounding
Equipment - Plant & Vehicles	974	873	101	Addition of two CWMS replacement vehicles
Other Assets	60	60	0	
	13,320	12,096	1,224	
New/Upgrade Capital summary: Discretionary				
Land	0	0	0	
Buildings (includes TBP program)	12,049	9,130	2,919	BCIC carry forward $2,417K; $502K BCIC additional underwriting
Recreation (includes TBP program)	169	276	(107)	Reallocation of project manament / salaries estimates from new/upgrade to renewal/replacement $107K balance is rounding
Transport - Roads & Footpaths	850	750	100	Mt Pleasant cycle path and connection to Amy Gillet additional allocation of $100K
Stormwater, Bridges & Floodplain	322	128	194	Carry forward of $228K for Calton Road project and reduction of $34K and project management/salary estimates
CWMS	137	131	6	Minor correction
Equipment - Plant & Vehicles	0	0	0	
Other	881	878	3	Increase of $3K and project management/salary estimates
	14,408	11,293	3,115	
Total Capital Expenditure	27,728	23,389	4,339	

Capital Budgets Key Changes to 2026-27

- Proposed capital budget for 26/27 is presented, with a draft program near completion noting:
  - This is still being ground truthed.
  - No new initiatives this year been received therefore this reflects a fully funded budget at present.

Capital Budgets - Updated

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

Reconciliation of Capital Expenditue with Infrastructure and Asset Management Plan	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	10 Year Forecast
LONG TERM FINANCIAL PLAN SETTINGS	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**
Renewal/Replacement Capital summary												
Land	0	0	0	0	0	0	0	0	0	0	0	0
Buildings	3,727	4,198	1,262	1,173	1,185	1,196	1,719	1,389	1,400	1,411	1,559	20,219
Recreation	85	1,039	328	325	334	343	352	362	372	382	393	4,315
Transport - Roads & Footpaths	4,306	3,737	4,268	4,928	5,093	5,262	5,437	5,618	5,804	6,438	6,479	57,370
Stormwater, Bridges & Floodplain	0	312	321	331	341	351	362	373	384	395	407	3,577
CWMS	782	774	489	607	692	801	810	961	1,067	964	988	8,935
Equipment - Plant & Vehicles	1,351	1,244	973	1,002	1,032	1,063	1,095	1,128	1,161	1,196	1,227	12,472
Other Assets including Technology and Carparks	117	143	146	850	359	408	418	428	989	450	2,178	6,486
Sub-total Renewal and Replacement	10,368	11,447	7,787	9,216	9,036	9,424	10,193	10,259	11,177	11,236	13,231	113,374
Upgrade Capital summary												
Land	0	0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)	0	788	187	0	0	0	0	0	0	0	0	974
Recreation (includes TBP program)	257	180	24	185	187	190	192	195	198	200	203	2,011
Transport - Roads & Footpaths	1,587	244	596	97	100	103	106	109	112	115	119	3,288
Stormwater, Bridges & Floodplain	1,221	395	403	411	420	429	438	448	457	467	478	5,567
CWMS	3,166	271	131	34	33	35	31	81	81	81	81	4,025
Equipment - Plant & Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Other Assets including Technology and Carparks	916	106	108	111	114	117	120	122	126	129	132	2,101
Sub-total Upgrade	7,147	1,984	1,449	838	854	874	887	955	974	992	1,013	17,966
Total Capital Expenditure on Existing Assets	17,515	13,431	9,236	10,054	9,890	10,298	11,080	11,214	12,151	12,228	14,244	131,340

Capital Budgets - Updated

Reconciliation of Capital Expenditue with Infrastructure and Asset Management Plan	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	10 Year Forecast
LONG TERM FINANCIAL PLAN SETTINGS	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**
New Capital summary												
Land	0	0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)	3,084	10,635	700	0	0	0	341	0	0	0	0	14,761
Recreation (includes TBP program)	21,758	0	270	0	0	0	0	1,604	0	0	0	23,632
Transport - Roads & Footpaths	104	0	0	0	0	0	0	0	0	0	0	104
Stormwater, Bridges & Floodplain	228	0	0	0	140	0	0	0	0	0	0	368
CWMS	0	0	0	0	0	0	0	0	0	0	0	0
Equipment - Plant & Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0
Total Capital Expenditure on New Assets	25,174	10,635	970	0	140	0	341	1,604	0	0	0	38,865
Total Capital Expenditure provisioned in Long Term Financial Plan	42,689	24,066	10,206	10,054	10,030	10,298	11,421	12,818	12,151	12,228	14,244	170,205
INFRASTRUCTURE AND ASSET MANAGEMENT PLAN SETTINGS	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**
Land	0	0	0	0	0	0	0	0	0	0	0	0
Buildings	731	756	735	896	830	831	832	833	834	836	865	8,979
Carparks	40	0	0	0	152	37	0	0	0	248	257	735
Footpaths	557	722	724	724	725	346	0	176	729	731	757	6,193
Kerbing	123	125	200	61	0	0	0	0	0	0	0	508
Transport - Sealed Roads	1,060	1,097	1,163	1,232	2,311	2,397	2,483	2,574	2,668	2,765	2,862	22,612
Transport - Unsealed Roads	1,599	1,655	1,656	1,658	1,658	1,663	1,664	1,667	1,667	1,672	1,730	18,289
Stormwater and Bridges*	1,221	707	724	742	761	780	800	821	841	862	892	9,151
CWMS*	3,948	1,045	620	641	725	836	841	1,042	1,148	1,045	1,082	12,973
Equipment - Plant & Vehicles*	1,351	1,244	973	1,002	1,032	1,063	1,095	1,128	1,161	1,196	1,238	12,483
Other Assets - IT Renewal*	1,033	249	254	961	473	525	538	550	1,115	579	599	6,876
Total Capital Expenditure requirement forecast in Infrastructure and Asset Management Plan	11,662	7,601	7,049	7,917	8,667	8,479	8,253	8,791	10,164	9,934	10,282	98,799
Net Capital Expenditure Against IAMP (Surplus)/Deficit - Existing Assets	(5,852)	(5,830)	(2,187)	(2,137)	(1,223)	(1,819)	(2,827)	(2,423)	(1,987)	(2,294)	(3,962)	(32,541)
Net Capital Expenditure Against IAMP (Surplus)/Deficit - All Assets	(31,027)	(16,465)	(3,157)	(2,137)	(1,363)	(1,819)	(3,168)	(4,027)	(1,987)	(2,294)	(3,962)	(71,406)
* Based on current projections these are currently under new modelling in 2024-25												
KPI 4 - Existing Assets	150.2%	176.7%	131.0%	127.0%	114.1%	121.5%	134.3%	127.6%	119.5%	123.1%	138.5%	132.9%
KPI 4 - Total Assets	366.0%	316.6%	144.8%	127.0%	115.7%	121.5%	138.4%	145.8%	119.5%	123.1%	138.5%	172.3%

Capital Budgets Key Changes to LTFP Post 26-27 for Next 10 Years

- From that outlined at the December 2025 workshop the following long term plan changes have been modelled (copy attached):
  - Concordia modelling has now been fully integrated into the LTFP from the approved modelling:
    - Operating revenue $39.683M
    - Operating expenses $37.881m
    - Net surplus $1.803M
    - Capital investment $58.560M
  - New depot and establishment of old depots for residential development net capital investment $7.5M (commence build in 2028-29 business case presented in 2027-28 seed investigations $80K 2026-27)
  - Change to Creative Industries Centre modelling underwriting of $716,688 of cost with an offset tart of $650,000 in additional grants and third party revenues.

Capital Budgets Key Changes to LTFP Post 26-27 for Next 10 Years

- From that outlined at the December 2025 workshop the following long term plan changes have been modelled (copy attached):
  - Common waste water management growth investment needs (still being scoped very early stages):
    - Lyndoch plant – has started to perform outside of license conditions – design upgrade 2026-27 deliver 2027-28 and 2028-29 $2.5M.
    - Nurioopta – Stockwell – growth in northern part of Nuriootpa coming on stream – design upgrade 2029-30 delivery over three stages 2030-31 to 2032-33 (may need to be earlier) $6.0M.
    - Target savings in CWMS elsewhere over 4 years $1.356M

Key Budget Summary At This Time In Budget Development Cycle

- Key points:
  - Program at this time will require $9M in borrowings however 2026-27 will require $6.4M less than anticipated.
  - The 10 year forward operating position of Council is a surplus of $6.679M
  - Current modelling shows our:
    - Net financial liability peak is in 2033-34 at an estimated amount of $55.782M the ratio at this year is 64.7%.
    - Net financial liability ratio peak is in 2026-27 at an estimated 88.3%.
    - Net borrowings will peak in 2033-34 at $49.154M.
  - Debt levels reduce over the forward estimates on condition spending is aligned to the asset management plans and operations. With net financial liabilities in year 10 of the long-term financial plan (2035-36) at 56.1%.
  - The significant slow down in debt reduction amount is attributable to the Concordia Growth area, however all indicators remain within targets.

Key Budget Summary At This Time In Budget Development Cycle

- Some interesting points to note for long term future of the budget:
  - Through the last 7 years of investment with the last of the larger projects currently in the LTFP for The Big Project:
    - $108M in infrastructure has been or will be built in addition to increased funding to core investments and services.
    - $42.4M in grants and third-party funding has been achieved or 39.3%.
- Council was heading into a period of debt repayment over the current long-term plan due to the above activity as The Big Project plan as was always envisaged.
- The borrowing capacity of Council over the next 3 years is limited but increases from there due to the revenue growth from Concordia. For example if at year 10 we were to extend our borrowings to the current NFL peak 88.3% there would be a further $31.292M available. If that is levered up at the above grant and third-party performance rate achieved over the past 7 years it releases in the order of $52.153M in funding capacity. This obviously does not fully model the impact of interest and depreciation (which will reduce this estimate marginally) but provides scope to the capacity of the budget in the outer years of the LTFP.
- Further as Council revenues increase from Concordia and normal growth and debt reduction targets are met in the following 10 years from 2036-37 to 2045-46 (years 11-20 in the LTFP) there is provision of $55.990M of additional service increase and growth funding in the plan which is unallocated as the current forecasted asset replacement needs are still being met within the model i.e. this is increased capacity it can accelerate service levels, reduce rates or pay debt off quicker.

Key Budget Summary At This Time In Budget Development Cycle

- At the same period there is also $154.693M for Concordia commitments in accordance with approved Deed.
- The purposeful strategy of operating within the disciplined strategy of The Big Project and leveraging opportunities for growth associated with Concordia, along with administrative rigour is working, generating long term capacity to continue to drive our community forward. The success of this strategy is based on timing and investment at strategic intervals, requiring ongoing commitment to this model.

Salary and Wages Budgets for 2026-27

- Key changes:
  - Outside staff enterprise increase to be determined, to align to inside staff has been estimated at 4.5%.
  - Statutory increases to superannuation have concluded
  - Changes to employee classification and step increases included.
  - Assumes full employment.
  - Includes approved changes for the previously tabled and approved workforce plan.
- Changes to latest approved long term financial plan (LTFP) December 2025:
  - LTFP Budget $21.761M operating and $781K capital – total of $22.542M (excludes insurance requirements for WHS and income insurance)
  - Estimate $21.659M operating and $781k capital – total of $22.440M
  - A saving against the LTFP of $102,501 (down from $171,068) due to NCPA increase from initial draft of $52,889; minor increase to IT resourcing $15,956 and minor savings in insurance $278.
  - Above excludes income insurance of $0.346M which is a saving against the LTFP of $32,950 and WHS insurance of $0.508M which is a saving against the LTFP of $25,100

Salary and Wages Budgets - Council

- FTE budget:
  - 26/27 LTFP (including NCPA) 181.00
  - 26/27 estimate (including NCPA) 181.10
- FTE changes:
  - 0.1 FTE minor changes across organisation representing immaterial impact.
- Other matters:
  - Continuing to address leave accruals will impact cash flows and potential needs for backfilling for roles and on track for practical catch up over the three year plan 2026-27 last of that period.
  - Assumes full employment there will be vacancies which are either absorbed for short periods or savings used to backfill with agency / temporary staff if necessary (especially our outside staff use this solution).

Salary and Wages Budgets - Updated

Salaries and Wages - Reconciliation Sheet							
	Total Salary and Wages and Insurances						
	2025-2026 Workforce Plan v3 with 4% - updated worforce plan 6 August 2025 - Q1 LTFP Revision		2026-27 Initial Budget Calculations		Change Calculations		
	Adopted	FTE	Draft	FTE	Change FTE	Change $	Change $ %
OMCEO							
OMCEO - Base	884,329	5.07	816,986	4.24	-0.83	-67,343	-7.62%
	884,329	**5.07**	**816,986**	**4.24**	**-0.83**	**-67,343**	**-7.62%**
DIES							
Infrastrucutre and Environmental - ASU	3,169,250	23.82	3,308,987	23.61	-0.21	139,737	4.41%
Infrastrucutre and Environmental - AWU	4,534,335	49.48	4,741,277	49.59	0.11	206,942	4.56%
	7,703,585	**73.30**	**8,050,264**	**73.20**	**-0.10**	**346,679**	**4.50%**
DDCS							
Comm Experience and Access	2,267,450	21.88	2,351,312	21.47	-0.41	83,862	3.70%
Comm Dev and Activation	1,054,582	8.70	1,172,721	9.40	0.70	118,140	11.20%
Dev, Health, Reg Svcs	3,016,967	22.18	3,171,631	23.04	0.86	154,664	5.13%
	6,338,999	**52.76**	**6,695,664**	**53.90**	**1.14**	**356,665**	**5.63%**
DCSSI							
Exec, Fin Corp, PCT, ETI	3,751,128	24.81	3,991,987	24.71	-0.11	240,859	6.42%
Eco Dev, Comms, Events, Tourism	1,551,010	13.95	1,752,640	13.95	0.00	201,630	13.00%
	5,302,138	**38.76**	**5,744,627**	**38.65**	**-0.11**	**442,488**	**8.35%**
NCPA							
NCPA	1,208,044	11.10	1,245,738	11.10	0.00	37,694	3.12%
	1,208,044	**11.10**	**1,245,738**	**11.10**	**0.00**	**37,694**	**3.12%**

Salary and Wages Budgets - Updated

Salaries and Wages - Reconciliation Sheet								
	Total Salary and Wages and Insurances							
	2025-2026 Workforce Plan v3 with 4% - updated worforce plan 6 August 2025 - Q1 LTFP Revision			2026-27 Initial Budget Calculations		Change Calculations		
	Adopted	FTE		Draft	FTE	Change FTE	Change $	Change $ %
Callouts - AWU	36,874			38,533			1,659	4.50%
Callouts - ASU	8,240			8,611			371	4.50%
Salaries Travel Allowance	11,525			11,970			445	3.86%
Leave Liabilities	165,856			173,319			7,464	4.50%
Sub-Total Other Adjustments	**222,495**	**0**		**232,433**			**9,939**	**4.47%**
Grand Total as Adopted By Council	**21,659,590**	**181.00**		**22,785,713**	**181.10**	**0.10**	**1,126,122**	**5.20%**

Budget Development Update

- Remaining budget manager developed operating budgets currently being finalised, uploaded and reconciled – on target.
- Corporate calculated budgets (insurance, services, taxes, depreciation, grants) – on target.
- Core capital budgets presented in this presentation – on target.
- New initiatives process and analysis – none provided and briefing at December workshop and amendments since then included.
- Long Term Financial Plan development – already updated ahead of target.
- Rating, service charges and valuation work – not commenced starts later in April - on target.

Thank you.

2026/27 Capital Works Program - Infrastructure & Environmental Services

LOCATION	Asset Type	DETAILS	2026-27					Change
			Proposed Budget	Income/Funding contribution %	New Income/Funding	Council Contribution	Forecasted LTFP for 2025/26 - December 2025 Revision	
Replacement / Renewal	Transport Assets	Reseal Program (Sprayed Seal and Asphalt)	$2,987,887	0%	$0	$2,987,887	$2,987,887	$0
	Transport Assets	Resheet Program		0%	$0			
	Transport Assets	Road Shoulders		0%	$0			
	Transport Assets	Yettie Road Reconstruction - Subject to Grant Funding	$500,000	66%	$330,000	$170,000	$170,000	$0
	Transport Assets	Footpath Program - Renewal	$480,559	0%	$0	$480,559	$480,559	$0
	Transport Assets	Car park resealing	$40,000	0%	$0	$40,000	$40,000	$0
	Equipment Assets	Plant & Equipment	$377,405	0%	$125,802	$251,603	$251,603	$0
	Equipment Assets	Minor Plant	$52,942	0%	$0	$52,942	$52,942	$0
	Bridge/Stormwater Assets	Moss Road Bridge	$1,407,000	0%	$0	$1,407,000	$1,600,000	-$193,000
	Bridge/Stormwater Assets	Calton Road Stormwater - C/over	$227,767	0%	$0	$227,767	$227,767	$0
	Building Assets	Community Buildings (not part of TBP)	$500,000	0%	$0	$500,000	$500,000	$0
	Building Assets	The REX - Water Heaters and Other Efficiency Projects - Year 2 of 2	$197,600	50%	$98,800	$98,800	$98,800	$0
	Building Assets	**Tanunda Kegel Clubrooms Rebuild**		**0%**	**$0**	**$0**	**$0**	**$0**
	Building Assets	Office/Depot Works	$30,000	0%	$0	$30,000	$30,000	$0
	Recreation Assets	Recreation - assets - incl internal roads	$65,521	0%	$0	$65,521	$65,521	$0
	Recreation Assets	Playgrounds	$30,000	0%	$0	$30,000	$30,000	$0
Replacement / Renewal (Total)			**$6,896,681**		**$554,602**	**$6,342,079**	**$6,535,079**	**-$193,000**
New / Upgrade	Transport Assets	Footpath Program - New	$250,000	0%	$0	$250,000	$250,000	$0
	Transport Assets	Birdwood to Mt Pleasant Bike Path link additional allocation	$100,000	0%	$0	$100,000	$0	$100,000
	Transport Assets	Yettie Road Reconstruction - Subject to Grant Funding	$500,000	66%	$330,000	$170,000	$170,000	$0
	Recreation Assets	Playgrounds	$62,415	0%	$0	$62,415	$62,415	$0
New / Upgrade (Total)			**$912,415**		**$330,000**	**$582,415**	**$482,415**	**$100,000**
Total Capital			**$7,809,096**		**$884,602**	**$6,924,494**	**$7,017,494**	**-$93,000**

2026/27 Capital Works Program - Other

LOCATION	Asset Type	DETAILS	2026-27					Change
			Proposed Budget	Income/Funding contribution %	Income/Funding	Council Contribution	Forecasted LTFP for 2025/26 - Q2 Revision	
Replacement / Renewal	Plant and Equipment	General Inspector, Office and Other Vehicles	$382,543	50%	$191,272	$191,271	$191,271	$0
	Plant and Equipment	Community Transport - Bus Replacement	$59,740	50%	$29,870	$29,870	$29,870	$0
	Inventory	Library Books	$59,573	0%	$59,573	$0	$0	$0
	The Big Project - Building and Recreation	Creative Industries Centre	$3,613,657	0%	$1,798,120	$1,815,537	$1,815,537	$0
	Building	New Depot Planning	$50,000	0%	$0	$50,000	$50,000	$0
	Plant and Equipment	Mobile Phone Fleet Replacement	$25,647	0%	$0	$25,647	$25,647	$0
	Plant and Equipment	ERP System Implementation Year 2 of 3 - Technology	$500,000	0%	$0	$500,000	$500,000	$0
	Intangible Technology Asset	ERP System Implementation Year 2 of 3 - Data Transfer	$311,346	0%	$0	$311,346	$311,346	$0
Replacement / Renewal (Total)			**$5,002,506**		**$2,078,835**	**$2,923,671**	**$2,923,671**	**$0**
New / Upgrade	The Big Project - Building and Recreation	Talunga Park	$325,000	0%	$0	$325,000	$325,000	$0
	The Big Project - Building and Recreation	Murray Recreation Park Eden Valley	$200,000	0%	$0	$200,000	$200,000	$0
	The Big Project - Building and Recreation	Creative Industries Centre	$11,848,554	0%	$3,801,066	$8,047,488	$8,047,488	$0
New / Upgrade (Total)			**$12,373,554**		**$3,801,066**	**$8,572,488**	**$8,572,488**	**$0**
Various	Salary	Project Management Resouring for Capital Delivery	$715,710	0%	$0	$715,710	$673,769	$41,941
Total Capital			**$18,091,770**		**$5,879,901**	**$12,211,869**	**$12,169,928**	**$41,941**

2026/27 Capital Works Program - Common Waste Water Management System

LOCATION	Asset Type	DETAILS	2026-27					Change
			Proposed Budget	Income/Funding contribution %	Income/Funding	Council Contribution	Forecasted LTFP for 2025/26 - Q2 Revision	
Replacement / Renewal	CWMS Asset	Gravity Mains Asset Management	$60,000	0%	$0	$60,000	$60,000	$0
	CWMS Asset	Mount Pleasant WWTP Reuse Pumps	$100,000	0%	$0	$100,000	$100,000	$0
	CWMS Asset	Williamstonw Rising mains and Infrastructure	$250,000	0%	$0	$250,000	$250,000	$0
	CWMS Asset	Operation Emergency IP and Manhole Repairs/Replacement	$15,000	0%	$0	$15,000	$15,000	$0
	CWMS Asset	Operation Emergency Drain Repairs	$10,000	0%	$0	$10,000	$10,000	$0
	Vehicle	Technical Support Vehicle	$56,700	33%	$18,898	$37,802	$56,700	-$18,898
	Vehicle	Coordinator Vehicle	$45,000	33%	$14,999	$30,002	$45,000	-$14,999
Replacement / Renewal (Total)			**$536,700**		**$33,897**	**$502,803**	**$536,700**	**-$33,897**
New / Upgrade	CWMS Asset	Mount Pleasant WWTP Reuse Pumps	$100,000	0%	$0	$100,000	$100,000	$0
	CWMS Asset	Operation Emergency Drain Repairs	$10,000	0%	$0	$10,000	$10,000	$0
	CWMS Asset	Operation Emergency IP and Manhole Repairs/Replacement	$15,000	0%	$0	$15,000	$15,000	$0
	CWMS Asset	Operation Construction of New IP	$12,000	0%	$0	$12,000	$12,000	$0
New / Upgrade (Total)			**$137,000**		**$0**	**$137,000**	**$137,000**	**$0**
Various	Salary	Project Management Resourcing for Capital Delivery	$47,403	0%	$0	$47,403	$46,706	$697
Total Capital			**$721,103**		**$33,897**	**$687,206**	**$720,406**	**-$33,200**

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

LOCATION	Asset Type	DETAILS	2024/25					Change
			Proposed Budget	Income/Funding contribution %	Income/Funding	Council Contribution	Forecasted LTFP for 2025/26 - Q2 Revision	
Replacement / Renewal	Recreation	TBD	$184,633	0%	$0	$184,633	$180,133	$4,500
	Recreation	Renew courts at Nurioopta Centennial Park - C/over	$920,000	0%	$600,000	$320,000	$180,133	$139,867
Replacement / Renewal (Total)			**$1,104,633**		**$0**	**$184,633**	**$180,133**	**$4,500**
			$0	0%	$264,267	-$132,134	$175,733	-$307,867
New / Upgrade (Total)			**$0**		**$264,267**	**-$132,134**	**$175,733**	**-$307,867**
Total Capital			**$1,104,633**		**$264,267**	**$52,500**	**$355,866**	**-$303,367**
Grand Total Capital			**$27,726,602**		**$7,062,667**	**$19,876,069**	**$20,263,694**	**-$387,625**

2026/27 Capital Works Program - Infrastructure & Environmental Services

LOCATION	Asset Type	DETAILS	2026-27 Proposed Budget	2026-27 Income/Funding contribution %	2026-27 New Income/Funding	2026-27 Council Contribution	2026-27 Forecasted LTFP for 2025/26 - Janary Workshop Briefing	Change
Replacement / Renewal	Transport Assets	Reseal Program (Sprayed Seal and Asphalt)	$2,870,609	0%	$0	$2,870,609	$2,987,887	-$117,278
	Transport Assets	Resheet Program		0%	$0			
	Transport Assets	Road Shoulders		0%	$0			
	Transport Assets	Yettie Road Reconstruction - Subject to Grant Funding	$500,000	66%	$330,000	$170,000	$170,000	$0
	Transport Assets	Footpath Program - Renewal	$478,000	0%	$0	$478,000	$480,559	-$2,559
	Transport Assets	Car park resealing	$40,000	0%	$0	$40,000	$40,000	$0
	Equipment Assets	Plant & Equipment - New Streetsweeper	$520,000	0%	$90,000	$430,000	$251,603	$178,397
	Equipment Assets	Minor Plant	$0	0%	$0	$0	$52,942	-$52,942
	Bridge/Stormwater Assets	Moss Road Bridge	$1,407,000	0%	$0	$1,407,000	$1,600,000	-$193,000
	Bridge/Stormwater Assets	Pimpala Road Cockatoo Valley	$125,000	0%	$0	$125,000	$0	$125,000
	Bridge/Stormwater Assets	Calton Road Stormwater - C/over	$227,767	0%	$0	$227,767	$227,767	$0
	Building Assets	Community Buildings (not part of TBP)	$378,442	0%	$0	$378,442	$500,000	-$121,558
	Building Assets	The REX - Water Heaters and Other Efficiency Projects - Year 2 of 2	$197,600	50%	$98,800	$98,800	$98,800	$0
	Building Assets	Office/Depot Works	$30,000	0%	$0	$30,000	$30,000	$0
	Recreation Assets	Recreation - assets - incl internal roads	$128,500	0%	$0	$128,500	$65,521	$62,979
	Recreation Assets	Playgrounds	$30,000	0%	$0	$30,000	$30,000	$0
Replacement / Renewal (Total)			**$6,932,918**		**$518,800**	**$6,414,118**	**$6,535,079**	**-$120,961**
New / Upgrade	Transport Assets	Footpath Program - New	$255,463	0%	$0	$255,463	$250,000	$5,463
	Transport Assets	Birdwood to Mt Pleasant Bike Path link additional allocation	$100,000	0%	$0	$100,000	$100,000	$0
	Transport Assets	Yettie Road Reconstruction - Subject to Grant Funding	$500,000	66%	$330,000	$170,000	$170,000	$0
	Recreation Assets	Playgrounds	$62,415	0%	$0	$62,415	$62,415	$0
New / Upgrade (Total)			**$917,878**		**$330,000**	**$587,878**	**$582,415**	**$5,463**
Total Capital			**$7,850,796**		**$848,800**	**$7,001,996**	**$7,117,494**	**-$115,498**

2026/27 Capital Works Program - Other

LOCATION	Asset Type	DETAILS	2026-27 Proposed Budget	2026-27 Income/Funding contribution %	2026-27 Income/Funding	2026-27 Council Contribution	2026-27 Forecasted LTFP for 2025/26 - Janary Workshop Briefing	Change
Replacement / Renewal	Plant and Equipment	General Inspector, Office and Other Vehicles	$382,543	50%	$191,272	$191,271	$191,271	$0
	Plant and Equipment	Community Transport - Bus Replacement	$59,740	50%	$29,870	$29,870	$29,870	$0
	Inventory	Library Books	$59,573	0%	$59,573	$0	$0	$0
	The Big Project - Building and Recreation	Creative Industries Centre	$3,613,657	0%	$1,798,120	$1,815,537	$1,815,537	$0
	Building	New Depot Planning	$50,000	0%	$0	$50,000	$50,000	$0
	Plant and Equipment	Mobile Phone Fleet Replacement	$25,647	0%	$0	$25,647	$25,647	$0
	Plant and Equipment	ERP System Implementation Year 2 of 3 - Technology	$500,000	0%	$0	$500,000	$500,000	$0
	Intangible Technology Asset	ERP System Implementation Year 2 of 3 - Data Transfer	$311,346	0%	$0	$311,346	$311,346	$0
Replacement / Renewal (Total)			**$5,002,506**		**$2,078,835**	**$2,923,671**	**$2,923,671**	**$0**
New / Upgrade	The Big Project - Building and Recreation	Talunga Park	$325,000	0%	$0	$325,000	$325,000	$0
	The Big Project - Building and Recreation	Murray Recreation Park Eden Valley	$200,000	0%	$0	$200,000	$200,000	$0
	The Big Project - Building and Recreation	Creative Industries Centre	$11,848,554	0%	$3,801,066	$8,047,488	$8,047,488	$0
New / Upgrade (Total)			**$12,373,554**		**$3,801,066**	**$8,572,488**	**$8,572,488**	**$0**
Various	Salary	Project Management Resouring for Capital Delivery	$715,710	0%	$0	$715,710	$716,831	-$1,121
Total Capital			**$18,091,770**		**$5,879,901**	**$12,211,869**	**$12,212,990**	**-$1,121**

2026/27 Capital Works Program - Common Waste Water Management System

LOCATION	Asset Type	DETAILS	2026-27 Proposed Budget	Income/Funding contribution %	Income/Funding	Council Contribution	Forecasted LTFP for 2025/26 - Janary Workshop Briefing	Change
Replacement / Renewal	CWMS Asset	Gravity Mains Asset Management	$60,000	0%	$0	$60,000	$60,000	$0
	CWMS Asset	Mount Pleasant WWTP Reuse Pumps	$0	0%	$0	$0	$100,000	-$100,000
	CWMS Asset	Williamstown Rising Mains and Infrastructure	$250,000	0%	$0	$250,000	$250,000	$0
	CWMS Asset	Operation Emergency IP and Manhole Repairs/Replacement	$30,000	0%	$0	$30,000	$15,000	$15,000
	CWMS Asset	Operation Emergency Drain Repairs	$20,000	0%	$0	$20,000	$10,000	$10,000
	Vehicle	Technical Support Vehicle South	$65,000	33%	$21,665	$43,336	$56,700	-$13,365
	Vehicle	Technical Support Vehicle North	$65,000	33%	$21,665	$43,336	$45,000	-$1,665
Replacement / Renewal (Total)			**$490,000**		**$43,329**	**$446,671**	**$536,700**	**-$90,029**
New / Upgrade	CWMS Asset	Mount Pleasant WWTP Reuse Pumps	$0	0%	$0	$0	$100,000	-$100,000
	CWMS Asset	Operation Emergency Drain Repairs	$0	0%	$0	$0	$10,000	-$10,000
	CWMS Asset	Operation Emergency IP and Manhole Repairs/Replacement	$0	0%	$0	$0	$15,000	-$15,000
	CWMS Asset	Stockwell and Lyndoch Design	$130,000	0%	$0	$130,000	$0	$130,000
	CWMS Asset	Operation Construction of New IP	$12,000	0%	$0	$12,000	$12,000	$0
New / Upgrade (Total)			**$142,000**		**$0**	**$142,000**	**$137,000**	**$5,000**
Various	Salary	Project Management Resourcing for Capital Delivery	$47,403	0%	$0	$47,403	$46,706	$697
Total Capital			**$679,403**		**$43,329**	**$636,074**	**$720,406**	**-$84,332**

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

LOCATION	Asset Type	DETAILS	2024/25 Proposed Budget	Income/Funding contribution %	Income/Funding	Council Contribution	Forecasted LTFP for 2025/26 - Janary Workshop Briefing	Change
Replacement / Renewal	Building	Cabin Renewal (5)	$100,000	0%	$0	$100,000	$100,000	$0
	Recreation	Renew courts at Nurioopta Centennial Park - C/over	$920,000	0%	$600,000	$320,000	$320,000	$0
Replacement / Renewal (Total)			**$1,020,000**		**$0**	**$100,000**	**$100,000**	**$0**
Replacement / Renewal	Equipment	Scoreboard Upgrade	$50,000	0%	$0	$50,000	$44,633	$5,367
	Equipment	Telecommunications / WIFI Upgrade to Caravan Park	$40,000	0%	$0	$40,000	$40,000	$0
New / Upgrade (Total)			**$90,000**		**$0**	**$90,000**	**$84,633**	**$5,367**
Total Capital			**$1,110,000**		**$0**	**$190,000**	**$184,633**	**$5,367**
Grand Total Capital			**$27,731,969**		**$6,772,030**	**$20,039,939**	**$20,235,523**	**-$195,584**

Reseal Renewal Program Budget Draft for 2026-27

2026-2027 Road Resurfacing and Kerb Replacement Program							
Asset ID	Road Name	from	to	Finance Asset ID - Surface	Existing Treatment	New Treatment	Cost Estimate Budget
Sandy Creek							
RDS124191	Station Place (0005)	Warner Court	East End	601704	Asphalt	Kerb and Gutter, Pavement works and new 30mm AC10 C320 P&R	$59,200.00
RDS124184	Station Place (0010)	Warner Court	West End	601704	Asphalt		$78,000.00
RDS124123	Warner Court (0010)	8 Warner Court	Station Place	314961	Asphalt		$32,420.00
RDS120924	Warner Court (0005)	Williamstown Road	8 Warner Court	315003	Asphalt		$60,040.00
Tanunda							
RDS121386	Basedow Road (0005)	Murray Street	MacDonnell Street	313192	Asphalt	50mm AC10 C320 P&R	$58,365.74
RDS121378	Basedow Road (0010)	MacDonnell Street	Railway Line	313192	Asphalt	50mm AC10 C320 P&R	$91,229.22
RDS124267	Magnolia Street (0015)	Rail Line	Kerryn Drive	314381	Spray seal	50mm AC10 C320 P&R	$27,356.04
RDS121554	Magnolia Street (0020)	Kerryn Drive	Surface Change -Hotmix 135m E	314381	Spray seal	50mm AC10 C320 P&R	$56,787.53
RDS124245	Ellen Place (0005)	Elizabeth Street	30m South of Elizabeth Street	314841	Spray seal	40mm AC10 C320 P&R	$17,522.75
RDS121977	Petras Street (0005)	Murray Street	230m from Murray Street	313291	Spray seal	40mm AC10 C320 P&R	$52,564.70
RDS121352	MacDonnell Street (0025)	Mill Street	Fiedler Street	313267	Asphalt	Pavement Testing & Design	$15,000.00
RDS121635	Krondorf Road (0005)	Barossa Valley Way	Grocke Road	313255	Spray Seal	Pavement Testing & Design	$15,000.00
RDS121419	Langmeil Road (0035)	Park Street	Elizabeth Street	313258	Spray seal	Pavement Testing & Design	$15,000.00
Nuriootpa							
TBA	Greenock Road Service Road	Gothic Avenue	Vine Street	TBA	Spray seal	40mm AC10 C320 P&R	$49,397.10
RDS124001	Old Kapunda Road (0015)	Vine Street	Elizabeth Street	306585	Asphalt	50mm AC10 C320 P&R	$58,761.62
RDS120405	Old Kapunda Road (0020)	Elizabeth Street	Gothic Street	306585	Asphalt	50mm AC10 C320 P&R	$52,974.52
RDS120406	Old Kapunda Road (0025)	Gothic Street	Schaedel Street	306585	Asphalt	50mm AC10 C320 P&R	$50,678.07
RDS120403	Old Kapunda Road (0030)	Schaedel Street	Barton Street	306585	Asphalt	50mm AC10 C320 P&R	$50,551.69
Bethany							
RDS124288	Nicolai Road (0010)	House #118	House #86	313372	Spray seal	Stabilised pavement @300mm depth, new 14/7mm C170 spray seal	$107,844.32
Williamstown							
RDS120996	Cundy Court	Robert Rankine Road	End	314425		30mm AC10 C320 P&R	$29,629.75
RDS120763,RDS120762, RDS120764	Gaston Court	Gaston Court Intersection	End (North)	600137		30mm AC10 C320 P&R	$34,692.36
RDS121909	Springton Road (0030)(0035)	Old Glen Road	Abbaston Road	312631	Quarry rubble	Road Shoulder Replacement	$200,000.00
UNALLOCATED							$207,094.00
							$1,420,109.40

Resheet Renew Program Draft for 2026-27

Road	*Source*	*District*	*Section*	*Quarry*	*Length*	*Width*	*Area*	*Tonne*	*Carting Days*	*Estimate ($)*
Heggies Range	Modelling	Flaxman Valley	Road no-0640 to Goodchild Road	Penrice	1200	7	8,400	2,650	3.53	***$ 110,000.00***
Pontt	Modelling	Cromer	Peek to Start Rd reserve	Rosedale	960	6	5,760	1,814	2.42	***$ 83,500.00***
Blockers	Modelling	Pewsey Vale	Whole Road	Rosedale	2600	7	18,200	5,733	7.64	***$ 288,000.00***
Craneford Road	Modelling	Craneford	A Forrests to surface change sheetes	Seelanders	1600	9	14,400	4,536	6.05	***$ 189,000.00***
Cookes Hill Road	No Prep - 3w	Springton	Church to Carters	Seelanders	3500	8	28,000	8,820	11.76	***$ 410,000.00***
Goldfields Road	No Prep - 3w	Goldfields	Green Gully to Allendale	Rosedale	2500	7	17,500	5,513	7.35	***$ 230,000.00***
Blackwood Road	No Prep - 2w	Cromer	Altmann to Cromer Rd		1400	7	9,800	3,087	4.12	***$ 140,000.00***
									Total	**1,450,500.00**

Footpath Renew Program Draft for 2026-27

Asset ID	2026-27 Footpath Program	$475,000	Suburb	Existing Surface	New Surface	Quote
PTH106602	Melrose Street	Tungkillo Road to McGormans Road	Mt Pleasant	Bitumen - Spray Seal	Hotmix Asphalt	$ 15,000.00
PTH106601	Melrose Street	McGormans Road to Joseph Street	Mt Pleasant	Bitumen - Spray Seal	Hotmix Asphalt	$ 10,000.00
PTH106715	Mt Crawford Road	Wild Street to Charles Street	Williamstown	Bitumen - Spray Seal	Hotmix Asphalt	$ 30,000.00
PTH124463	Moculta Road	Player Court to end footpath	Penrice	Bitumen - Spray Seal	Hotmix Asphalt	$ 20,000.00
PTH105982	Moculta Road	Gawler Park Road to Player Court	Penrice	Bitumen - Spray Seal	Hotmix Asphalt	$ 55,000.00
PTH106285	Vine Street, Nuriootpa	Gawler Road to Old Kapunda Road	Nuriootpa	Bitumen - Spray Seal	Hotmix Asphalt	$ 57,000.00
PTH106229	Golden Way	Maple Avenue to corner	Nuriootpa	Paved	Paved	$ 15,000.00
PTH124536	Minge Way	From Dempster Street To Hearl Street	Nuriootpa	Paved	Paved	$ 15,000.00
PTH124543	Hearl Street	Dempster Street to Minge Way	Nuriootpa	Paved	Paved	$ 25,000.00
PTH106129	Barton Street, Nuriootpa	Old Kapunda Road to Phillip Street Bridge	Nuriootpa	Bitumen - Spray Seal	Hotmix Asphalt	$ 25,000.00
No Asset ID	Park	Cadd Court to Clark Tce	Angaston	Bitumen - Spray Seal	Hotmix Asphalt	$ 15,000.00
PTH105863	North Street, Angaston	Murray Street to Schilling Street	Angaston	Bitumen - Spray Seal	Hotmix Asphalt	$ 65,000.00
PTH106823	Noske Street	off Lyndoch Valley Road - right	Lyndoch	Bitumen - Spray Seal	Hotmix Asphalt	$ 15,000.00
No Asset ID	Heinemann Park	Murray Street to end	Tanunda	Bitumen - Spray Seal	Hotmix Asphalt	$ 23,000.00
	Kegel Club	From carpark to Kegel Club - Tanunda Rec Park	Tanunda	Bitumen - Spray Seal	Hotmix Asphalt	$ 15,000.00
PTH106834	Gilbert Street	Colonel Light Drive to Lord Lynedoch Street	Lyndoch	Bitumen - Spray Seal	Hotmix Asphalt	$ 25,000.00
PTH106786	George Street	Queen Street to Eliza Street	Williamstown	Bitumen - Spray Seal	Hotmix Asphalt	$ 18,000.00
PTH124518	Carlisle Street	From Mt Crawford Road through to Mt Crawford Rd	Williamstown	Paved	Paved	$ 35,000.00
					TOTAL	**$ 478,000.00**

Footpath New Program Draft for 2026-27

Asset ID	2026-27 Footpath Program	Suburb	Surface	Quote
TBD	Valley Road	Angaston		$ 141,900.00
TBD	Gramp Avenue - from Radford Road to Park Gate	Angaston		$ 41,250.00
TBD	Radford Road	Angaston		$ 72,312.50
			TOTAL	**$ 255,462.50**

Building Renew Program Draft for 2026-27

BCA							
Tea Room and Kitchen	Murray Recreation Park	Recreation	Eden Valley	Superstructure	26,493.08	Superstructure Component Renewal	General wall/ceiling cracking
Murray Recreation Park	Murray Recreation Park	Recreation	Eden Valley	Utilities	9,000.00	Utilities Component Renewal	Hot water repacement & asbestos removal
Toilet Block	Angaston Memorial Reserve	Recreation	Angaston	Substructure	18,226.15	Substructure Component Renewal	Replace roof
Toilet Block (CWA)	Angaston Memorial Reserve	Recreation	Angaston	Superstructure	77,461.15	Superstructure Component Renewal	Wall cracking
Kitchen/Picnic Shelter	Bethany Reserve	Open Space	Bethany	Superstructure	12,261.56	Superstructure Component Renewal	Wall cracking
RSL Clubrooms	Tanunda Recreation Park	Recreation	Tanunda	Substructure	10,000.00	Substructure Component Renewal	
Public Toilet Renewal Program		Community	Various		150,000.00		Wall cracking
Unallocated					75,000.00		
				BCA TOTAL	**378,441.94**		
NCPA							
No allowance made at this time							
				NCPA TOTAL	**0.00**		
				Grand Total	**378,441.94**		

Recreation Renew Program Draft for 2026-27

Recreation Assets						
Balance Tank Entry point	Williamstown Pool	Recreation	Williamstown		10,000.00	Balance Tank Modifications
Balance Tank Seal	Williamstown Pool	Recreation	Williamstown		25,000.00	Balance Tank Modifications
Footvalve replacement	Williamstown Pool	Recreation	Williamstown		18,500.00	End of life replacement
Unallocated					75,000.00	
				Operational TOTAL	**128,500.00**	
NCPA						
No allowance made at this time						
				NCPA TOTAL	**0.00**	
				Grand Total	**128,500.00**	

Bridges - 2026-27

Location	Information	Cost	Priority
Project - Moss Smith Road Bridge (B1), Eden Valley	Replacement of existing bridge with a new structure due to major deterioration of the bridges adbutments and decking structure. Bridge has been advised for 5T only - with the community still running 15T loads over it, High risk of failure if this is maintained.	1,407,000	High Priority. Poor condition rating in WSP 2017 Bridge Audit report with suggested reconstruction / major maintenance date of 2024. 100% design and detailed cost estimate completed. Works are required ASAP.
Total		**1,407,000**	

Stormwater 2026-27

Location	Information	Cost	Priority
Project - Stormwater Culvert Crossing - Pimpala Road, Cockatoo Valley	Urgent inlet and outlet works completed in 25-26 to prevent road collapse. 2 x Pipe Culvert road crossings in Pimpala Road - sleeve existing steel pipe with structural strength liner (Refer Pipeline Solutions methodology and quote #2278) - at #189 Pimpala Road and near Krieg Road.	125,000	High Priority as exisiting pipe is rusted away and road is starting to collapse in.
Total		**125,000**	

Carparking Reseals 25-26

Location	Suburb	Cost	Treatment
Lyndoch Library Carpark		40,000.00	Aspahlt
Total		40,000.00	

Plant and Equipment 2026-27 - Administration

Position	CURRENT VEHICLE	BUDGET	TRADE-IN	Net Cost
GI's		43,802	21,901	21,901
General		338,741	169,371	169,371
Community Transport		59,740	29,870	29,870
			1	
Total		**442,283**	**221,142**	**221,141**

Plant and Equipment 2026-27 - Depot

Position	CURRENT VEHICLE	BUDGET	TRADE-IN	Net Cost
Street Sweeper		520,000	90,000	430,000
Total		**520,000**	**90,000**	**430,000**

CWMS PROJECTS		**Comment**
2026/2027		
Gravity Mains Asset Management	60,000	Work Resulting from Drain Inspection CCTV
Mount Pleasant WWTP Upgrade		Treatment Capacity Reuse Pumps
Operation Emergency IP and Manhole Repairs/Replacement	30,000	Approximately 5 Manhole/IP fail in network Annually
Rising mains and Infrastructure	250,000	Williamstown Rising main/Pump Stations
Operation Emergency Drain Repairs	20,000	Approximately Cost of repairs in network Annually including Pump outs
Vehicle Operators Technical Support	65,000	1 Vehicle
Vehicle Replacements Coordinator	65,000	1 Vehicle
Operation Construction of New IP due to planning errors	12,000	New IP requiring construction due to Planning approval errors
Stockwell & Lyndoch Upgrade Detailed design	130,000	New Treatment Plant Required to treat additional Load from Nuriootpa - New Treatment Plant Required to treat additional Load (Estimat 2.5M)
Yearly Total	**632,000**	

NCPA Draft for 2026-27

Asset ID		Quote
Cabin Renewals (5)		$ 100,000.00
Courts		$ 920,000.00
Scoreboard Upgrade		$ 50,000.00
Telecommunications/WIFI Upgrade		$ 40,000.00
	TOTAL	**$ 1,110,000.00**

Elected Member Workshop – Middle East Conflict Issues

17 March 2026

TheBarossaCouncil

Middle East Conflict Impact and Planning

Impact	Notes	Current Action/s
Service impacts – all staff	Disruption to staff ability to commute for work	Executive leadership team has placed the Business Continuity Management Team on standby and reflected on continuity management plans – response is currently looking at business continuity plan and posturing for COVID19 type response of working at home where impacted and possible.
Service impacts – selected staff / contractors / volunteers	Disruption to staff ability to operate fully in the field, namely affects outside operations, planning, building, compliance, transport/HACC	Fuel supply – response to date has been seeking advice through LGA (there is a wider industry response being issued this week) and seeking advancing of supplies through our supplier for depot operations. Other impacts being determined with suppliers including Downer and Solo. Instigate BCP measures as required prioritising health and safety

Middle East Conflict Impact and Planning

Impact	Notes	Current Action/s
Specific service impact on bitumen products	The main impact being on road resealing and sealing programs - Downer have flagged pricing and supply challenges.	Raised with LGA to determine what the state response is – awaiting broader announcement. Defer works until supplier and price stabilise, the 2025-26 program is practically complete with some minor footpath work still to complete.
Specific service impact on waste management	The main impact being ability to continue pickups. Raised with Solo awaiting response.	Raised with SOLO and they have provided the following response: • Solo is a major customer of Ampol. Ampol is communicating that fuel supply and reserves are secure for now. • Solo has 'Capricorn Cards' for vehicles which facilitates a wider network of access to fuel, and they are not restricted to certain stations/ fuel brands. • Waste collection is considered by government an 'essential service' will receive a priority to any rationed fuel but lower than some priorities such as human life priorities. • Solo working on processes should drivers not be able to get to work, for example, options for drivers to take trucks home.

Middle East Conflict Impact and Planning

Impact	Notes	Current Action/s
Finance impact – CPI impact on interest rates	Increases have been factored into the LTFP for interest rates to reach 5.8% (two more interest increases than current rate) more in the next 12 months. If it goes higher than this, each 0.25% increase has an approximate impact on the remaining 25-26 budget of $27,878 and 26/27 budget of $85,236	Monitor, there is little we can do and have provisioned in LTFP with best guestimate.

Middle East Conflict Impact and Planning

Impact	Notes	Current Action/s
Finance impact – impact of CPI on general budget	Each 0.1% increase from the current indexed base of 2.7% increases the cost on Council of some $18,164 predictions put inflation pressures over 5%, should it be 5% the net impact is in the order of $417,770 on the 26/27 budget not allowing for waste see next point. The estimated impact on the remaining 25/26 year at 5% would be in the order of $116,204.	At present increases can be absorbed for this year. 2026-27 may need a greater increase, however we will probably be able to spread the load over the next 10 years to minimize impact. Monitor and adjust programs, plans, services and revenues as required.

Middle East Conflict Impact and Planning

Impact	Notes	Current Action/s
Finance impact – impact of CPI on waste	The waste contract has a rise and fall quarterly adjustment for fuel. There is no doubt this will have a short-term quarterly impact, and wages are also being escalated due to CPI at the moment. The waste model provides for an indexation of 5.8% for fuel and at present the fuel indexation for diesel is running at around 31.6% and wages at 4%.	Monitor – there is little we can do and have provisioned in LTFP with best guestimate. Fuel impact will reduce when prices reduce, but CPI impact on wages will not.
Finance impact – impact on BCIC trade packages	Impact on pricing for our largest build at present the BCIC we are in the market for final trade package pricing right now.	Monitor and come back to Council once results known. Either reduction in spend or more borrowings required.

Middle East Conflict Impact and Planning

Impact	Notes	Current Action/s
Finance impact – impact of CPI on our EB negotiations with the outside staff	We budgeted for 4.5% for three years.	Negotiate in good faith and align to no more than budget or if necessary, come back to Council for further allocation and look to find other non-cash benefits.
Health Impacts	Mental health impact of social and economic environment on staff and community.	Monitor and raise with necessary State or internal resources as required.
Economic impacts	Supply concerns and increase cost of fuel on tourism and event program in the near future especially Gather Round.	Minor little we can do.
Economic impacts	Stress on industries critical to the Barossa region in an already constrained economic environment.	Minor little we can do and raise with State and RDA as required.

Middle East Conflict Impact and Planning

Impact	Notes	Current Action/s
Reputational	All the impacts that occur to our services and staff could impact our reputation	Advanced planning as we have undertaken, communication and coordinate approach with State should the issues escalate and continue in the medium term.

Thank you.

2026-27 Budget – Workshop 2

Updated Capital Budget
Operating Budget

TheBarossaCouncil

Critical Assumptions

Critical Assumptions

- Includes additional spending and savings identified in the latest approved (December 2025) Long-Term Financial Plan (LTFP).
- Rate and service levy revenue aligned to the LTFP settings.
- Approved CPI increase of 2.7% applied to revenue and expenditure amounts - if CPI not applicable to an expenditure contract, a 1% saving target was set and expenditure indexed at 1.7%.
- Current global issues are short lived and not longer than 3 months.
- Internal allocations have not yet been applied – this does not impact the budget bottom line just the allocation to functions and activities within the budget.
- Commonwealth grants are paid in the correct year - no advance payment is made this year.

Critical Assumptions

- South Australian receipt of supplementary roads funding of $235,000 per annum continues from 2026-27 (current program finishes in 2025-26). LGA and SA politicians in the Commonwealth are currently lobbying to continue the program.
- Capital is as outlined and assumes anticipated grants are achieved (otherwise assumes projects will be deferred). This may also affect the operating budget - it is estimated $330,000 of capital revenue in the operating budget above the line is at risk of not being received.
- The budget is prepared on existing service levels and asset replacement models as determined by our asset management systems and processes.

Critical Assumptions

- The borrowings model has been amended to represent our best guess of the timing of borrowings and our management of cash flow, however is subject to material variations in interest rates and when amounts are actually borrowed throughout the year.
- Additional funding provided for in the approved LTFP:
  - Increased computer licensing costs in alignment with the approved enterprise system upgrade business case.
  - Core funding to assist with our aboriginal engagement on projects and reconciliation.
  - Increased events funding in accordance with approved LTFP strategy as well as approved Country Championships - growing it slowly year-by-year.
  - Increased funding for district action planning and community governance programs – the replacement of the community grant program is on track to recommence delivery in August 2026 (workshop likely to be provided prior to this).

Critical Assumptions

Detailed approved LTFP assumptions:

- Rates increase of 4.3% and new property growth of 1%.
- General operating income and grants indexed at 2.7%.
- Current inflation for Adelaide December 2025 was 3.3% - predictions are it could go over 5% in the next quarter due to fuel impacts worldwide.
- Employee expenses increase of 4.5% - AWU Enterprise Agreement negotiations commencing in April 2026.
- Operating expenditure indexation applied where required:
  - 1.7% on general cost base where not related to CPI-linked contracts (incorporates 1% saving target)
  - 2.7% for CPI-linked contracts.
  - Consultants 20% base reduction.
  - Electricity 3%.
  - Water costs 3%.
  - Insurance costs 3.5%.
  - Depreciation is directly calculated based on capital spend and average depreciation rates.
  - Interest rates of 6.1% for cash advance debentures (most of the borrowings) and fixed rates ranging from 2.05% to 6.85% for other debenture loans (mostly loans to community groups).

Critical Assumptions

Additional funding provided for in the approved LTFP:

- Election costs of $230,000
- Vintage Festival funding of $25,000
- Costs of managing new legislatively required defibrillators $5,000
- Father's Farm increase already approved $20,000
- Governance system already approved $20,000
- Nurioopta pool provision for possible service level increases $15,000

Capital Budget

Capital Budget

- Changes from that presented in February 2025:
  - Reduction in vehicle of $53,000 a net change of $26,600 (as less vehicles needing replacement also means less trade-in or sale revenue).
  - Grader purchase $500,000, net of revenue from sale/trade-in of $370,000.
  - Increase of $15,300 for community transport vehicles increased cost for necessarily spec'd vehicles net of sale/trade-in is $7,600.
  - Community transport small bus replacement not longer compliant $90,000 - not expected to get anything material for sale/trade-in.
- Other capital matters:
  - Krieg Road sealing – report coming to Council. If approved will need to be funded in lieu of another road/capital investment – recommendation is for much less seal length.
  - Plant and equipment review undertaken forms part of this workshop and will result in long-term saving in cash and depreciation, this is still to be fully modelled, however depreciation savings have already been calculated and included.
- Updated program included with papers.

Capital Budget

- Key funding for 26-27 budget and forward estimates:

A3 Consolidated Results: Budgeted Capital Expenditure	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
	Q2 Review	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	2,508	4,570	2,351	3,222	3,088	1,379	1,407	1,432	1,457	1,707	1,790	2,051
Recreation	463	293	452	469	486	504	530	554	579	604	635	862
Transport - Roads & Footpaths	3,931	4,132	5,453	4,797	4,990	6,882	7,158	6,000	6,242	6,318	6,561	7,195
Stormwater, Bridges & Floodplain	613	1,532	2	96	360	374	398	418	440	461	488	712
CWMS	1,418	419	1,079	873	428	433	963	1,069	966	992	497	1,012
Equipment - Plant & Vehicles	874	1,644	1,517	1,546	1,377	1,408	1,144	1,179	1,318	1,252	1,290	1,329
Other Assets	58	58	58	59	59	60	62	63	65	66	68	270
	9,865	12,648	10,912	11,062	10,788	11,040	11,662	10,715	11,067	11,400	11,329	13,431
New/Upgrade Capital summary: Discretionary												
Land	0	0	0	0	0	0	3,475	0	3,658	0	578	0
Buildings (includes TBP program)	2,210	12,139	0	5,625	5,625	682	0	0	2,432	2,242	3,900	0
Recreation (includes TBP program)	1,152	387	64	66	68	70	14,551	7,187	2,236	2,079	2,113	368
Transport - Roads & Footpaths	695	856	782	291	299	308	300	309	3,175	3,012	2,747	1,178
Stormwater, Bridges & Floodplain	122	322	257	265	405	417	428	441	453	466	479	693
CWMS	2,053	130	784	533	35	2,531	2,581	1,081	81	81	81	350
Equipment - Plant & Vehicles	555	0	0	0	250	280	811	844	877	912	949	987
Other	1,308	881	884	749	128	303	311	1,000	328	637	346	1,249
	8,095	14,714	2,771	7,529	6,810	4,591	22,457	10,862	13,240	9,429	11,193	4,825
Total Capital Expenditure	17,960	27,362	13,683	18,591	17,598	15,631	34,119	21,577	24,307	20,829	22,522	18,256

Operating Budget

Operating Revenue

Budget	2024-25 Actual	2025-26 Q2 Forecast	2026-27 Draft Budget	Difference to 2025-26 Q2 Forecast	Difference to LTFP December 2025
Rates	$39,947,000	$42,116,000	$44,228,000	$2,112,000	$24,000
Statutory charges	$923,000	$916,000	$972,000	$56,000	$40,000
User charges	$4,038,000	$4,194,000	$4,481,000	$287,000	$168,000
Grants, subsidies and contributions – capital	$1,028,000	$841,000	$2,508,000	$1,667,000	$1,590,000
Grants, subsidies and contributions – operating	$5,457,000	$3,685,000	$4,153,000	$468,000	($24,000)
Investment income	$233,000	$166,000	$93,000	($73,000)	($77,000)
Reimbursements	$2,000	$234,000	$177,000	($57,000)	($37,000)
Other income	$973,000	$807,000	$623,000	($184,000)	$40,000
Net gain – equity accounted council businesses	$100,000	$0	$0	$0	$0
Total revenue	$52,701,000	$52,959,000	$57,235,000	$4,276,000	$1,724,000

Operating Expenses

Budget	2024-25 Actual	2025-26 Q2 Forecast	2026-27 Draft Budget	Difference to 2025-26 Q2 Forecast	Difference to LTFP December 2025
Salary and wages	$18,798,000	$20,424,000	$21,599,000	$1,175,000	($180,000)
Materials, contracts and other expenses	$20,223,000	$19,822,000	$20,443,000	$621,000	$388,000
Finance costs	$1,544,000	$1,792,000	$2,111,000	$319,000	$50,000
Depreciation, amortisation and impairment	$11,643,000	$12,451,000	$12,859,000	$408,000	($55,000)
Total expenses	$52,208,000	$54,489,000	$57,012,000	$2,523,000	$203,000
Operating surplus / (deficit)	$493,000	($1,530,000)	$223,000	$1,753,000	$1,521,000

Operating Budget - Revenue

- An operating surplus of $223,000 is forecast in the 2026-27 draft budget. This is a $1.8m improved position to 2025-26 Q2 forecast and $1.5m improved position to December 2025 approved LTFP.
- Total revenue increased by $4.3m compared to 2025-26 Q2 forecast – due to annual rate increase of approved 4.3% and a change in accounting treatment for capital grants for renewal/replacement. Also contributing is a $248,000 increase in user charges associated with the NCPA caravan park ($248,000 increase).
- Total revenue increased by $1.76m compared to December 2025 LTFP update – largely due to $1.6m change in accounting treatment as identified above. This is not additional revenue, merely a change in how it is disclosed.

Operating Budget - Expenses

- Total expenses increased by $2.5m (3.1%) compared to 2025-26 Q2 forecast and $203,000 (0.4%) compared to December 2025 LTFP update.
- Differences to 2025-26 Q2 forecast include:

- $1.2m increase to salary and wage costs, largely due to 4.5% increase to salaries and wages (and associated on-costs) per approved enterprise agreement arrangements.
- $621,000 increase to materials, contracts and other expenses largely due to indexation of base amounts as identified in 'Critical assumptions' section above. Also due to approved expenses associated with the ERP project and costs associated with the Local Government elections ($230,000).
- $319,000 increase to finance costs with cash advance debenture rates modelled on an interest rate of 6.10% (currently 5.6%) based on the assumption interest rates will continue to increase into 2026-27.
- $408,000 increase to depreciation costs, based on average depreciation rates and forecast capital spend.

Long Term Financial Plan

Long Term Financial Plan

- With rate modelling still to be undertaken the following LTFP is practically complete and is not expected to materially change: The following additional key assumptions apply to the plan:
  - Capital cash expenditure is modelled on achieving a completion rate of 92% of the set budget (higher performance will require additional cash funding in 2026-27 but less in future years and vice versa)
  - Predicated on current levels of service and capital investment to at least align to the Asset and Infrastructure Management Plan.
  - Initial LTFP plan settings are in the draft Annual Business Plan and Budget– this will be completed for the May workshop once rate modelling is completed.
  - All forward key performance indicators meet or exceed targeted financial sustainability measures.

Budget Status

Budget Development Update

- Core budget practically complete.
- LTFP is practically complete pending rate modelling.
- Rate modelling and valuation analysis – will be presented at the May workshop (along with final LTFP) – awaiting property valuation data for 2026-27 from the Land Titles Office.
- Annual Business Plan on target for May Council meeting – consultation to commence the following week.
- Adoption still planned at June Council meeting or special meeting thereafter.

Attachments

2026/27 Capital Works Program - Infrastructure & Environmental Services

LOCATION	Asset Type	DETAILS	2026-27					Change
			Proposed Budget	Income/Funding contribution %	New Income/Funding	Council Contribution	Forecasted LTFP for 2025/26 - Feb 17th Workshop Briefing	
Replacement / Renewal	Transport Assets	Reseal Program (Sprayed Seal and Asphalt)	$2,870,609	0%	$0	$2,870,609	$2,870,609	$0
	Transport Assets	Resheet Program		0%	$0			
	Transport Assets	Road Shoulders		0%	$0			
	Transport Assets	Yettie Road Reconstruction - Subject to Grant Funding	$500,000	66%	$330,000	$170,000	$170,000	$0
	Transport Assets	Footpath Program - Renewal	$478,000	0%	$0	$478,000	$478,000	$0
	Transport Assets	Car park resealing	$40,000	0%	$0	$40,000	$40,000	$0
	Equipment Assets	Plant & Equipment - New Streetsweeper	$520,000	17%	$90,000	$430,000	$430,000	$0
	Equipment Assets	Plant & Equipment - New Grader	$500,000	26%	$130,000	$370,000	$370,000	$0
	Equipment Assets	Minor Plant	$0	0%	$0	$0	$0	$0
	Bridge/Stormwater Assets	Moss Road Bridge	$1,407,000	0%	$0	$1,407,000	$1,407,000	$0
	Bridge/Stormwater Assets	Pimpala Road Cockatoo Valley	$125,000	0%	$0	$125,000	$125,000	$0
	Bridge/Stormwater Assets	Calton Road Stormwater - C/over	$227,767	0%	$0	$227,767	$227,767	$0
	Building Assets	Community Buildings (not part of TBP)	$378,442	0%	$0	$378,442	$378,442	$0
	Building Assets	The REX - Water Heaters and Other Efficiency Projects - Year 2 of 2	$197,600	50%	$98,800	$98,800	$98,800	$0
	Building Assets	Office/Depot Works	$30,000	0%	$0	$30,000	$30,000	$0
	Recreation Assets	Recreation - assets - incl internal roads	$128,500	0%	$0	$128,500	$128,500	$0
	Recreation Assets	Playgrounds	$30,000	0%	$0	$30,000	$30,000	$0
Replacement / Renewal (Total)			**$7,432,918**		**$648,800**	**$6,784,118**	**$6,784,118**	**$0**
New / Upgrade	Transport Assets	Footpath Program - New	$255,463	0%	$0	$255,463	$255,463	$0
	Transport Assets	Birdwood to Mt Pleasant Bike Path link additional allocation	$100,000	0%	$0	$100,000	$100,000	$0
	Transport Assets	Yettie Road Reconstruction - Subject to Grant Funding	$500,000	66%	$330,000	$170,000	$170,000	$0
	Recreation Assets	Playgrounds	$62,415	0%	$0	$62,415	$62,415	$0
New / Upgrade (Total)			**$917,878**		**$330,000**	**$587,878**	**$587,878**	**$0**
Total Capital			**$8,350,796**		**$978,800**	**$7,371,996**	**$7,371,996**	**$0**

2026/27 Capital Works Program - Other

LOCATION	Asset Type	DETAILS	2026-27					Change
			Proposed Budget	Income/Funding contribution %	Income/Funding	Council Contribution	Forecasted LTFP for 2025/26 - Feb 17th Workshop Briefing	
Replacement / Renewal	Plant and Equipment	General Inspector, Office and Other Vehicles	$329,350	50%	$164,675	$164,675	$191,271	-$26,596
	Plant and Equipment	Community Transport - Vehicles	$75,000	50%	$37,500	$37,500	$29,870	$7,630
	Plant and Equipment	Community Transport - Bus Replacement - Small Bus	$90,000	0%	$0	$90,000	$0	$90,000
	Inventory	Library Books	$58,007	0%	$0	$58,007	$58,007	$0
	The Big Project - Building and Recreation	Creative Industries Centre	$3,613,657	0%	$1,256,003	$2,357,654	$2,357,654	$0
	Building	New Depot Planning	$50,000	0%	$0	$50,000	$50,000	$0
	Plant and Equipment	Mobile Phone Fleet Replacement	$25,647	0%	$0	$25,647	$25,647	$0
	Plant and Equipment	ERP System Implementation Year 2 of 3 - Technology	$466,846	0%	$0	$466,846	$466,846	$0
	Intangible Technology Asset	ERP System Implementation Year 2 of 3 - Data Transfer	$344,500	0%	$0	$344,500	$344,500	$0
Replacement / Renewal (Total)			**$5,053,007**		**$1,458,178**	**$3,594,829**	**$3,523,795**	**$71,034**
New / Upgrade	The Big Project - Building and Recreation	Talunga Park	$325,000	0%	$0	$325,000	$325,000	$0
	The Big Project - Building and Recreation	Murray Recreation Park Eden Valley	$200,000	0%	$0	$200,000	$200,000	$0
	The Big Project - Building and Recreation	Creative Industries Centre	$11,848,554	0%	$3,262,850	$8,585,704	$8,585,704	$0
New / Upgrade (Total)			**$12,373,554**		**$3,262,850**	**$9,110,704**	**$9,110,704**	**$0**
Various	Salary	Project Management Resouring for Capital Delivery	$715,710	0%	$0	$715,710	$715,710	$0
Total Capital			**$18,142,271**		**$4,721,028**	**$13,421,243**	**$13,350,209**	**$71,034**

2026/27 Capital Works Program - Common Waste Water Management System

LOCATION	Asset Type	DETAILS	2026-27 Proposed Budget	2026-27 Income/Funding contribution %	2026-27 Income/Funding	2026-27 Council Contribution	2026-27 Forecasted LTFP for 2025/26 - Feb 17th Workshop Briefing	Change
Replacement / Renewal	CWMS Asset	Gravity Mains Asset Management	$60,000	0%	$0	$60,000	$60,000	$0
	CWMS Asset	Mount Pleasant WWTP Reuse Pumps	$0	0%	$0	$0	$0	$0
	CWMS Asset	Williamstown Rising Mains and Infrastructure	$250,000	0%	$0	$250,000	$250,000	$0
	CWMS Asset	Operation Emergency IP and Manhole Repairs/Replacement	$30,000	0%	$0	$30,000	$30,000	$0
	CWMS Asset	Operation Emergency Drain Repairs	$20,000	0%	$0	$20,000	$20,000	$0
	Vehicle	Technical Support Vehicle South	$65,000	33%	$21,450	$43,550	$43,550	$0
	Vehicle	Technical Support Vehicle North	$65,000	33%	$21,450	$43,550	$43,550	$0
Replacement / Renewal (Total)			**$490,000**		**$42,900**	**$447,100**	**$447,100**	**$0**
New / Upgrade	CWMS Asset	Mount Pleasant WWTP Reuse Pumps	$0	0%	$0	$0	$0	$0
	CWMS Asset	Operation Emergency Drain Repairs	$0	0%	$0	$0	$0	$0
	CWMS Asset	Operation Emergency IP and Manhole Repairs/Replacement	$0	0%	$0	$0	$0	$0
	CWMS Asset	Stockwell and Lyndoch Design	$130,000	0%	$0	$130,000	$130,000	$0
	CWMS Asset	Operation Construction of New IP	$12,000	0%	$0	$12,000	$12,000	$0
New / Upgrade (Total)			**$142,000**		**$0**	**$142,000**	**$142,000**	**$0**
Various	Salary	Project Management Resouring for Capital Delivery - CWMS	$47,403	0%	$0	$47,403	$47,403	$0
Total Capital			**$679,403**		**$42,900**	**$636,503**	**$636,503**	**$0**

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

LOCATION	Asset Type	DETAILS	2026-27 Proposed Budget	2026-27 Income/Funding contribution %	2026-27 Income/Funding	2026-27 Council Contribution	2026-27 Forecasted LTFP for 2025/26 - Feb 17th Workshop Briefing	Change
Replacement / Renewal	Building	Cabin Renewal (5)	$100,000	0%	$0	$100,000	$100,000	$0
	Recreation	Renew courts at Nurioopta Centennial Park - C/over to 2027-28	$920,000	0%	$600,000	$320,000	$320,000	$0
Replacement / Renewal (Total)			**$1,020,000**		**$600,000**	**$100,000**	**$100,000**	**$0**
Replacement / Renewal	Equipment	Scoreboard Upgrade	$50,000	0%	$0	$50,000	$50,000	$0
	Equipment	Telecommunications / WIFI Upgrade to Caravan Park	$40,000	0%	$0	$40,000	$40,000	$0
New / Upgrade (Total)			**$90,000**		**$0**	**$90,000**	**$90,000**	**$0**
Total Capital			**$1,110,000**		**$600,000**	**$190,000**	**$190,000**	**$0**
Grand Total Capital			**$28,282,470**		**$6,342,728**	**$21,619,742**	**$21,548,708**	**$71,034**

Reseal Renewal Program Budget Draft for 2026-27

2026-2027 Road Resurfacing and Kerb Replacement Program							
Asset ID	Road Name	from	to	Finance Asset ID - Surface	Existing Treatment	New Treatment	Cost Estimate Budget
Sandy Creek							
RDS124191	Station Place (0005)	Warner Court	East End	601704	Asphalt	Kerb and Gutter, Pavement works and new 30mm AC10 C320 P&R	$59,200.00
RDS124184	Station Place (0010)	Warner Court	West End	601704	Asphalt		$78,000.00
RDS124123	Warner Court (0010)	8 Warner Court	Station Place	314961	Asphalt		$32,420.00
RDS120924	Warner Court (0005)	Williamstown Road	8 Warner Court	315003	Asphalt		$60,040.00
Tanunda							
RDS121386	Basedow Road (0005)	Murray Street	MacDonnell Street	313192	Asphalt	50mm AC10 C320 P&R	$58,365.74
RDS121378	Basedow Road (0010)	MacDonnell Street	Railway Line	313192	Asphalt	50mm AC10 C320 P&R	$91,229.22
RDS124267	Magnolia Street (0015)	Rail Line	Kerryn Drive	314381	Spray seal	50mm AC10 C320 P&R	$27,356.04
RDS121554	Magnolia Street (0020)	Kerryn Drive	Surface Change -Hotmix 135m E	314381	Spray seal	50mm AC10 C320 P&R	$56,787.53
RDS124245	Ellen Place (0005)	Elizabeth Street	30m South of Elizabeth Street	314841	Spray seal	40mm AC10 C320 P&R	$17,522.75
RDS121977	Petras Street (0005)	Murray Street	230m from Murray Street	313291	Spray seal	40mm AC10 C320 P&R	$52,564.70
RDS121352	MacDonnell Street (0025)	Mill Street	Fiedler Street	313267	Asphalt	Pavement Testing & Design	$15,000.00
RDS121635	Krondorf Road (0005)	Barossa Valley Way	Grocke Road	313255	Spray Seal	Pavement Testing & Design	$15,000.00
RDS121419	Langmeil Road (0035)	Park Street	Elizabeth Street	313258	Spray seal	Pavement Testing & Design	$15,000.00
Nuriootpa							
TBA	Greenock Road Service Road	Gothic Avenue	Vine Street	TBA	Spray seal	40mm AC10 C320 P&R	$49,397.10
RDS124001	Old Kapunda Road (0015)	Vine Street	Elizabeth Street	306585	Asphalt	50mm AC10 C320 P&R	$58,761.62
RDS120405	Old Kapunda Road (0020)	Elizabeth Street	Gothic Street	306585	Asphalt	50mm AC10 C320 P&R	$52,974.52
RDS120406	Old Kapunda Road (0025)	Gothic Street	Schaedel Street	306585	Asphalt	50mm AC10 C320 P&R	$50,678.07
RDS120403	Old Kapunda Road (0030)	Schaedel Street	Barton Street	306585	Asphalt	50mm AC10 C320 P&R	$50,551.69
Bethany							
RDS124288	Nicolai Road (0010)	House #118	House #86	313372	Spray seal	Stabilised pavement @300mm depth, new 14/7mm C170 spray seal	$107,844.32
Williamstown							
RDS120996	Cundy Court	Robert Rankine Road	End	314425		30mm AC10 C320 P&R	$29,629.75
RDS120763,RDS120762, RDS120764	Gaston Court	Gaston Court Intersection	End (North)	600137		30mm AC10 C320 P&R	$34,692.36
RDS121909	Springton Road (0030)(0035)	Old Glen Road	Abbaston Road	312631	Quarry rubble	Road Shoulder Replacement	$200,000.00
UNALLOCATED							$207,094.00
							$1,420,109.40

Resheet Renew Program Draft for 2026-27

Road	*Source*	*District*	*Section*	*Quarry*	*Length*	*Width*	*Area*	*Tonne*	*Carting Days*	*Estimate ($)*
Heggies Range	Modelling	Flaxman Valley	Road no-0640 to Goodchild Road	Penrice	1200	7	8,400	2,650	3.53	***$ 110,000.00***
Pontt	Modelling	Cromer	Peek to Start Rd reserve	Rosedale	960	6	5,760	1,814	2.42	***$ 83,500.00***
Blockers	Modelling	Pewsey Vale	Whole Road	Rosedale	2600	7	18,200	5,733	7.64	***$ 288,000.00***
Craneford Road	Modelling	Craneford	A Forrests to surface change sheetes	Seelanders	1600	9	14,400	4,536	6.05	***$ 189,000.00***
Cookes Hill Road	No Prep - 3w	Springton	Church to Carters	Seelanders	3500	8	28,000	8,820	11.76	***$ 410,000.00***
Goldfields Road	No Prep - 3w	Goldfields	Green Gully to Allendale	Rosedale	2500	7	17,500	5,513	7.35	***$ 230,000.00***
Blackwood Road	No Prep - 2w	Cromer	Altmann to Cromer Rd		1400	7	9,800	3,087	4.12	***$ 140,000.00***
									Total	**1,450,500.00**

Footpath Renew Program Draft for 2026-27

Asset ID	2026-27 Footpath Program	$475,000	Suburb	Existing Surface	New Surface	Quote
PTH106602	Melrose Street	Tungkillo Road to McGormans Road	Mt Pleasant	Bitumen - Spray Seal	Hotmix Asphalt	$ 15,000.00
PTH106601	Melrose Street	McGormans Road to Joseph Street	Mt Pleasant	Bitumen - Spray Seal	Hotmix Asphalt	$ 10,000.00
PTH106715	Mt Crawford Road	Wild Street to Charles Street	Williamstown	Bitumen - Spray Seal	Hotmix Asphalt	$ 30,000.00
PTH124463	Moculta Road	Player Court to end footpath	Penrice	Bitumen - Spray Seal	Hotmix Asphalt	$ 20,000.00
PTH105982	Moculta Road	Gawler Park Road to Player Court	Penrice	Bitumen - Spray Seal	Hotmix Asphalt	$ 55,000.00
PTH106285	Vine Street, Nuriootpa	Gawler Road to Old Kapunda Road	Nuriootpa	Bitumen - Spray Seal	Hotmix Asphalt	$ 57,000.00
PTH106229	Golden Way	Maple Avenue to corner	Nuriootpa	Paved	Paved	$ 15,000.00
PTH124536	Minge Way	From Dempster Street To Hearl Street	Nuriootpa	Paved	Paved	$ 15,000.00
PTH124543	Hearl Street	Dempster Street to Minge Way	Nuriootpa	Paved	Paved	$ 25,000.00
PTH106129	Barton Street, Nuriootpa	Old Kapunda Road to Phillip Street Bridge	Nuriootpa	Bitumen - Spray Seal	Hotmix Asphalt	$ 25,000.00
No Asset ID	Park	Cadd Court to Clark Tce	Angaston	Bitumen - Spray Seal	Hotmix Asphalt	$ 15,000.00
PTH105863	North Street, Angaston	Murray Street to Schilling Street	Angaston	Bitumen - Spray Seal	Hotmix Asphalt	$ 65,000.00
PTH106823	Noske Street	off Lyndoch Valley Road - right	Lyndoch	Bitumen - Spray Seal	Hotmix Asphalt	$ 15,000.00
No Asset ID	Heinemann Park	Murray Street to end	Tanunda	Bitumen - Spray Seal	Hotmix Asphalt	$ 23,000.00
	Kegel Club	From carpark to Kegel Club - Tanunda Rec Park	Tanunda	Bitumen - Spray Seal	Hotmix Asphalt	$ 15,000.00
PTH106834	Gilbert Street	Colonel Light Drive to Lord Lynedoch Street	Lyndoch	Bitumen - Spray Seal	Hotmix Asphalt	$ 25,000.00
PTH106786	George Street	Queen Street to Eliza Street	Williamstown	Bitumen - Spray Seal	Hotmix Asphalt	$ 18,000.00
PTH124518	Carlisle Street	From Mt Crawford Road through to Mt Crawford Rd	Williamstown	Paved	Paved	$ 35,000.00
					TOTAL	**$ 478,000.00**

Footpath New Program Draft for 2026-27

Asset ID	2026-27 Footpath Program	Suburb	Surface	Quote
TBD	Valley Road	Angaston		$ 141,900.00
TBD	Gramp Avenue - from Radford Road to Park Gate	Angaston		$ 41,250.00
TBD	Radford Road	Angaston		$ 72,312.50
			TOTAL	**$ 255,462.50**

Building Renew Program Draft for 2026-27

BCA							
Tea Room and Kitchen	Murray Recreation Park	Recreation	Eden Valley	Superstructure	26,493.08	Superstructure Component Renewal	General wall/ceiling cracking
Hot water repacement & asbestos removal	Murray Recreation Park	Recreation	Eden Valley	Utilities	9,000.00	Utilities Component Renewal	Hot water repacement & asbestos removal
Toilet Block	Angaston Memorial Reserve	Recreation	Angaston	Substructure	18,226.15	Substructure Component Renewal	Replace roof
Toilet Block (CWA)	Angaston Memorial Reserve	Recreation	Angaston	Superstructure	77,461.15	Superstructure Component Renewal	Wall cracking
Kitchen/Picnic Shelter	Bethany Reserve	Open Space	Bethany	Superstructure	12,261.56	Superstructure Component Renewal	Wall cracking
RSL Clubrooms	Tanunda Recreation Park	Recreation	Tanunda	Substructure	10,000.00	Substructure Component Renewal	
Public Toilet Renewal Program		Community	Various		150,000.00		Wall cracking
Unallocated					75,000.00		
				BCA TOTAL	**378,441.94**		
NCPA							
No allowance made at this time							
				NCPA TOTAL	**0.00**		
				Grand Total	**378,441.94**		

Recreation Renew Program Draft for 2026-27

Recreation Assets						
Balance Tank Entry point	Williamstown Pool	Recreation	Williamstown		10,000.00	Balance Tank Modifications
Balance Tank Seal	Williamstown Pool	Recreation	Williamstown		25,000.00	Balance Tank Modifications
Footvalve replacement	Williamstown Pool	Recreation	Williamstown		18,500.00	End of life replacement
Unallocated					75,000.00	
				Operational TOTAL	**128,500.00**	
NCPA						
No allowance made at this time						
				NCPA TOTAL	**0.00**	
				Grand Total	**128,500.00**	

Bridges - 2026-27

Location	Information	Cost	Priority
Project - Moss Smith Road Bridge (B1), Eden Valley	Replacement of existing bridge with a new structure due to major deterioration of the bridges adbutments and decking structure. Bridge has been advised for 5T only - with the community still running 15T loads over it, High risk of failure if this is maintained.	1,407,000	High Priority. Poor condition rating in WSP 2017 Bridge Audit report with suggested reconstruction / major maintenance date of 2024. 100% design and detailed cost estimate completed. Works are required ASAP.
Total		**1,407,000**	

Stormwater 2026-27

Location	Information	Cost	Priority
Project - Stormwater Culvert Crossing - Pimpala Road, Cockatoo Valley	Urgent inlet and outlet works completed in 25-26 to prevent road collapse. 2 x Pipe Culvert road crossings in Pimpala Road - sleeve existing steel pipe with structural strength liner (Refer Pipeline Solutions methodology and quote #2278) - at #189 Pimpala Road and near Krieg Road.	125,000	High Priority as exisiting pipe is rusted away and road is starting to collapse in.
Total		**125,000**	

Carparking Reseals 26-27

Location	Suburb	Cost	Treatment
Lyndoch Library Carpark		40,000.00	Aspahlt
Total		40,000.00	

Plant and Equipment 2026-27 - Administration

Position	Project	BUDGET	TRADE-IN	Net Cost
Community Transport 10	601683-8005-1010-80124	37,500.00	18,750.00	18,750.00
Community Transport 1	601622-8005-1010-80124	37,500.00	18,750.00	18,750.00
Community Transport - Bus	601685-8005-1010-80124	90,000.00	0.00	90,000.00
Ben CLARK	601750-8020-1010-80124	58,000.00	29,000.00	29,000.00
Jake McVICAR	601677-8020-1010-80124	58,000.00	29,000.00	29,000.00
Matt PARKIN	608845-8020-1010-80124	38,950.00	19,475.00	19,475.00
Aaron CURTIS	601791-8020-1010-80124	38,950.00	19,475.00	19,475.00
Chris CONROY	601618-8020-1010-80124	44,300.00	22,150.00	22,150.00
VIC Pool Vehicle	601749-8020-1010-80124	31,150.00	15,575.00	15,575.00
Contingency	601755-8020-1010-80124	60,000.00	30,000.00	30,000.00
Total		**494,350**	**202,175**	**292,175**

Plant and Equipment 2026-27 - Depot

Position	CURRENT VEHICLE	BUDGET	TRADE-IN	Net Cost
Street Sweeper		520,000	90,000	430,000
Grader		500,000	130,000	370,000
Total		**1,020,000**	**220,000**	**800,000**

CWMS PROJECTS		**Comment**
2026/2027		
Gravity Mains Asset Management	60,000	Work Resulting from Drain Inspection CCTV
Mount Pleasant WWTP Upgrade		Treatment Capacity Reuse Pumps
Operation Emergency IP and Manhole Repairs/Replacement	30,000	Approximately 5 Manhole/IP fail in network Annually
Rising mains and Infrastructure	250,000	Williamstown Rising main/Pump Stations
Operation Emergency Drain Repairs	20,000	Approximately Cost of repairs in network Annually including Pump outs
Vehicle Operators South	65,000	1 Vehicle
Vehicle Operators North	65,000	1 Vehicle
Operation Construction of New IP due to planning errors	12,000	New IP requiring construction due to Planning approval errors
Stockwell & Lyndoch Upgrade Detailed design	130,000	New Treatment Plant Required to treat additional Load from Nuriootpa - New Treatment Plant Required to treat additional Load (Estimat 2.5M)
Yearly Total	**632,000**	

NCPA Draft for 2026-27

Asset ID		Quote
Cabin Renewals (5)		$ 100,000.00
Courts		$ 920,000.00
Scoreboard Upgrade		$ 50,000.00
Telecommunications/WIFI Upgrade		$ 40,000.00
	TOTAL	**$ 1,110,000.00**

Long Term Financial Plan 2026-2027 to 2036-37

Financial and Other Statements

Draft for Council Workship April 2026

Consolidated Results: Key Performance Indicators and Financial Parameters		2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
		Q2 Review	Budget	LTFP	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 %	$'000 or %
Key Performance Indicators (KPI's) - Summary	Adopted target												
KPI 1 - Operating Surplus cumulative forward 10 year period	**Surplus year 10**	(1,527)	(1,304)	(1,273)	(2,050)	(1,881)	(1,281)	(237)	808	2,463	4,274	7,062	10,578
KPI 2 - Operating Surplus Ratio - Rolling 3 year - retrospective average	**(2%) to 10%**	(1.5%)	(0.5%)	(0.8%)	(0.3%)	(0.3%)	(0.0%)	0.9%	1.2%	1.6%	1.9%	2.5%	3.1%
KPI 2 - Operating Surplus Ratio - Rolling 5 year - retrospective average	**(2%) to 10%**	3.1%	(0.4%)	(0.8%)	(0.6%)	(0.7%)	0.1%	0.3%	0.5%	1.2%	1.6%	2.1%	2.5%
KPI 2 - Operating Surplus Ratio - Annual	**(4%) to 10%**	(2.9%)	0.4%	0.1%	(1.3%)	0.3%	0.9%	1.4%	1.4%	2.1%	2.2%	3.2%	3.8%
KPI 3 - Net Financial Liabilities ratio	**0-100%**	78.6%	88.3%	84.4%	88.3%	80.9%	69.6%	77.8%	74.1%	71.4%	64.2%	55.7%	45.3%
KPI 4 - Asset Renewal Funding Ratio - Annual - Using Asset Management Plan Forecast	**80% to 110%**	96.6%	137.6%	121.4%	113.5%	133.8%	135.7%	130.7%	100.6%	104.1%	93.0%	89.9%	103.6%
Financial parameters - Indexation													
RATE REVENUE INCREASES													
General - Rate Revenue Net Increase (excl growth)				4.00%	3.80%	3.65%	3.25%	2.85%	2.85%	2.85%	2.85%	2.85%	2.75%
Growth -Development - General rates				1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	0.50%	0.50%
CWMS - Service Charge & Rates Increase (+ growth 0.5-1.5%)				3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	2.75%	2.75%	2.75%
Refuse, Recycling and Green Organic Services Charge Net Increase (excl growth)				2.25%	2.75%	3.25%	3.25%	3.25%	3.25%	3.00%	2.75%	2.75%	2.75%
OPERATING REVENUE													
Operating Grants				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
Statutory Charges				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
User Charges				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
Investment Income				1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%
Reimbursements				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
Other Revenue				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
OPERATING EXPENSES													
Service Cost Natural Growth				0.0%	0.0%	0.2%	0.3%	0.4%	0.5%	0.5%	0.5%	0.5%	0.5%
Employee Costs				4.5%	3.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Contracts, Materials & Other				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
Energy Costs				3.2%	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%
Water Costs				3.2%	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%
Debenture & Cash Advance Loan interest rate				6.1%	5.9%	5.6%	5.4%	5.1%	4.9%	4.9%	4.9%	4.9%	4.9%
Insurance				3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%
ASSET REVALUATION													
Land Assets				3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Building Assets				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
Recreation Assets				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
Infrastructure Assets				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
CWMS				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
Stormwater Assets				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
Equipment Assets				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
ASSET RENEWAL EXPENDITURE													
Infrastructure renewal increments				2.9%	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%	2.9%

Not Applicable

Included in Draft Budget

A2-1 Consolidated Results: Budgeted Statement of Comprehensive Income	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
	Q2 Review	**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	42,116	44,228	46,858	49,700	52,647	55,557	58,413	61,392	64,488	67,559	71,331	75,301
Statutory Charges	916	972	1,117	1,344	1,566	1,628	1,650	1,699	1,752	1,788	1,990	2,314
User Charges	4,194	4,481	4,667	4,795	4,926	5,060	5,198	5,340	5,486	5,636	5,790	5,948
Grants, subsidies and contributions - Operating	2,898	4,153	4,300	4,464	4,629	4,794	4,965	5,141	5,323	5,466	5,614	5,765
Grants, subsidies and contributions - Capital	1,628	2,508	2,250	970	970	966	966	966	966	966	966	966
Investment Income	166	93	95	98	100	103	105	108	111	114	117	120
Reimbursements	234	177	90	79	68	58	47	35	24	14	7	5
Other Income	807	623	637	662	687	713	740	767	796	825	865	906
Net Gain - Joint Venture	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCOME	52,959	57,235	60,014	62,112	65,593	68,879	72,084	75,448	78,946	82,368	86,680	91,325
EXPENSES												
Employee Costs	20,424	21,599	22,710	23,843	24,793	25,728	26,696	27,734	28,805	29,861	31,371	33,026
Materials, Contracts & Other expenses	19,822	20,443	21,216	22,270	23,234	24,485	25,405	26,500	27,634	28,963	30,177	31,643
Depreciation, Amortisation & Impairment	12,448	12,859	13,500	14,248	14,901	15,951	16,810	17,891	18,577	19,603	20,433	21,526
Finance Costs	1,792	2,111	2,557	2,528	2,496	2,115	2,129	2,278	2,275	2,130	1,911	1,614
Net loss - Joint Venture	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENSES	54,486	57,012	59,983	62,889	65,424	68,279	71,040	74,403	77,291	80,557	83,892	87,809
OPERATING SURPLUS / (DEFICIT)	(1,527)	223	31	(777)	169	600	1,044	1,045	1,655	1,811	2,788	3,516
Asset disposal and fair value adjustments	(950)	(3,187)	(4,070)	(3,452)	(3,596)	(5,180)	(5,429)	(4,423)	(4,765)	(4,796)	(4,883)	(5,167)
Amounts specifically for new or upgraded assets	1,387	4,177	500	20	3,770	4,043	6,289	3,068	2,998	2,766	3,363	20
Physical Resources received free of charge	2,400	2,737	9,403	10,628	9,966	10,266	10,556	10,943	11,277	10,357	19,079	19,618
NET SURPLUS / (DEFICIT)	1,310	3,950	5,864	6,419	10,309	9,729	12,460	10,633	11,165	10,138	20,347	17,987
Transfer to Equity Statement / Adjustment	-	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-	-
Changes in revaluation surplus - infrastructure, property, plant & equipment	11,683	13,625	14,454	14,868	15,460	16,044	16,535	17,528	18,188	18,950	19,602	20,314
Total Other Comprehensive Income	11,683	13,625	14,454	14,868	15,460	16,044	16,535	17,528	18,188	18,950	19,602	20,314
TOTAL COMPREHENSIVE INCOME	12,993	17,575	20,318	21,287	25,769	25,773	28,995	28,161	29,353	29,088	39,949	38,301

A2-2 Consolidated Results: Budgeted Statement of Financial Position	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
	Q2 Review	Budget	LTFP	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	155	54	28	16	87	48	26	63	31	73	30	648
Trade & other receivables	2,963	2,952	2,941	2,930	2,920	2,909	2,897	2,886	2,876	2,869	2,867	2,866
Inventories	239	245	252	258	265	272	280	287	295	302	311	319
	3,357	3,251	3,221	3,204	3,272	3,229	3,203	3,236	3,202	3,244	3,208	3,833
Non-Current Assets held for Sale	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	3,357	3,251	3,221	3,204	3,272	3,229	3,203	3,236	3,202	3,244	3,208	3,833
Non-Current Assets												
Financial Assets	2,040	2,003	1,975	1,957	1,950	1,954	1,969	1,996	2,033	2,078	2,127	2,174
Equity accounted investments in Council businesses	4,738	4,866	4,998	5,133	5,271	5,413	5,560	5,710	5,864	6,022	6,185	6,352
Infrastructure, Property, Plant & Equipment	529,288	558,861	573,936	594,440	613,959	630,202	664,874	687,598	713,604	736,225	760,581	779,678
Other Non-Current Assets and Works In Progress	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	536,066	565,730	580,909	601,530	621,180	637,569	672,403	695,304	721,501	744,325	768,893	788,204
TOTAL ASSETS	539,423	568,981	584,130	604,734	624,452	640,798	675,606	698,540	724,703	747,569	772,101	792,037
LIABILITIES												
Current Liabilities												
Trade & Other Payables	4,482	4,522	4,561	4,599	4,637	4,674	4,711	4,746	4,781	4,815	4,849	4,882
Borrowings - Council	801	819	617	1,870	5,306	217	212	205	3,500	4,652	6,448	-
Borrowings - Commnity Organisations	207	207	196	201	206	217	212	205	150	52	48	49
Provisions	3,479	3,633	3,793	3,922	4,019	4,118	4,219	4,323	4,430	4,539	4,651	4,766
Total Current Liabilities	8,969	9,181	9,167	10,592	14,168	9,226	9,354	9,479	12,861	14,058	15,996	9,697
Non-Current Liabilities												
Trade & Other Payables	1,636	1,597	1,559	1,522	1,486	1,451	1,416	1,382	1,349	1,317	1,286	1,255
Borrowings (Internal from CWMS)	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings - Council	33,392	42,186	42,436	45,373	40,268	40,257	48,461	48,469	45,774	41,271	34,876	34,924
Borrowings - Commnity Organisations	1,956	1,748	1,541	1,345	1,144	938	722	509	305	155	103	55
Provisions	815	850	888	917	940	963	986	1,010	1,035	1,061	1,087	1,113
Total Non-Current Liabilities	37,799	46,381	46,424	49,157	43,838	43,609	51,585	51,370	48,463	43,804	37,352	37,347
TOTAL LIABILITIES	46,768	55,562	55,591	59,749	58,006	52,835	60,939	60,849	61,324	57,862	53,348	47,044
NET ASSETS	492,655	513,419	528,539	544,985	566,446	587,963	614,667	637,691	663,379	689,707	718,753	744,993
EQUITY												
Accumulated Surplus	163,242	169,036	169,562	170,472	174,764	180,911	192,226	197,347	203,176	208,941	216,065	220,320
Asset Revaluation Reserve	314,112	327,737	342,191	357,060	372,520	388,564	405,099	422,627	440,815	459,765	479,368	499,682
Other Reserves	15,301	16,646	16,786	17,453	19,162	18,488	17,342	17,717	19,388	21,001	23,320	24,991
TOTAL EQUITY	492,655	513,419	528,539	544,985	566,446	587,963	614,667	637,691	663,379	689,707	718,753	744,993

A2-3 Consolidated Results: Budgeted Statement of Cash Flows	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
	Q2 Review	Budget	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP
	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000
CASH FLOWS FROM OPERATING ACTIVITIES												
Receipts:												
Operating receipts	52,793	57,143	59,919	62,014	65,494	68,776	71,979	75,340	78,835	82,254	86,563	91,205
Investment receipts	166	93	95	98	100	103	105	108	111	114	117	120
Payments:												
Operating payments to suppliers & employees	(39,083)	(42,035)	(43,917)	(46,105)	(48,020)	(50,206)	(52,094)	(54,226)	(56,430)	(58,815)	(61,542)	(64,662)
Finance payments	(1,706)	(2,000)	(2,402)	(2,538)	(2,507)	(2,248)	(2,124)	(2,226)	(2,276)	(2,180)	(1,987)	(1,718)
Net cash provided by (or used in) Operating Activities	12,170	13,201	13,695	13,469	15,067	16,425	17,866	18,996	20,240	21,373	23,151	24,945
CASH FLOW FROM INVESTING ACTIVITIES												
Receipts:												
Amounts specifically for new or upgraded assets	1,387	4,177	500	20	3,770	4,043	6,289	3,068	2,998	2,766	3,363	20
Sale of replaced assets	265	422	566	716	689	534	446	613	472	484	497	683
Repayment of loans by community organisations	108	101	90	79	68	58	47	35	24	14	7	5
Payments:												
Expenditure on renewal/replacement of assets	(9,076)	(12,363)	(11,029)	(11,060)	(10,810)	(11,022)	(11,610)	(10,787)	(11,044)	(11,371)	(11,333)	(13,262)
Expenditure on new/upgraded assets	(7,448)	(14,133)	(3,680)	(7,222)	(6,843)	(4,771)	(21,043)	(11,676)	(13,117)	(9,724)	(11,076)	(5,325)
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	(14,764)	(21,796)	(13,553)	(17,467)	(13,126)	(11,158)	(25,871)	(18,747)	(20,667)	(17,831)	(18,542)	(17,879)
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts:												
Proceeds from borrowings for Council	2,700	9,100	450	4,500	0	0	8,200	0	600	0	0	0
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	0	0	0	0	0	0	0	0	0	0	0	0
Payments:												
Repayment of borrowings	(787)	(607)	(618)	(514)	(1,870)	(5,306)	(217)	(212)	(205)	(3,500)	(4,652)	(6,448)
Repayment of Lease	(7)	0	0	0	0	0	0	0	0	0	0	0
Repayment of Bonds and Deposits	0	0	0	0	0	0	0	0	0	0	0	0
Net cash provided by (or used in) Financing Activities	1,906	8,493	(168)	3,986	(1,870)	(5,306)	7,983	(212)	395	(3,500)	(4,652)	(6,448)
Net Increase/(Decrease) in Cash held	(688)	(102)	(26)	(12)	71	(39)	(22)	37	(32)	42	(43)	618
Cash at beginning of period	844	156	54	28	16	87	48	26	63	31	73	30
CASH AT END OF PERIOD	156	54	28	16	87	48	26	63	31	73	30	648

A2-4 Consolidated Results: Budgeted Statement of Changes in Equity	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
	Q2 Review	**Budget**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
	$ '000	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**
Accumulated Surpluses												
Opening Balance	137,824	163,242	169,036	169,562	170,472	174,764	180,911	192,226	197,347	203,176	208,941	216,065
Net Surplus / (Deficit) for the Financial Year	12,993	17,575	20,318	21,287	25,769	25,773	28,995	28,161	29,353	29,088	39,949	38,301
Net Transfers In/(Out) of Reserve and Adjustments	24,108	1,844	(5,338)	(5,508)	(6,017)	(3,582)	(1,145)	(5,512)	(5,336)	(4,373)	(13,222)	(13,732)
Net Changes in Asset Valuations (Increase)/Decrease Transferred	(11,683)	(13,625)	(14,454)	(14,869)	(15,460)	(16,044)	(16,535)	(17,528)	(18,188)	(18,950)	(19,603)	(20,314)
Closing Balance	163,242	169,036	169,562	170,472	174,764	180,911	192,226	197,347	203,176	208,941	216,065	220,320
Asset Revaluation Reserve												
Opening Balance	302,429	314,112	327,737	342,191	357,060	372,520	388,564	405,099	422,627	440,815	459,765	479,368
Net Changes in Asset Valuations Increase / (Decrease)	11,683	13,625	14,454	14,869	15,460	16,044	16,535	17,528	18,188	18,950	19,603	20,314
Closing Balance	314,112	327,737	342,191	357,060	372,520	388,564	405,099	422,627	440,815	459,765	479,368	499,682
Other Reserves												
Opening Balance	17,042	15,301	16,646	16,786	17,453	19,162	18,488	17,342	17,717	19,388	21,001	23,320
Net Transfers In/(Out) of Reserve	(1,741)	1,345	140	667	1,709	(674)	(1,146)	375	1,671	1,613	2,319	1,671
Closing Balance	15,301	16,646	16,786	17,453	19,162	18,488	17,342	17,717	19,388	21,001	23,320	24,991
Total Equity at the End of the Financial Year	492,655	513,419	528,539	544,985	566,446	587,963	614,667	637,691	663,379	689,707	718,753	744,993

A2-5 Consolidated Results: Budgeted Uniform Presentation of Finances	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
	Q2 Review	**Budget**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
	$ '000	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**
Operating Revenues	52,959	57,235	60,014	62,112	65,593	68,879	72,084	75,448	78,946	82,368	86,680	91,325
less Operating Expenses	(54,486)	(57,012)	(59,983)	(62,889)	(65,424)	(68,279)	(71,040)	(74,403)	(77,291)	(80,557)	(83,892)	(87,809)
Operating Surplus / (Deficit)	(1,527)	223	31	(777)	169	600	1,044	1,045	1,655	1,811	2,788	3,516
***less* Net outlays on existing Assets**												
Capital expenditure on renewal and replacement of existing assets	(9,076)	(12,363)	(11,029)	(11,060)	(10,810)	(11,022)	(11,610)	(10,787)	(11,044)	(11,371)	(11,333)	(13,262)
less Depreciation, Amortisation and Impairment	12,448	12,859	13,500	14,248	14,901	15,951	16,810	17,891	18,577	19,603	20,433	21,526
less Proceeds from Sale of Replaced Assets	265	422	566	716	689	534	446	613	472	484	497	683
	3,637	918	3,037	3,904	4,780	5,463	5,646	7,717	8,005	8,716	9,597	8,947
***less* Net outlays on New and Upgraded Assets**												
Capital expenditure on New and Upgraded Assets	(7,448)	(14,133)	(3,680)	(7,222)	(6,843)	(4,771)	(21,043)	(11,676)	(13,117)	(9,724)	(11,076)	(5,325)
less Amounts received specifically for New and Upgraded Assets	1,387	4,177	500	20	3,770	4,043	6,289	3,068	2,998	2,766	3,363	20
less Proceeds from Sale of Surplus Assets	0	0	0	0	0	0	0	0	0	0	0	0
	(6,061)	(9,956)	(3,180)	(7,202)	(3,073)	(728)	(14,754)	(8,608)	(10,119)	(6,958)	(7,713)	(5,305)
Net Lending / (Borrowing) for Financial Year	(3,951)	(8,815)	(112)	(4,075)	1,876	5,335	(8,064)	154	(459)	3,569	4,672	7,158

A3 Consolidated Results: Budgeted Capital Expenditure	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
	Q2 Review	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	2,508	4,570	2,351	3,222	3,088	1,379	1,407	1,432	1,457	1,707	1,790	2,051
Recreation	463	293	452	469	486	504	530	554	579	604	635	862
Transport - Roads & Footpaths	3,931	4,132	5,453	4,797	4,990	6,882	7,158	6,000	6,242	6,318	6,561	7,195
Stormwater, Bridges & Floodplain	613	1,532	2	96	360	374	398	418	440	461	488	712
CWMS	1,418	419	1,079	873	428	433	963	1,069	966	992	497	1,012
Equipment - Plant & Vehicles	874	1,644	1,517	1,546	1,377	1,408	1,144	1,179	1,318	1,252	1,290	1,329
Other Assets	58	58	58	59	59	60	62	63	65	66	68	270
	9,865	12,648	10,912	11,062	10,788	11,040	11,662	10,715	11,067	11,400	11,329	13,431
New/Upgrade Capital summary: Discretionary												
Land	0	0	0	0	0	0	3,475	0	3,658	0	578	0
Buildings (includes TBP program)	2,210	12,139	0	5,625	5,625	682	0	0	2,432	2,242	3,900	0
Recreation (includes TBP program)	1,152	387	64	66	68	70	14,551	7,187	2,236	2,079	2,113	368
Transport - Roads & Footpaths	695	856	782	291	299	308	300	309	3,175	3,012	2,747	1,178
Stormwater, Bridges & Floodplain	122	322	257	265	405	417	428	441	453	466	479	693
CWMS	2,053	130	784	533	35	2,531	2,581	1,081	81	81	81	350
Equipment - Plant & Vehicles	555	0	0	0	250	280	811	844	877	912	949	987
Other	1,308	881	884	749	128	303	311	1,000	328	637	346	1,249
	8,095	14,714	2,771	7,529	6,810	4,591	22,457	10,862	13,240	9,429	11,193	4,825
Total Capital Expenditure	17,960	27,362	13,683	18,591	17,598	15,631	34,119	21,577	24,307	20,829	22,522	18,256

A4 - 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	10 Year Forecast + Budget
LONG TERM FINANCIAL PLAN SETTINGS	**$' 000**	**$' 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**
Buildings	2,508	4,570	2,351	3,222	3,088	1,379	1,407	1,432	1,457	1,707	1,790	2,051	**24,454**
Recreation	463	293	452	469	486	504	530	554	579	604	635	862	**5,968**
Transport - Roads & Footpaths	3,931	4,132	5,453	4,797	4,990	6,882	7,158	6,000	6,242	6,318	6,561	7,195	**65,728**
Stormwater, Bridges & Floodplain	613	1,532	2	96	360	374	398	418	440	461	488	712	**5,281**
CWMS	1,418	419	1,079	873	428	433	963	1,069	966	992	497	1,012	**8,731**
Equipment - Plant & Vehicles	874	1,644	1,517	1,546	1,377	1,408	1,144	1,179	1,318	1,252	1,290	1,329	**15,004**
Other Assets including Technology and Carparks	58	58	58	59	59	60	62	63	65	66	68	270	**888**
Sub-total Renewal and Replacement	9,865	12,648	10,912	11,062	10,788	11,040	11,662	10,715	11,067	11,400	11,329	13,431	**126,054**
Upgrade Capital summary													
Land	0	0	0	0	0	0	0	0	0	0	0	0	**0**
Buildings (includes TBP program)	846	290	0	0	0	682	0	0	0	0	0	0	**972**
Recreation (includes TBP program)	712	387	64	66	68	70	1,676	74	76	79	82	284	**2,926**
Transport - Roads & Footpaths	95	500	500	0	0	0	0	0	0	0	0	200	**1,200**
Stormwater, Bridges & Floodplain	122	322	257	265	405	417	428	441	453	466	479	693	**4,626**
CWMS	2,053	130	784	533	35	31	81	81	81	81	81	350	**2,268**
Equipment - Plant & Vehicles	90	0	0	0	0	0	0	0	0	0	0	0	**0**
Other Assets including Technology and Carparks	896	881	884	749	28	201	206	892	218	524	230	1,130	**5,943**
Sub-total Upgrade	4,813	2,510	2,489	1,613	536	1,401	2,391	1,488	828	1,150	872	2,657	**17,935**
Total Capital Expenditure on Existing Assets	14,678	15,158	13,401	12,675	11,324	12,441	14,053	12,203	11,895	12,550	12,201	16,088	**143,989**
New Capital summary													
Land	0	0	0	0	0	0	3,475	0	3,658	0	578	0	**7,712**
Buildings (includes TBP program)	1,364	11,849	0	5,625	5,625	0	0	0	2,432	2,242	3,900	0	**31,674**
Recreation (includes TBP program)	440	0	0	0	0	0	12,875	7,113	2,160	2,000	2,031	84	**26,263**
Transport - Roads & Footpaths	600	355	282	291	299	308	300	309	3,175	3,012	2,747	978	**12,058**
Stormwater, Bridges & Floodplain	0	0	0	0	0	0	0	0	0	0	0	0	**0**
CWMS	0	0	0	0	0	2,500	2,500	1,000	0	0	0	0	**6,000**
Equipment - Plant & Vehicles	465	0	0	0	250	280	811	844	877	912	949	987	**5,911**
Other Assets - Including IT Renewal	412	0	0	0	100	103	105	108	110	113	116	119	**874**
Total Capital Expenditure on New Assets	3,282	12,204	282	5,916	6,274	3,191	20,066	9,373	12,414	8,280	10,322	2,168	**90,491**
Total Capital Expenditure provisioned in Long Term Financial Plan	17,960	27,362	13,683	18,591	17,598	15,632	34,119	21,576	24,309	20,830	22,523	18,256	**234,480**

A4 - 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	10 Year Forecast + Budget
INFRASTRUCTURE AND ASSET MANAGEMENT PLAN SETTINGS	**$' 000**	**$' 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**
Buildings	710	690	865	823	846	870	896	921	947	1,218	1,253	1,289	**10,618**
Carparks	0	0	0	150	38	0	0	0	282	0	0	0	**470**
Footpaths	679	680	699	719	353	0	190	805	829	849	874	899	**6,897**
Kerbing	118	188	58	0	0	0	0	0	0	563	579	596	**1,984**
Transport - Sealed Roads	1,030	1,092	1,189	2,291	2,441	2,598	2,766	2,945	3,135	3,712	3,818	3,927	**29,916**
Transport - Unsealed Roads	1,555	1,555	1,600	1,644	1,694	1,740	1,792	1,841	1,896	2,072	2,131	2,192	**20,156**
Stormwater and Bridges*	735	1,854	259	361	765	791	826	859	893	927	954	981	**9,469**
CWMS*	3,471	549	1,863	1,406	463	464	1,044	1,150	1,047	1,073	1,104	1,135	**11,298**
Equipment - Plant & Vehicles*	964	1,644	1,517	1,546	1,377	1,408	1,144	1,179	1,318	1,252	1,288	1,325	**14,998**
Other Assets - Including IT Renewal	954	939	942	808	87	261	268	955	283	590	607	624	**6,364**
Total Capital Expenditure requirement forecast in Infrastructure and Asset Management Plan	10,215	9,193	8,992	9,748	8,064	8,133	8,925	10,655	10,630	12,256	12,607	12,967	**112,170**
Net Capital Expenditure Against IAMP (Surplus)/Deficit - Existing Assets	(4,463)	(5,966)	(4,409)	(2,927)	(3,260)	(4,308)	(5,128)	(1,548)	(1,265)	(294)	406	(3,121)	**(31,819)**
Net Capital Expenditure Against IAMP (Surplus)/Deficit - Renew and Replacement only of Existing Assets	350	(3,456)	(1,920)	(1,314)	(2,724)	(2,907)	(2,737)	(60)	(437)	856	1,278	(464)	**(13,884)**
Net Capital Expenditure Against IAMP (Surplus)/Deficit - All Assets	(7,745)	(18,170)	(4,691)	(8,843)	(9,534)	(7,499)	(25,195)	(10,921)	(13,679)	(8,573)	(9,916)	(5,289)	**(122,310)**
* Based on current projections these are currently under new modelling in 2025-26													
KPI 4 - Existing Assets - All	143.7%	164.9%	149.0%	130.0%	140.4%	153.0%	157.5%	114.5%	111.9%	102.4%	96.8%	124.1%	**128.4%**
KPI 4 - Existing Assets - Renewal and Replacement Only	96.6%	137.6%	121.4%	113.5%	133.8%	135.7%	130.7%	100.6%	104.1%	93.0%	89.9%	103.6%	**112.4%**
KPI 4 - Total Assets	175.8%	297.6%	152.2%	190.7%	218.2%	192.2%	382.3%	202.5%	228.7%	170.0%	178.7%	140.8%	**209.0%**
Please note this statement is based on budget allocations and 100% capital program delivery, the corresponding cash flow reflects 92% capital program delivery.													

26-27 Budget – Workshop 3

Budget Updates
Rating and Service Charges and Valuations

The Barossa Council

Budget Updates

Budget Updates Since April Workshop for the 2026-27 Financial Year

Operating budget adjustments are in the following table:

Budget	2026-27 April Workshop	2026-27 Proposed	Difference	Notes
Rates	$44,228,000	$44,278,000	$50,000	Increase in recoveries for waste services
Grants, subsidies and contributions – capital	$2,508,000	$2,662,000	$154,000	$150k grant target for Kegel project and $4K recovery for lights at Angas Recreation Park
Amended Revenue Lines	$46,736,000	$46,940,000	$204,000	
Materials, contractors and other expenses	$20,443,000	$20,625,000	$182,000	Increased costs for waste services.
Amended Revenue Lines	$20,443,000	$20,625,000	$182,000	
Operating Surplus / (Deficit)	$223,000	$245,000	$32,000	Assumes capital revenues targeted will be achieved
Capital Revenues on Renewal of Assets Not Yet Secured	$525,000	$675,000	$150,000	
Operating Surplus / (Deficit) If Capital Revenues Not Achieved	($302,000)	($430,000)	(128,000)	Provides estimate if those capital revenues targeted and not yet approved are not realised

Budget Updates Since April Workshop for the 2026-27 Financial Year

Operating budget changes not yet calculated:

- The Councils auditor has instructed on 1 May 2026 that the costs of the reforms for the Enterprise Resource Program project (the new system for the future management of our processes, data and the like and geared up for growth) cannot be capitalised (or charged to the balance sheet).
- This means that the costs of the project will now need to be moved to operating.
- There is no change to cash costs it's a accounting reporting matter only.
- The estimated impact on the statements over the current and next two years that are material are:
  - Increase to operating costs of $2,165,559 (as a once off).
  - Decrease to capital costs of $2,165,559.
- Decrease to amortisation costs of the LTFP due to the costs not being capitalised is $931,644.
- Net operating impact of $1,233,915 over the current and next two financial years.

Budget Updates Since April Workshop for the 2026-27 Financial Year

The following estimates the impacts that will be fully calculated through the consultation period and a comment inserted in the business plan to explain this material change.

Operating Surplus / (Deficit)	2025-26	2026-27	2027-28	LTFP Outcome to 2036-37	Does It Meet LTFP Target
Current Underlying	(155)	245	(79)	11,483	Yes
Revised Estimate Underlying	(449)	(771)	(845)	12,206	Yes

Net Financial Liabilities	2025-26	2026-27	2027-28	LTFP Outcome to 2036-37	Does It Meet LTFP Target
Current	76.3%	88.8%	85.4%	45.8%	Yes
Revised Estimate Underlying	76.1%	89.0%	85.3%	44.4%	Yes

Budget Updates Since April Workshop for the 2026-27 Financial Year

Asset Renewal Funding Ratio	2025-26	2026-27	2027-28	LTFP Outcome to 2036-37	Does It Meet LTFP Target
Current	93.3%	143.3%	121.4%	113.6%	Yes
Revised Estimate	97.6%	157.9%	134.2%	118.6%	Yes

Budget Updates Since April Workshop for the 2026-27 Financial Year

Capital Budget updates from that presented at April workshop:

- Kegel development is now depending on achieving $150K of grants as per Council approval at the April ordinary meeting.
- NCPA has sought to move the proposed funding in the scoreboard to the sail over the pool and consider funding the scoreboard now in 2027-28 – no change to expenses.
- The Rex heaters and air lock project increase offset by other capital reductions as per Council approval at the April ordinary meeting.
- Krieg Road proposal as per Council approval at the April ordinary meeting.
- Capital carryovers which do change the overall spend.

Budget Updates Since April Workshop for the 2026-27 Financial Year

Capital Budget updates from that presented at April workshop:

- The new capital expenditure budget for 2026-27 increased from $28.283M to $29.068M.
- The new target capital revenue budget for 2026-27 increased from $5.743M to $5.922M
- There is no net cash change due to the carry over positions that have been estimated and offsets within the budget approved for the projects at the April ordinary meeting of Council.

Budget Updates Since April Workshop for the 2026-27 Financial Year

Updated financial indicators for 2026-27 remain within target ranges.

- Operating result – target to be in surplus over 10 year long term financial plan:
  - $245K surplus; or
  - $430K deficit if capital revenues for renewed assets not achieved.
  - Long term financial plan result $6.393M, if capital revenues are not achieved for the year it is $5.718M
- Operating surplus ratio over rolling 3 years - target:
  - (0.4%); or
  - (0.9%) if capital revenues for renewed assets not achieved.
- Net financial liabilities:
  - 88.7%; or
  - 91.0% if capital revenues for renewed assets not achieved

Asset renewal 143.3% regardless of capital revenue outcomes.

Rating, Service Charges and Valuations

Rating, Service Charges and Valuations

Key Notes:

- The analysis provided is based on data from the week of 25 April 2025 it will change as the valuer general undertakes what are known as revisits and new land divisions are processed.
- March 2026 CPI is 4.9% for Adelaide.
- Valuations across the board are up 10.64% and rateable valuations are up 10.68%.
- Property growth is currently 1.18% practically all residential.
- The revenue growth from new properties is 1.78%, this is above the 1% target. The additional revenue has not been absorbed, and rates modelling has reduced the collections to align to the LTFP target.
- General rate increase as a result of greater growth is well below the original target 4.3% - presently standing at 3.6%. Total increase for someone receiving all services is 3.98%.
- Increases to CWMS are slightly higher than originally modelled but is immaterial and therefore aligned to the LTFP target.
- Waste costs have been completely remodelling with the growing service provided and cost increases resulting in additional collections of $50,000 and using $132,000 of the reserve to balance this year's rating increases and ease increases in over the next 5 years of the contract rather an all at once.

Valuations - All

Local Government Categories	Land Use Code	Valuation Change - Rateable		
		26-27	25-26	%
Residential	1	$ 6,943,823,837	$ 6,082,062,558	14.17%
Commercial	2	$ 179,223,897	$ 177,422,857	1.02%
Commercial	3	$ 38,855,426	$ 39,555,723	-1.77%
Commercial	4	$ 370,494,965	$ 364,386,184	1.68%
Industry - Light	5	$ 23,849,870	$ 25,174,635	-5.26%
Industry - Other	6	$ 277,932,274	$ 285,138,264	-2.53%
Primary Production	7	$ 2,143,716,705	$ 2,042,598,306	4.95%
Vacant Land	8	$ 189,875,234	$ 162,469,437	16.87%
Other	9	$ 267,376,492	$ 252,864,336	5.74%
		$10,435,148,700	**$9,431,672,300**	**10.64%**

- Total valuations have increased 10.64%.
- Current land parcels have increased by a net amount of 174 properties from 14,217 to 14,391.

Valuations - Rateable

Local Government Categories	Land Use Code	Valuation Change – Total Including Non-rateable		
		26-27	**25-26**	**%**
Residential	1	6,939,386,948	6,078,462,558	14.16%
Commercial	2	179,223,897	177,422,857	1.02%
Commercial	3	37,915,426	38,615,723	-1.81%
Commercial	4	355,532,078	350,514,448	1.43%
Industry - Light	5	23,849,870	25,174,635	-5.26%
Industry - Other	6	277,351,274	284,366,264	-2.47%
Primary Production	7	2,134,106,405	2,034,107,006	4.92%
Vacant Land	8	181,985,934	156,010,737	16.65%
Other	9	91,529,972	89,704,252	2.04%
		$10,220,881,804	**$9,234,378,480**	**10.68%**

- Rateable valuations have increased 10.68%.
- Current land parcels have increased by a net amount of 161 properties from 13,639 to 13,800.

Rating - General

Key Notes:

- As outlined earlier in this presentation target rating increase for existing properties for the 2026-27 year is 4.3%.
- Growth is targeted at 1%.
- Changes to the rating model will allow us to do modelling on the fly with Council.
- Two models have been provided:
  - The recommended model that spreads the rating burden consistently allowing for the significant growth in residential and vacancy land but halving the net increase for primary production.
  - The requested rating model to provide primary production a further rate zero increase for the third year in a row.
- An unamended rating value would collect $37.801M or $1.006M too much.
- Current budget targets general rate collections of $36.795M.
- Fixed Charge increases from $458 to $477.70 being the target 4.3%.

Rating – General

Key Notes:

- After assessing the data and allowing for the primary industries rating policy position the following summarises the proposed model outcome:
  - General rate increase is a net increase of 3.60% with growth increase offsetting the 0.7% reduction in the targeted rate increase.
  - Growth is 1.78% in revenue growth and 1.128% in properties.
  - CWMS is increase of:
    - 3.43% residential occupied or $13.85 per annum;
    - 4.65% for vacant land or $6.00 per annum; and
    - 2.82% for commercial/industry or $23.82 per annum; and
    - the above includes 1.81% growth
  - Waste is increase of:
    - Refuse/general waste 2.04% of $2.80 per annum.
    - Recycling waste 2.34% or $1.70 per annum.
    - Green waster -1.08% or -$0.80 per annum.
    - For a net change of 1.3% or $3.70 per annum for full three bin service.
  - Landscape Levy a increase in the rate collections of 1.87% or $1.14 per annum.

Rating – General

Key Notes:

- Comparing the average rates and charges levied for existing ratepayers the increase is 3.60% being 0.7% below the target of 4.3%.
- Maintains existing service and approved levels and a financially sustainable position, however the net surplus over 10 years continues to decline.
- Assumes performance outcomes of 100% of operating expenditure and 92% capital expenditure spent by 30 June each year.
- Aligns to prior workshop information provided for operating and capital expenditure.

Proposed Model

Proposed Rating Model

Local Government Categories	Land Use Code	Rate in the $	No. of assessments	26/27 Total Valuations	Total Rates 26/27	Total Rates 25/26
Residential	1	0.0023630	10144	6,939,386,948.00	21,241,171.66	19,979,742.58
Commercial	2	0.0044885	254	179,223,897.00	925,782.26	884,913.37
Commercial	3	0.0044885	71	37,915,426.00	204,100.09	200,813.85
Commercial	4	0.0044885	356	355,532,078.00	1,764,911.53	1,680,978.87
Industry - Light	5	0.0049700	45	23,849,870.00	140,030.35	139,620.21
Industry - Other	6	0.0169000	94	277,351,274.00	4,728,796.43	4,490,100.06
Primary Production	7	0.0024350	2164	2,134,106,405.00	6,062,141.50	5,919,167.51
Vacant Land	8	0.0055810	531	181,985,934.00	1,253,080.40	1,160,466.61
Other	9	0.0047650	141	91,529,972.00	496,808.22	473,416.46
			13,800	**10,220,881,804.00**	**36,816,822.44**	**34,929,219.54**
Target Revenue					**36,794,446.61**	
Surplus / (Shortfall)					**22,375.83**	

Proposed General Rates Model Comparison Rate in $, Rateable Properties and Average Per Ratepayer

		2026/2027		2025/2026						
Local Government Categories	Land Use Code	Rate in the $	No. of assessments	Rate in the $	No. of assessments	Average 25/26	Average 26/27	Average % increase	Yearly Increase	Per week
Residential	1	0.0023630	10144	0.002535	9987	2,000.58	2,093.96	4.67%	93.39	1.80
Commercial	2	0.0044885	254	0.0043345	254	3,483.91	3,644.81	4.62%	160.90	3.09
Commercial	3	0.0044885	71	0.0043345	73	2,750.87	2,874.65	4.50%	123.77	2.38
Commercial	4	0.0044885	356	0.0043345	356	4,721.85	4,957.62	4.99%	235.77	4.53
Industry - Light	5	0.0049700	45	0.004691	47	2,970.64	3,111.79	4.75%	141.14	2.71
Industry - Other	6	0.0169000	94	0.015661	91	49,341.76	50,306.35	1.95%	964.59	18.55
Primary Production	7	0.0024350	2164	0.0025112	2163	2,736.55	2,801.36	2.37%	64.80	1.25
Vacant Land	8	0.0055810	531	0.0060175	527	2,202.02	2,359.85	7.17%	157.83	3.04
Other	9	0.0047650	141	0.004624	141	3,357.56	3,523.46	4.94%	165.90	3.19
			13,800		**13,639**	**2,560.98**	**2,667.89**	**4.17%**	**106.90**	**2.06**

- Caution should be used with this table as it includes growth outcomes.

Rate and Service Charges Summary – Proposed Model

Local Government Categories	Land Use Code	Average Valuation	Fixed Charge	General Rate	Waste Services	CWMS	Landscape Levy	Total	Weekly
Residential	1	684,088	477.70	1,616.50	288.00	417.25	57.09	2,856.54	54.93
Commercial	2	705,606	477.70	3,167.11	258.40	661.15	58.88	4,623.25	88.91
Commercial	3	534,020	477.70	2,396.95	258.40	500.38	44.56	3,677.99	70.73
Commercial	4	998,686	477.70	4,482.60	258.40	935.77	83.34	6,237.81	119.96
Industry - Light	5	529,997	477.70	2,634.09	258.40	496.61	44.23	3,911.02	75.21
Industry - Other	6	2,950,545	477.70	49,864.22	258.40	2,764.66	246.22	53,611.20	1,030.98
Primary Production	7	986,186	477.70	2,401.36	214.40	0.00	82.30	3,175.76	61.07
Vacant Land	8	342,723	477.70	1,912.74	0.00	135.00	28.60	2,554.04	49.12
Other	9	649,149	477.70	3,093.19	288.00	417.25	54.17	4,330.32	83.28
Assumptions									
- Residential class receives all services.									
- Commercial class receives recycle and large refuse bin and CWMS.									
- Industry class receives recucle and large refuse bin and no CWMS.									
- Primary production receives refuse and recycling waste and no CWMS									
- Vacancy land receives no waste and CWMS vacant land charge.									
- Other class receives all services.									

Proposed Rating Model
Share of Rates Burden – Proposed Model

Local Government Categories	Land Use Code	Share of Rates Burden		
		26-27	**25-26**	**Change**
Residential	1	57.69%	57.20%	0.49%
Commercial	2	2.51%	2.53%	-0.02%
Commercial	3	0.55%	0.57%	-0.02%
Commercial	4	4.79%	4.81%	-0.02%
Industry - Light	5	0.38%	0.40%	-0.02%
Industry - Other	6	12.84%	12.85%	-0.01%
Primary Production	7	16.47%	16.95%	-0.48%
Vacant Land	8	3.40%	3.32%	0.08%
Other	9	1.35%	1.36%	-0.01%
		100.00%	**100.00%**	**0.00%**

Rate and Service Charges Summary – Proposed Model

Statement on Expected Rate Revenue

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

Expected Rates Revenue

	2025/26 (as adopted)	2026/27 (estimated)		Change	Comments
General Rates Revenue					
General Rates (existing properties)	$34,937,324	$36,195,205	*(a)*	3.60%	
General Rates (new properties)		$621,617	*(b)*	1.78%	
General Rates (GROSS)	**$34,937,324**	**$36,816,822**	*(c)*		
Less: Mandatory Rebates	($598,562)	($626,786)	*(d)*		
General Rates (NET)	**$34,338,762**	**$36,190,037**	*(e)*	**5.39%**	
	(e)=(c)+(d)				
Other Rates (inc. service charges)					
Regional Landscape Levy	$828,505	$852,300	*(f)*	The Regional Landscape Levy is a State tax, it is **not retained** by council.	
Waste collection	$3,348,755	$3,499,390	*(g)*	Increased costs of contract and disposal and general operations.	
CWMS	$3,560,699	$3,729,082	*(h)*	Increased costs of general costs and general operations	
	$42,076,722	$44,270,809			
Less: Discretionary Rebates	($175,725)	($183,539)	*(i)*		
Expected Total Rates Revenue	**$41,900,997**	**$44,087,270**	*(j)*	**5.22%**	
	(m)=(e)+(g)+(h)+(i)				
Estimated growth in number of rateable properties					
Number of rateable properties	**13,639**	**13,800**	*(k)*	**1.18%**	
	Actual	*Estimate*			
'Growth' is defined in the regulations as where new properties have been created which has added rateable properties to council's ratepayer base. Growth can also increase the need and expenditure related to infrastructure, services and programs which support these properties and residents.					
Estimated average General Rates per rateable property					
Average per rateable property	**$2,562**	**$2,668**	*(l)*	**4.15%**	
Estimated average rates and service charges for resident receiving all services					
Average per rateable property	**$3,129**	**$3,253**		**3.98%**	
Councils use property valuations to calculate each rateable property's contribution to the required rate revenue total. Councils do not automatically receive more money because property values increase but this may alter how rates are apportioned (or divided) across each ratepayer (ie. some people may pay more or less rates, this is dependent on the change in value of their property relative to the overall valuation changes across the council area). The total General Rates paid by all rateable properties will equal the amount adopted in the budget.					

Notes

(d) Councils are **required** under the Local Government Act to provide a rebate to qualifying properties under a number of categories:

Health Services - 100 per cent	Religious purposes - 100 per cent	Royal Zoological Society of SA - 100 per cent
Community Services - 75 per cent	Public Cemeteries - 100 per cent	Educational purposes - 75 per cent

The rates which are foregone via Mandatory Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).

(e) Presented as required by the *Local Government (Financial Management) Regulations 2011* reg 6(1)(ea)

Please Note: The percentage figure in *(e)* relates to the change in the total amount of General Rates revenue to be collected from all rateable properties, not from individual rateable properties (ie. individual rates will not necessarily change by this figure).

(f) Councils are required under the *Landscape South Australia Act 2019* to collect the levy on all rateable properties on behalf of the State Government. The levy helps to fund the operations of regional landscape boards who have responsibility for the management of the State's natural resources.

(h) Community Wastewater Management Systems

(i) A council **may** grant a rebate of rates or service charges in a number of circumstances. The rates which are foregone via Discretionary Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).

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

(k) 'Growth' as defined in the *Local Government (Financial Management) Regulations 2011* reg 6(2)

Rate and Service Charges Summary – Proposed Model

Statement on Expected Rate Revenue

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

Expected Rates Revenue (excluding fixed charge)

	Total expected revenue			No. of rateable properties		Average per rateable property				Cents in the $
	2025/26	**2026/27**	**Change**	2025/26	**2026/27**	2025/26	**2026/27**		**Change**	**2026/27**
Land Use (General Rates - GROSS)										
Residential	$15,408,903	**$16,397,771**	**6.4%**	9987	**10144**	$1,543	$1,621	*(p)*	**$79**	**0.0023630**
Commercial - Shop	$769,039	**$804,446**	**4.6%**	254	**254**	$3,028	$3,160	*(p)*	**$132**	**0.0044885**
Commercial - Office	$167,380	**$170,183**	**1.7%**	73	**71**	$2,293	$2,391	*(p)*	**$98**	**0.0044885**
Commercial - Other	$1,519,305	**$1,595,806**	**5.0%**	356	**356**	$4,268	$4,468	*(p)*	**$201**	**0.0044885**
Industry - Light	$118,094	**$118,534**	**0.4%**	47	**45**	$2,513	$2,627	*(p)*	**$114**	**0.0049700**
Industry - Other	$4,453,460	**$4,687,237**	**5.2%**	91	**94**	$48,939	$49,687	*(p)*	**$748**	**0.0169000**
Primary Production	$5,108,050	**$5,196,549**	**1.7%**	2163	**2164**	$2,362	$2,392	*(p)*	**$31**	**0.0024350**
Vacant Land	$938,795	**$1,015,663**	**8.2%**	527	**531**	$1,781	$1,855	*(p)*	**$74**	**0.0055810**
Other	$414,792	**$436,140**	**5.1%**	141	**141**	$2,942	$3,079	*(p)*	**$137**	**0.0047650**
Total Land Use	**$28,897,818**	**$30,422,330**	**5.3%**	**13,639**	**13,800**	**$2,119**	**$2,205**	*(p)*	**$86**	

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

Fixed Charge

	Total expected revenue					Charge				
	2025/26	**2026/27**	**Change**			2025/26	**2026/27**		**Change**	
Fixed Charge	$6,031,402	**$6,394,492**	**6.0%**			$458.00	**$477.70**	*(q)*	**$19.70**	

This revenue amount is **included** in the General Rates GROSS figure at (c) *and includes $111,304.10 of growth from new properties*.

Adopted valuation method

Capital Value/Annual Value

Council has the option of adopting one of three valuation methodologies to assess the properties in its area for rating purposes:
Capital Value – the value of the land and all improvements on the land; or
Annual Value – a valuation of the rental potential of the property.

Council uses the capital value determined by the State Valuation Office as the basis for valuing land and calculating rates. Council considers that this method provides the fairest method of distributing the rate burden across all ratepayers on the following basis:
• The equity principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more taxes than ratepayers of lesser wealth;
• Property value is a relatively good indicator of market value of a property, providing the fairest method of calculating rates.

Notes

(p) Average per rateable property calculated as General Rates for category, including any fixed charge or minimum rate (if applicable) but excluding any separate rates, *divided* by number of rateable properties within that category in the relevant financial year.

(q) A fixed charge can be levied against the whole of an allotment (including land under a separate lease or licence) and only one fixed charge can be levied against two or more pieces of adjoining land (whether intercepted by a road or not) if they are owned by the same owner and occupied by the same occupier. Also if two or more pieces of rateable land within the area of the council constitute a single farm enterprise, only one fixed charge may be imposed against the whole of the land.

Alternative Requested Model – Primary Production Zero General Rate Increase

Alternative Rating Model

Local Government Categories	Land Use Code	Rate in the $	No. of assessments	26/27 Total Valuations	Total Rates 26/27	Total Rates 25/26
Residential	1	0.0023670	10144	6,939,386,948.00	21,268,929.21	19,979,742.58
Commercial	2	0.0044910	254	179,223,897.00	926,230.32	884,913.37
Commercial	3	0.0044910	71	37,915,426.00	204,194.88	200,813.85
Commercial	4	0.0044910	356	355,532,078.00	1,765,800.36	1,680,978.87
Industry - Light	5	0.0049730	45	23,849,870.00	140,101.90	139,620.21
Industry - Other	6	0.0173760	94	277,351,274.00	4,860,815.64	4,490,100.06
Primary Production	7	0.0023680	2164	2,134,106,405.00	5,919,169.17	5,919,167.51
Vacant Land	8	0.0055000	531	181,985,934.00	1,238,339.54	1,160,466.61
Other	9	0.0047578	141	91,529,972.00	496,149.20	473,416.46
			13,800	**10,220,881,804.00**	**36,819,730.22**	**34,929,219.54**
Target Revenue					**36,794,446.61**	
Surplus / (Shortfall)					**25,283.61**	

Alternative General Rate Model Comparison Rate in $, Rateable Properties and Average Per Ratepayer

		2026/2027		2025/2026						
Local Government Categories	Land Use Code	Rate in the $	No. of assessments	Rate in the $	No. of assessments	Average 25/26	Average 26/27	Average % increase	Yearly Increase	Per week
Residential	1	0.0023670	10144	0.002535	9987	2,000.58	2,096.70	4.80%	96.13	1.85
Commercial	2	0.0044910	254	0.0043345	254	3,483.91	3,646.58	4.67%	162.67	3.13
Commercial	3	0.0044910	71	0.0043345	73	2,750.87	2,875.98	4.55%	125.11	2.41
Commercial	4	0.0044910	356	0.0043345	356	4,721.85	4,960.11	5.05%	238.26	4.58
Industry - Light	5	0.0049730	45	0.004691	47	2,970.64	3,113.38	4.80%	142.73	2.74
Industry - Other	6	0.0173760	94	0.015661	91	49,341.76	51,710.80	4.80%	2,369.05	45.56
Primary Production	7	0.0023680	2164	0.0025112	2163	2,736.55	2,735.29	-0.05%	-1.26	-0.02
Vacant Land	8	0.0055000	531	0.0060175	527	2,202.02	2,332.09	5.91%	130.07	2.50
Other	9	0.0047578	141	0.004624	141	3,357.56	3,518.79	4.80%	161.23	3.10
			13,800		**13,639**	**2,560.98**	**2,667.89**	**4.17%**	**106.90**	**2.06**

- Caution should be used with this table as it includes growth outcomes.

Rate and Service Charges Summary – Alternative Model

Local Government Categories	Land Use Code	Average Valuation	Fixed Charge	General Rate	Waste Services	CWMS	Landscape Levy	Total	Weekly
Residential	1	684,088	477.70	1,616.50	288.00	417.25	57.09	2,856.54	54.93
Commercial	2	705,606	477.70	3,167.11	258.40	661.15	58.88	4,623.25	88.91
Commercial	3	534,020	477.70	2,396.95	258.40	500.38	44.56	3,677.99	70.73
Commercial	4	998,686	477.70	4,482.60	258.40	935.77	83.34	6,237.81	119.96
Industry - Light	5	529,997	477.70	2,634.09	258.40	496.61	44.23	3,911.02	75.21
Industry - Other	6	2,950,545	477.70	49,864.22	258.40	2,764.66	246.22	53,611.20	1,030.98
Primary Production	7	986,186	477.70	2,401.36	214.40	0.00	82.30	3,175.76	61.07
Vacant Land	8	342,723	477.70	1,912.74	0.00	135.00	28.60	2,554.04	49.12
Other	9	649,149	477.70	3,093.19	288.00	417.25	54.17	4,330.32	83.28
Assumptions									
- Residential class receives all services.									
- Commercial class receives recycle and large refuse bin and CWMS.									
- Industry class receives recucle and large refuse bin and no CWMS.									
- Primary production receives refuse and recycling waste and no CWMS									
- Vacancy land receives no waste and CWMS vacant land charge.									
- Other class receives all services.									

Proposed Rating Model
Share of Rates Burden – Alternative Model

Local Government Categories	Land Use Code	Share of Rates Burden		
		26-27	**25-26**	**Change**
Residential	1	57.77%	57.20%	0.56%
Commercial	2	2.52%	2.53%	-0.02%
Commercial	3	0.55%	0.57%	-0.02%
Commercial	4	4.80%	4.81%	-0.02%
Industry - Light	5	0.38%	0.40%	-0.02%
Industry - Other	6	13.20%	12.85%	0.35%
Primary Production	7	16.08%	16.95%	-0.87%
Vacant Land	8	3.36%	3.32%	0.04%
Other	9	1.35%	1.36%	-0.01%
		100.00%	**100.00%**	**0.00%**

Rate and Service Charges Summary – Alternative Model

Statement on Expected Rate Revenue

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

Expected Rates Revenue

	2025/26 (as adopted)	2026/27 (estimated)		Change	Comments
General Rates Revenue					
General Rates (existing properties)	$34,937,324	$36,198,064	*(a)*	3.61%	
General Rates (new properties)		$621,666	*(b)*	1.78%	
General Rates (GROSS)	**$34,937,324**	**$36,819,730**	*(c)*		
Less: Mandatory Rebates	($598,562)	($626,786)	*(d)*		
General Rates (NET)	**$34,338,762**	**$36,192,945**	*(e)*	**5.40%**	
	(e)=(c)+(d)				
Other Rates (inc. service charges)					
Regional Landscape Levy	$828,505	$852,300	*(f)*		The Regional Landscape Levy is a State tax, it is **not retained** by council.
Waste collection	$3,348,755	$3,499,390	*(g)*		Increased costs of contract and disposal and general operations.
CWMS	$3,560,699	$3,729,082	*(h)*		Increased costs of general costs and general operations
	$42,076,722	$44,273,717			
Less: Discretionary Rebates	($175,725)	($183,539)	*(i)*		
Expected Total Rates Revenue	**$41,900,997**	**$44,090,178**	*(j)*	**5.22%**	
	(m)=(e)+(g)+(h)+(i)				

Estimated growth in number of rateable properties

Number of rateable properties	**13,639**	**13,800**	*(k)*	**1.18%**
	Actual	*Estimate*		

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

Estimated average General Rates per rateable property

Average per rateable property	**$2,562**	**$2,668**	*(l)*	**4.16%**

Estimated average rates and service charges for resident receiving all services

Average per rateable property	**$3,129**	**$3,254**	**3.99%**

Councils use property valuations to calculate each rateable property's contribution to the required rate revenue total. Councils do not automatically receive more money because property values increase but this may alter how rates are apportioned (or divided) across each ratepayer (ie. some people may pay more or less rates, this is dependent on the change in value of their property relative to the overall valuation changes across the council area).
The total General Rates paid by all rateable properties will equal the amount adopted in the budget.

Notes

(d) Councils are **required** under the Local Government Act to provide a rebate to qualifying properties under a number of categories:

Health Services - 100 per cent	Religious purposes - 100 per cent	Royal Zoological Society of SA - 100 per cent
Community Services - 75 per cent	Public Cemeteries - 100 per cent	Educational purposes - 75 per cent

The rates which are foregone via Mandatory Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).

(e) Presented as required by the *Local Government (Financial Management) Regulations 2011* reg 6(1)(ea)

Please Note: The percentage figure in *(e)* relates to the change in the total amount of General Rates revenue to be collected from all rateable properties, not from individual rateable properties (ie. individual rates will not necessarily change by this figure).

(f) Councils are required under the *Landscape South Australia Act 2019* to collect the levy on all rateable properties on behalf of the State Government. The levy helps to fund the operations of regional landscape boards who have responsibility for the management of the State's natural resources.

(h) Community Wastewater Management Systems

(i) A council **may** grant a rebate of rates or service charges in a number of circumstances. The rates which are foregone via Discretionary Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).

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

(k) 'Growth' as defined in the *Local Government (Financial Management) Regulations 2011* reg 6(2)

Rate and Service Charges Summary – Alternative Model

Expected Rates Revenue (excluding fixed charge)

	Total expected revenue			No. of rateable properties		Average per rateable property				Cents in the $
	2025/26	**2026/27**	**Change**	2025/26	**2026/27**	2025/26	**2026/27**		**Change**	**2026/27**
Land Use (General Rates - GROSS)										
Residential	$15,408,903	**$16,425,529**	**6.6%**	9987	**10144**	$1,543	$1,619	*(p)*	**$76**	**0.0023670**
Commercial - Shop	$769,039	**$804,895**	**4.7%**	254	**254**	$3,028	$3,169	*(p)*	**$141**	**0.0044910**
Commercial - Office	$167,380	**$170,278**	**1.7%**	73	**71**	$2,293	$2,398	*(p)*	**$105**	**0.0044910**
Commercial - Other	$1,519,305	**$1,596,695**	**5.1%**	356	**356**	$4,268	$4,485	*(p)*	**$217**	**0.0044910**
Industry - Light	$118,094	**$118,605**	**0.4%**	47	**45**	$2,513	$2,636	*(p)*	**$123**	**0.0049730**
Industry - Other	$4,453,460	**$4,819,256**	**8.2%**	91	**94**	$48,939	$51,269	*(p)*	**$2,330**	**0.0173760**
Primary Production	$5,108,050	**$5,053,577**	**-1.1%**	2163	**2164**	$2,362	$2,335	*(p)*	**-$26**	**0.0023680**
Vacant Land	$938,795	**$1,000,923**	**6.6%**	527	**531**	$1,781	$1,885	*(p)*	**$104**	**0.0055000**
Other	$414,792	**$435,481**	**5.0%**	141	**141**	$2,942	$3,089	*(p)*	**$147**	**0.0047578**
Total Land Use	**$28,897,818**	**$30,425,238**	**5.3%**	**13,639**	**13,800**	**$2,119**	**$2,205**	*(p)*	**$86**	

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

Fixed Charge

	Total expected revenue					Charge			
	2025/26	**2026/27**	**Change**			2025/26	**2026/27**		**Change**
Fixed Charge	$6,031,402	**$6,394,492**	**6.0%**			$458.00	**$477.70**	*(q)*	**$19.70**

This revenue amount is **included** in the General Rates GROSS figure at (c) *and includes $111,304.10 of growth from new properties.*

Adopted valuation method

Capital Value/Annual Value

Council has the option of adopting one of three valuation methodologies to assess the properties in its area for rating purposes:
Capital Value – the value of the land and all improvements on the land; or
Annual Value – a valuation of the rental potential of the property.

Council uses the capital value determined by the State Valuation Office as the basis for valuing land and calculating rates. Council considers that this method provides the fairest method of distributing the rate burden across all ratepayers on the following basis:
• The equity principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more taxes than ratepayers of lesser wealth;
• Property value is a relatively good indicator of market value of a property, providing the fairest method of calculating rates.

Notes

(p) Average per rateable property calculated as General Rates for category, including any fixed charge or minimum rate (if applicable) but excluding any separate rates, *divided* by number of rateable properties within that category in the relevant financial year.

(q) A fixed charge can be levied against the whole of an allotment (including land under a separate lease or licence) and only one fixed charge can be levied against two or more pieces of adjoining land (whether intercepted by a road or not) if they are owned by the same owner and occupied by the same occupier. Also if two or more pieces of rateable land within the area of the council constitute a single farm enterprise, only one fixed charge may be imposed against the whole of the land.

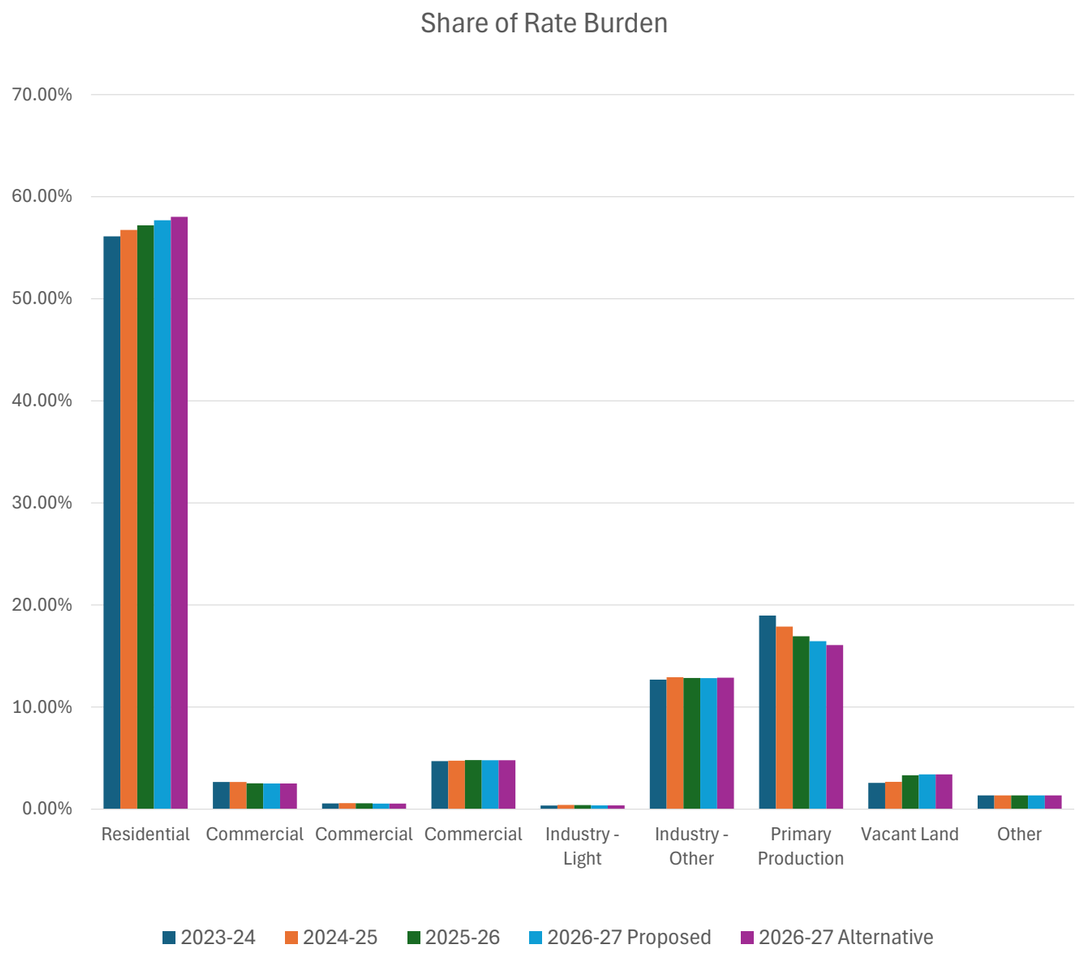
Comparison Summary of Two Models

Comparison Summary

Rate Outcomes						Total Average Charges		
Local Government Categories	Land Use Code	Total General Rates - Proposed	Total General Rates - Alternative	Difference		Average Collection Proposed	Average Collection Alternative	Difference
Residential	1	21,241,172	21,366,081	124,909		2,856.54	2,868.85	12.31
Commercial	2	925,782	927,091	1,308		4,623.25	4,628.40	5.15
Commercial	3	204,100	204,377	277		3,677.99	3,681.89	3.90
Commercial	4	1,764,912	1,767,507	2,595		6,237.81	6,245.10	7.29
Industry - Light	5	140,030	140,150	119		3,911.02	3,913.67	2.65
Industry - Other	6	4,728,796	4,742,664	13,868		53,611.20	53,758.73	147.53
Primary Production	7	6,062,141	5,921,290	-140,851		3,175.76	3,110.67	-65.09
Vacant Land	8	1,253,080	1,252,898	-182		2,554.04	2,553.69	-0.34
Other	9	496,808	496,149	-659		4,330.32	4,325.64	-4.67
		36,816,822	36,818,207	1,384				

Comparison Summary

Share of Burden Outcomes						
Local Government Categories	Land Use Code	2023-24	2024-25	2025-26	2026-27 Proposed	2026-27 Alternative
Residential	1	56.11%	56.75%	57.20%	57.69%	58.03%
Commercial	2	2.66%	2.66%	2.53%	2.51%	2.52%
Commercial	3	0.56%	0.59%	0.57%	0.55%	0.56%
Commercial	4	4.70%	4.75%	4.81%	4.79%	4.80%
Industry - Light	5	0.36%	0.41%	0.40%	0.38%	0.38%
Industry - Other	6	12.69%	12.92%	12.85%	12.84%	12.88%
Primary Production	7	18.97%	17.89%	16.95%	16.47%	16.08%
Vacant Land	8	2.58%	2.69%	3.32%	3.40%	3.40%
Other	9	1.36%	1.35%	1.36%	1.35%	1.35%



Rate and Service Charges Comparison

- Available public plans indicate the following proposed increases and represent the increase exclusive of growth. The proposed model for The Barossa Council in this presentation if 3.60% general rate increase and total increase with all service charges of 3.98%.
- For comparison purposes including growth and all service the increase is 5.22%; excluding growth and all services it is 3.98%

• Tea Tree Gully	Released plan	5.5% excluding growth all services
• Yankalilla	Released plan	8.1% including growth (growth 0.90%) all services
• Charles Sturt	Released plan	5.11% excluding growth all services
• City of Mitcham	Released plan	Option 1 5.59% and Option 2 6.65% excluding growth all services
• Goyder	Released plan	5.95% including growth all services
• Copper Coast	Released plan	4.25% including growth all services
• Onkaparinga	Released plan	3.3% excluding growth all services
• Burnside	Released plan	6.4% including growth all services (growth 0.69%)
• Salisbury	Released plan	5.0% including growth all services (growth 1.3%)
• Grant	Released plan	6.0% including growth all services
• Whyalla	Released plan	5.1% including growth all services (growth 0.31%)
• Gawler	Released plan	6.9% including growth all services

Thank you

DEBATE REPORT

2.1 Office of the Mayor and CEO

2.1.2 APPROVAL OF DRAFT 2026-27 ANNUAL BUSINESS PLAN AND BUDGET INCORPORATING THE LONG TERM FINANCIAL PLAN REVIEW 2026-27 TO 2036-37 FOR PUBLIC CONSULTATION

Author: Chief Executive Officer and Manager Financial Services
26/37789

PURPOSE

Having reviewed the draft 2026-27 Annual Business Plan and Budget information, assessment and analysis, the purpose of this report is to adopt the draft Annual Business Plan and Budget for the 2026-27 financial year which incorporates the annual review of the Long-Term Financial Plan 2026-27 to 2036-37 for community consultation.

RECOMMENDATION

That Council:

(1) Endorses the draft 2026-27 financial year Annual Business Plan and Budget as shown at Attachment 1, (noting that this version has had no content changes to the version presented at the Council workshop on 6 May 2026, as shown at Attachment 2, other than presentation and layout), and which incorporates the annual review of the draft Long-Term Financial Plan for the period 2026-27 to 2036-37, all subsidiary entities, and consolidated financial accounts for the purpose of community consultation.

(2) Notes the consultation process outlined in the report and approves the consultation period being from Wednesday 20 May 2026 to 5pm on Thursday 11 June 2026.

(3) Authorises the Chief Executive Officer to make any minor and typographical corrections to the Annual Business Plan and Budget document prior to release for consultation.

REPORT

The 2026-27 Annual Business Plan and Budget (ABP&B) incorporates the Long-Term Financial Plan (LTFP) 2026-27 to 2036-37 in the one document.

The financial information contained in this document has been prepared in accordance with Council's Budget and Business Plan and Review Policy and associated processes. This has been considered by Council as part of this agenda prior to the consideration of this matter.

The draft plan is shown at Attachment 1, noting that this version has had no content changes to the version presented at the Council workshop on 6 May 2026, as shown at Attachment 2, other than presentation and layout.

Council has reviewed and considered all operating, capital, valuation, rating assessment and long-term financial parameters and determined its draft settings.
As noted in the 'Risk Management Considerations' section of this report and the ABP&B, this financial analysis highlights the KPI results and forecast position based upon the assumptions therein.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1 Updated Draft 2026-27 Annual Business Plan and Budget - to Council for endorsement for public consultation

Attachment 2 Draft 2026-27 Annual Business Plan and Budget - for consultation

Supporting references

Nil

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Legislative Requirements

Section 123 of the Local Government Act 1999

RISK MANAGEMENT CONSIDERATIONS

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

1. SERVICE DELIVERY

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

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

2. SUSTAINABILITY & ENVIRONMENT

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

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

3. FINANCIAL

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

Detailed assessment including financial sustainability indicators and statements are included in the ABP&B at Attachment 1 and addresses the long-term risk and sustainability of Council's financial policy settings. All targets within the budgeted year and forward estimates meet or exceed positively the target indicators.

4. PEOPLE

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

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

5. REPUTATION

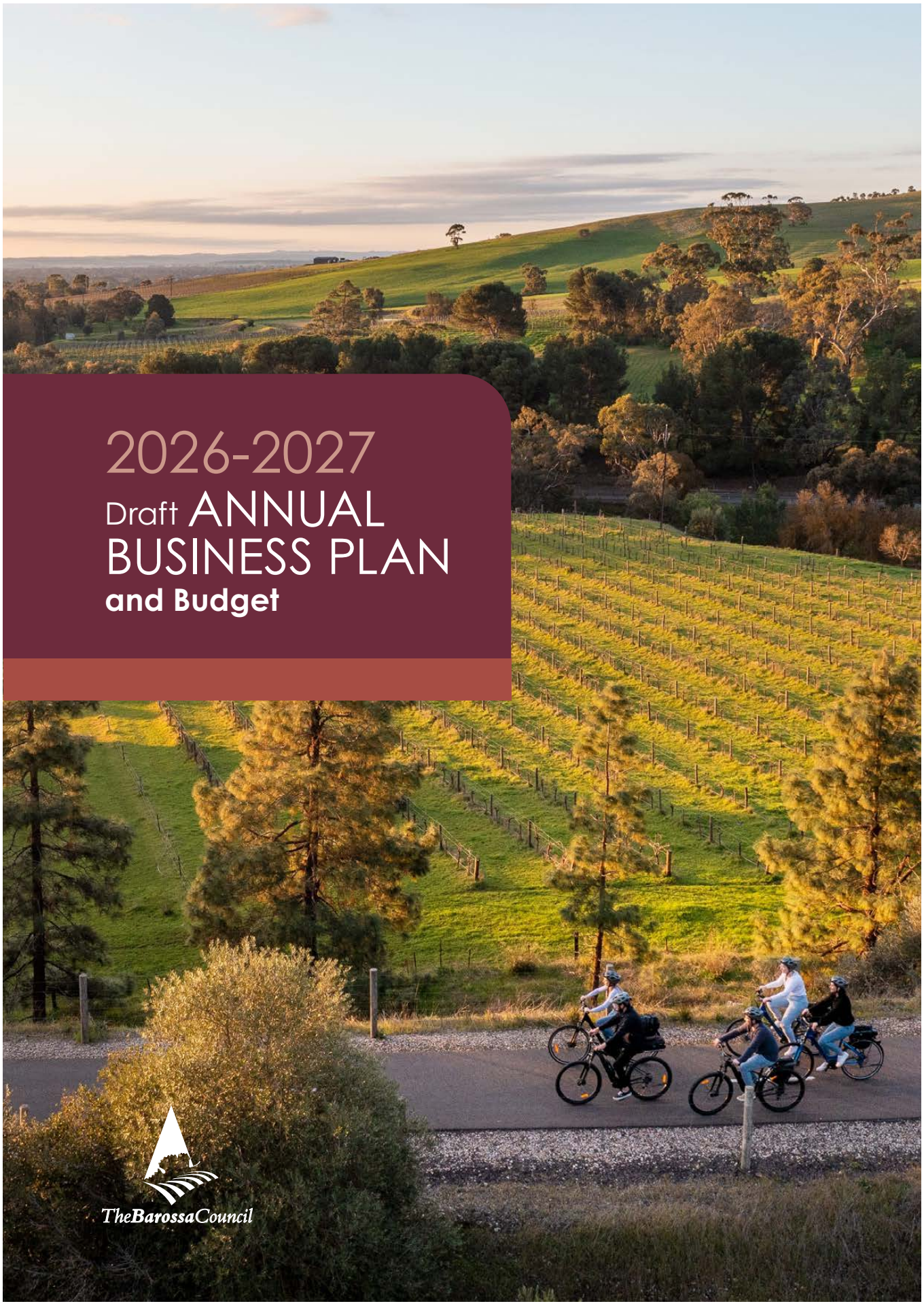
Relates to policy, decisions, actions and circumstances that may cause Council to lose credibility with the community, ratepayers, key stakeholders, other levels of government and its own employees and contractors.

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

COMMUNITY ENGAGEMENT

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

- Notice in The Leader and Bunyip of the availability of the ABP&B for review on Wednesday 20 May 2026.
- An opportunity for parties to attend a meeting with Council from 5.00-6.00pm on Wednesday 10 June 2026 to make any presentations and pose questions.
- An opportunity for parties to make submission in writing to Council, closing on Thursday 11 June 2026.
- Provision of the ABP&B and ability to respond on the Barossa website.
- Media release by the Mayor.


2026-2027
Draft ANNUAL
BUSINESS PLAN
and Budget
TheBarossaCouncil

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

From the MAYOR

This annual business plan and budget is the last of this Council's term, and we have seen many exciting projects completed, underway or planned for. It is a time for consolidation for Council as we reach a point with The Big Project of recasting and assessing the future with the new Council.

This budget provisions for primarily core investment and completion of the last of the larger projects for a little while, the Barossa Creative Industries Centre. We will continue to plan for the future and we are excited to see Concordia likely to kick off in 2026-27 along with our normal growth, whilst we focus on maintaining our services and infrastructure over the long-term.

Our 2026-27 budget proposes a net increase of 3.60% in general rates and a further $17.55 per annum for services charges to existing ratepayers, who receive all services. This equates to $1.80 per week for the average residential ratepayer and $2.06 per week on average for all ratepayers. We know costs continue to rise, however we have targeted a 1% saving and efficiency target in this year's budget to cover transformative internal projects to deliver long-term efficiencies such as AI and a new enterprise system. Again we will continue to ensure core funding allocations to our services and key infrastructure exceeding our infrastructure and asset management plan settings to slowly improve the condition of our assets. New spending this year is focussed on a long-term "New Footpath Program" aimed at adding and completing footpath networks as towns expand over a 10 to 15-year investment timeframe. The priorities for this program will be main streets, schools, medical facilities and general connectivity in each township. The existing footpath network, general buildings maintenance and road infrastructure also have funding increases. There is also growth in new properties revenue of 1.78%. Rural rate payers' rates will receive an increase that is 50% lower, with the prior two years receiving a zero general rate increase, due to another tough drought year on the land and this can be afforded without shifting the rate burden significantly due to the amount of new growth and the savings and efficiency target incorporated into the budget to contain spending growth.

Highlights within our 2026-27 budget include:

Transport, stormwater, bridges, footpath infrastructure and equipment core investment of $9.537m consisting of:

- $2.255m for maintenance of road, bridge, footpath, kerbing assets and road vegetation and tree management.
- $1m to commence a two-year redevelopment of stormwater, footpath and Yettie Road subject to a successful road grant application.
- $2.976m for renewal and upgrading of roads being road resheeting, resealing and replacement of existing footpaths assets.
- $1.407m for the replacement and upgrading of the Moss Road Bridge and approaches and a further $125,000 for Pimpala Road culvert replacement.
- $1.644m for plant and equipment with a new grader (the first of three for this and the next two years) and street sweeper being to two largest purchases.
- $255k in the first year of the new footpath program growing to a base by year 10 of $700k per annum; with allocations in the financial plan during this period totalling $3.728m.

$11.849m in project funding under The Big Project for the Barossa Creative Industries Centre, with $6.9m funded by the Commonwealth and a further $500,000 from the State, the majority of this being funding carried forward from 2025-26.

Funding of $80k to commence designing a new depot and location assessment in readiness for Concordia and general expansion and utilisation of land to assist housing supply

Funding of $130k for two significant wastewater management systems at Nuriootpa and Lyndoch for delivery in the next 5 years to address growth.

Other building and general projects are $200k for Murray Recreation Park facilities and pavilion upgrade; $325k provision for Mount Pleasant Talunga Park oval and equestrian upgrades pending the outcome of the relevant business which was on consultation closing on 8 May 2026; and funding to plan upgrades to Sandy Creek Recreation Park targeted for implementation in 2027-28 and 2028-29; $120k for cabin upgrades at the Nuriootpa Centennial Park Caravan Park.

Other key direct investments in maintenance and service provision of note are:

- Management of halls, gallery and community facilities $744,000
- Sport and recreation parks and facilities and pools $2.657m
- Parks, gardens, playgrounds and open space $1.471m
- Community Wastewater Management Systems $1.743m
- Library services and facilities $1.611m
- Caravan parks $1.189m
- Waste management $3.310m
- Economic development, events, tourism, and assisting to local business $950,000
- Community transport, home assistance, Barossa Gallery and general community programs $2.162m.

Subject to funding support through grants and third parties Redevelopment of the Nuriootpa Centennial Park netball and tennis courts $920,000 for design in 2026-27 and delivery in 2027-28.

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

Bim Lange OAM
Mayor

Have YOUR SAY

Consultation commences

9am 20 May 2026

Public Session for 1 Hour

5pm 10 June 2026

Consultation closes

5pm 11 June 2026

To make submissions

To make a submission to the development of the Annual Business Plan please write to:

Email: barossa@barossa.sa.gov.au

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

Phone: 8563 8444

Online: visit barossa.sa.gov.au to review materials online and provide a submission online.

Version	Status	Date
Version 1	Draft adopted for Public Consultation	13 May 2026

Our VISION

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

Our MISSION

Our mission as shared custodians of the Barossa is to cultivate an identity that celebrates diversity, embraces inclusivity and promotes a prosperous future. We strive to be prepared and take a planned and thoughtful approach to building our future, one that is welcoming to all.

Our VALUES

Pride

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

Courageous Leadership

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

Community Spirit

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

Inclusiveness

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

Our BAROSSA

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

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

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

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

The Barossa Council was originally formed in 1996 after the amalgamation of the District Councils of Barossa, Tanunda and Angaston. The majority of the District Council of Mount Pleasant was later amalgamated in 1997. The Council covers an area of approximately 893 square kilometres, is located approximately 70 kilometres north-east of Adelaide, adjacent to the town of Gawler, and is home to a population of 23,558 people.

70km
Distance of Principal Office from Adelaide CBD

893km²
Area of Council

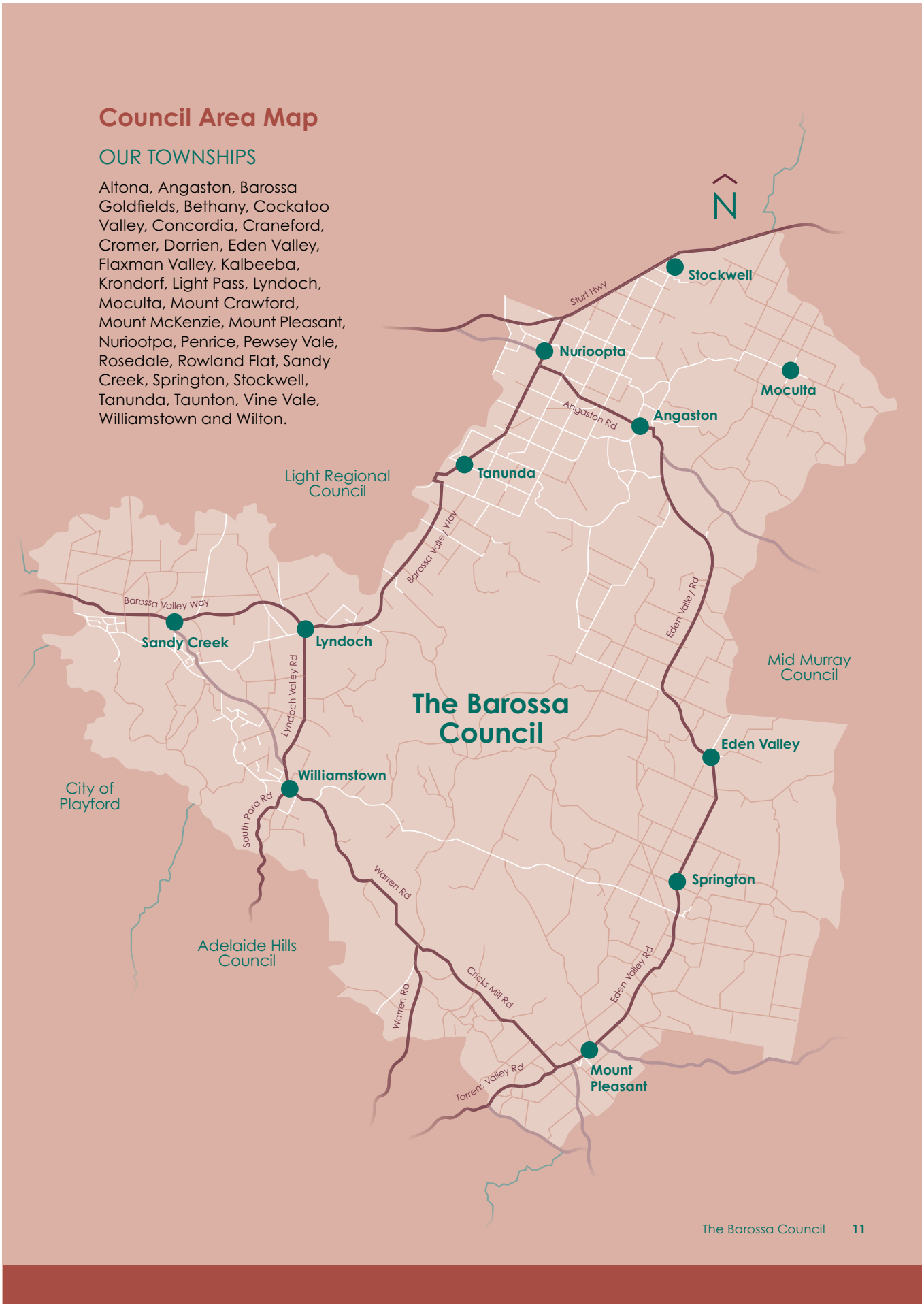
13,798
Number of Rateable Assessments

591
Number of Non-Rateable Assessments

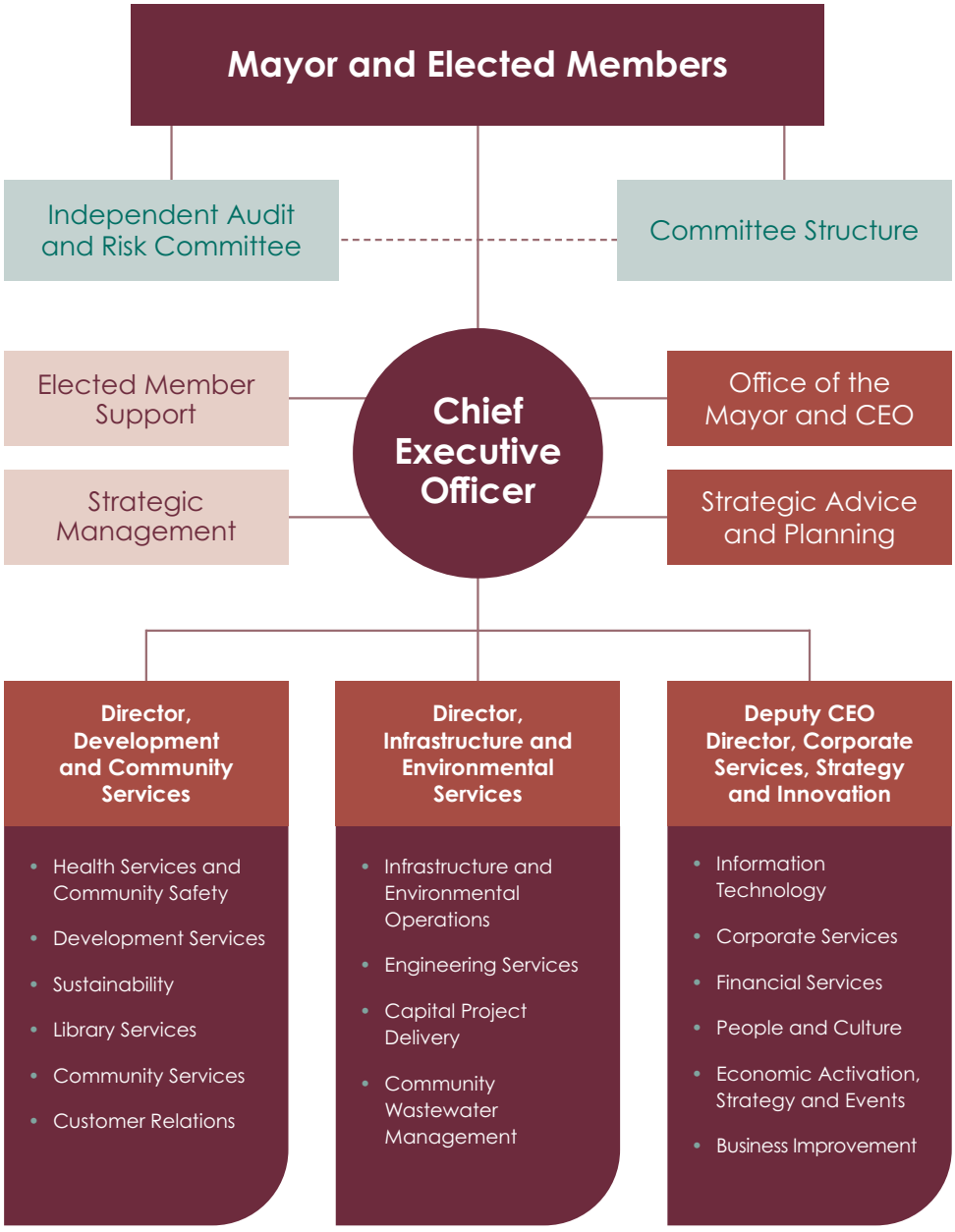
Council Area Map

OUR TOWNSHIPS

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



Organisational STRUCTURE



OVERVIEW

Net Rate and Service Revenue	$44.278m
Other Operating Revenue	$13.161m
Operating Expenditure	$58.087m
Net Operating Position Surplus / (Deficit)	($0.648m)
Capital Income	$5.992m
Capital Expenditure (assumes 100% delivery achieved not including carried forward projects)	$28.213m
Capital Expenditure (projects underway and carried forward funds from 2024-25)	$2.778m
New borrowings required	$9.650m

The **Annual Business Plan and Budget** is The Barossa Council's statement of intended programs and outcomes for the coming financial year. This Plan has been developed through a rigorous process of consultation and review with Council Officers and Elected Members and follows the **Business Planning Framework** outlined in the Strategic Directions area of this document. It includes both continuing services, programs, and follows the strategic directions outlined in Council's Community Plan 2024 - 2044, the Long-Term Financial Plan (LTFP) – (the annual review is included in this document) and the Long-Term Infrastructure and Asset Management Plan.

The Barossa Council acts as custodian of approximately $500m of infrastructure and other assets. This presents Council with a number of complexities, including how to allocate resources in order to satisfy community demands for new and expanded services, whilst ensuring appropriate resources are provided for maintenance and future replacement of existing community assets.

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

2026-27 AVERAGE GENERAL RATE AND SERVICE CHARGES SUMMARY

General Rate (Excl. Growth)	Net Revenue Increase	3.60%
Refuse, Recycling and Green Organics	Service Charge Increase	$3.70
CWMS - Residential	Service Charge Increase	$15.35
CWMS – Vacant Land	Service Charge Increase	$6.00
CWMS – Commercial	Service Rate Increase	$24.48
Landscape Levy (collected on behalf of the State Government)	Service Rate Increase	$1.14

Underlying Assumptions

- General Rate and Service Charge revenue increase on existing ratepayers to ensure Council is sustainable; indexation above includes revenue from growth but not increases in service numbers for Waste and CWMS.
- All other income and expenditure has been increased in line with the current cost for providing those services and consideration of Council's LTFP.
- Staffing costs increase in line with existing contracts, Enterprise Bargaining Agreements, Superannuation and current Legislation.
- The Consumer Price Index for Adelaide all groups is 4.9% as at the March 2026 quarter.
- Operating costs have been estimated from current known escalation costs, trends in costs associated with service delivery and contractual commitments.
- Increase in enterprise agreement costs average 4.5%.
- Servicing of borrowings will increase over the next 3 years to support infrastructure build.

Key Features

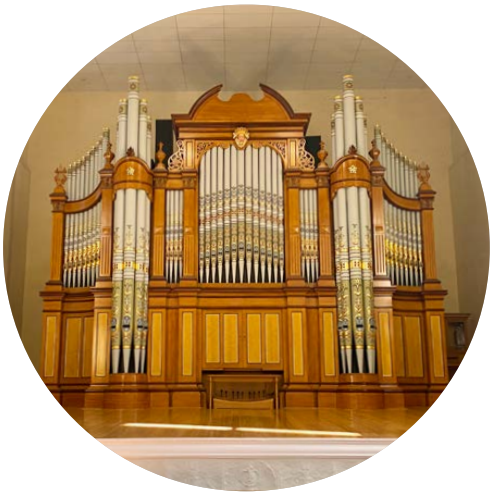
A comprehensive capital works program of $28.213m which includes $2.778 in carried over projects from the 2025-26 financial year.

Highlights within our 2026-27 budget include:

- Transport, stormwater, bridges, footpath infrastructure and equipment core investment of $9.537m
- $11.849m in project funding under The Big Project for the Barossa Creative Industries Centre, with $6.9m funded by the Commonwealth and a further $500,000 from the State
- Funding of $80k to commence designing a new depot and location assessment in readiness for Concordia and general expansion and utilisation of land to assist housing supply
- Funding of $130k for two significant wastewater management systems at Nuriootpa and Lyndoch for delivery in the next 5 years to address growth.
- Other building and general projects are $200k for Murray Recreation Park facilities and pavilion upgrade
- $325k provision for Mount Pleasant Talunga Park oval and equestrian upgrades pending the outcome of the relevant business
- Funding to plan upgrades to Sandy Creek Recreation Park targeted for implementation in 2027-28 and 2028-29
- $120k for cabin upgrades at the Nuriootpa Centennial Park Caravan Park.

Other key operational services provision are:

- Management of halls, gallery and community facilities $744,000
- Sport and recreation parks and facilities and pools $2.657m
- Parks, gardens, playgrounds and open space $1.471m
- Community Wastewater Management Systems $1.743m
- Library services and facilities $1.611m
- Caravan parks $1.189m
- Waste management $3.310m
- Economic development, events, tourism, and assisting to local business $950,000
- Community transport, home assistance, Barossa Gallery and general community programs $2.162m.



STRATEGIC **Directions**

The Barossa Council's Community Plan 2024-2044 was adopted by Council on 20 August 2024. The Community Plan is an aspirational document and cornerstone for future investment. It will guide future decision making over the next 20 years through the delivery of highlighted strategies and targets. The Community Plan shows commitment to the values of:

Pride

Courageous Leadership

Community Spirit

Inclusiveness

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

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

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

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

Our Community

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

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

Our Economy

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

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

Our Environment

Supporting a sustainable Barossa.

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

Our Places

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

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

Our Council

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

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

BUSINESS PLANNING
Framework

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

Corporate Plan

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

Long-Term Financial Plan

Provides financial directions for the next 10 years.

Long-Term Infrastructure and Asset Management Plan

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

Annual Business Plan and Budget

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

Regional Public Health Plan

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

Local Economic Development Plan

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

Quarterly Business Plan and Budget Reviews

Outlines financial performance against the Annual Business Plan and Budget.

Monthly Financial Reports

Regularly tracks the finances of Council.

Annual Report

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

JOINT VENTURES
and Associated Entities

Nuriootpa Centennial Park Authority (NCPA)

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

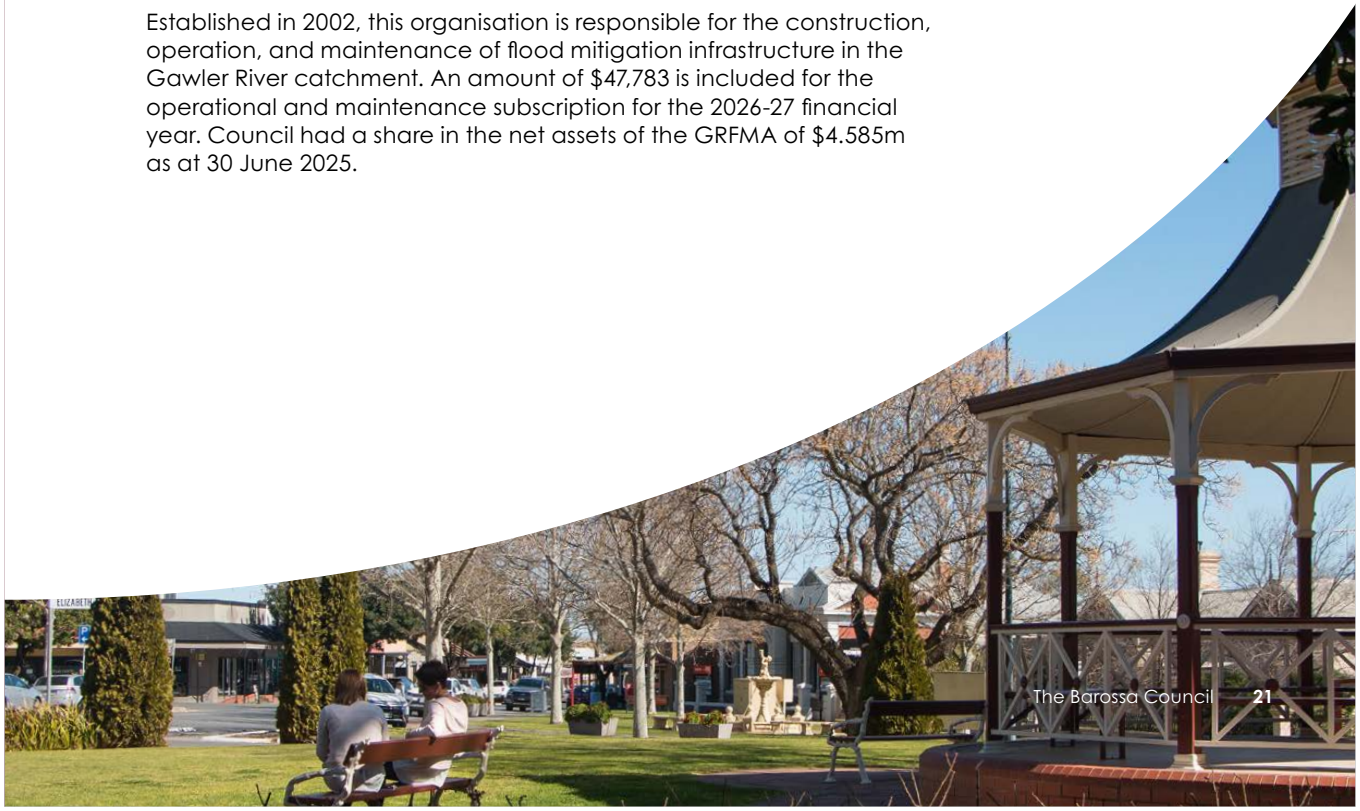
The projected 2026-27 financial results for the NCPA are included within Council's financial statements contained within this document.

Northern and Yorke Local Government Association (NYLGA)

Established in 1998, this organisation is formed under Section 43 of the *Local Government Act 1999* and operates as a regional subsidiary of Councils included in the membership. An amount of $13,400 is included in the budget for membership of the NYLGA.

Gawler River Floodplain Management Authority (GRFMA)

Established in 2002, this organisation is responsible for the construction, operation, and maintenance of flood mitigation infrastructure in the Gawler River catchment. An amount of $47,783 is included for the operational and maintenance subscription for the 2026-27 financial year. Council had a share in the net assets of the GRFMA of $4.585m as at 30 June 2025.



Service PROVISION

Office of the Mayor and CEO

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

Corporate Services Strategy and Innovation

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

Development and Community Services

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

Infrastructure and Environmental Services

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

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

BAROSSA
PARK
LYNDOCH
BAROSSA
PARK
LYNDOCH

2026-27 KEY ACTIVITIES

The following key activities represent strategic actions in Council's Corporate Plan that are set as specific works during the 2026-27 financial year or are ongoing and are above normal business as usual operations and delivery of associated service levels. Council's Community Plan provides a plan of core works, strategic actions and informs this Annual Business Plan and Budget.

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

Key Strategic Action	Corporate Plan Service Area
Undertake review of Animal Management Plan.	CS1 - Animals
Commence Infrastructure and Asset Management Plan review for completion in 2027-28 financial year.	CS3 - Assets
Complete CWMS and any final asset classes integration into asset system and long-term data management into business-as-usual IT architecture.	CS3 - Assets
Undertake a review of Caravan Park service levels, policy settings and service delivery model – carried over from 2025-2026 financial year.	CS4 – Caravan Parks
Implement approved Transition Plan for NCPA into Council operations deferred until 2026-27 financial year.	CS4 – Caravan Parks

Key Strategic Action	Corporate Plan Service Area
Progress six priority recommendations endorsed from the Affordable Housing Recommendations Report, positioning Council as an advocate and partner in delivering long-term improvements to regional housing supply and diversity.	CS10 - Economic Development
Commence complete review of community land management plans and systems and processes including identifying land and properly surplus to future needs.	CS12 – Facility and Community Land
Development of Disaster Management Plan for Library and Gallery collections.	CS14 – Heritage
Complete Character Area review and present agreed findings and policy and code suggestions to the Minister for Planning.	CS15 – Land Use and Development
Complete identified employment lands investigations and policy and zoning changes to support future needs of the Barossa.	CS15 – Land Use and Development
Continue to develop ongoing relationships with Ngadjuri, Peramangk and Kaurna Nations and potential pathways for reconciliation and recognition and work towards RAP.	CS19 – Social Inclusion
Investigate and engage with industry in collaboration with Barossa Australia to determine long term strategic approach, streamline of service provision and set pathway to broad based tourism in the Barossa.	CS21 - Tourism
Facilitate Phase 1-3 of a four-phase corporate brand refresh with a focus on evolving existing brand elements to achieve contemporary standards whilst retaining the essence of the existing logo.	BS3 – Communications and Marketing
Conduct November 2026 Local Government Elections and undertake induction and preliminary strategic planning with the new council.	BS4 – Council and Committees
Commence legislative reviews of Community Plan and supporting Corporate Plan.	BS13 – Strategic / Legislative Planning and Reporting
Undertake review of The Big Project, its governance and positioning and future target work with new Council.	BS13 – Strategic / Legislative Planning and Reporting
Undertaken next phase of workforce planning and development new Executive Leadership Team 3 year roadmap.	BS13 – Strategic / Legislative Planning and Reporting

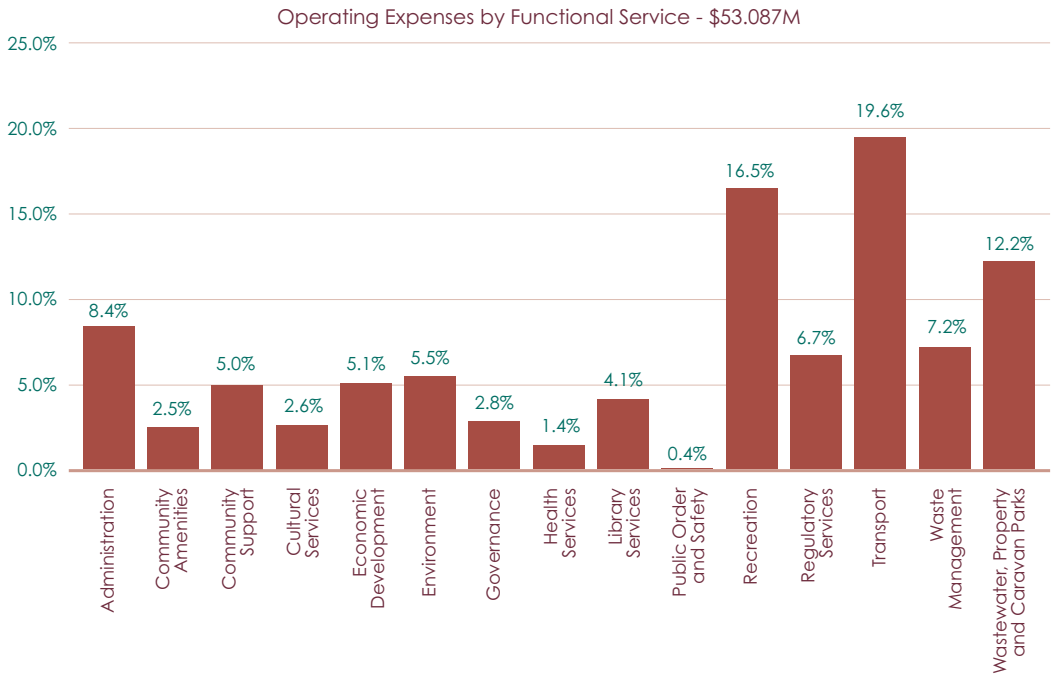
2026-27 EXPENDITURE

In support of service provision for 2026-27

The following graph shows operating expenditure for the 2026-27 financial year by the following functions in support of the provision of the services outlined. Full cost attribution (FCA) has been applied to the budget, which is an allocation of internal services to external services and does not affect the overall net result.

FUNCTIONS

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



2026-27 Capital Investment

In support of service provision for 2026-27

CAPITAL PROGRAM 2026-27

Description	2026-27 Budget
(Items noted as 'Carried Forward' are items transferred from the 2025-26 Budget)	
Development and Community Services	**$58,007**
Library books	$58,007
Infrastructure and Environmental Services	**$27,938,973**
Buildings	**$1,098,442**
Office/Depot works	$30,000
Tanunda Depot demountable	$100,000
New Depot planning	$50,000
Kegel Club - clubrooms rebuild (includes carried forward funds from 2025-26)	$277,000
Tanunda Recreation Park – new public toilet (carried forward from 2025-26)	$63,000
Murray Recreation Park, Eden Valley – tea room and kitchen	$26,493
Murray Recreation Park, Eden Valley – shower and amenity block upgrade	$200,000
Murray Recreation Park, Eden Valley – hot water replacement and asbestos removal	$9,000
Angaston Memorial Reserve – toilet block	$18,226
Angaston Memorial Reserve – toilet block (CWA)	$77,461
Bethany Reserve – kitchen/picnic shelter	$12,262
Tanunda Recreation Park – RSL clubrooms	$10,000
Public toilet renewal program	$150,000
Buildings - unallocated	$75,000

Description	2026-27 Budget
Footpaths	**$733,463**
Melrose Street, Mount Pleasant	$25,000
Mount Crawford Road, Williamstown	$30,000
Moculta Road, Moculta	$75,000
Vine Street, Nuriootpa	$57,000
Golden Way, Nuriootpa	$15,000
Minge Way, Nuriootpa	$15,000
Hearl Street, Eden Valley	$25,000
Barton Street, Nuriootpa	$25,000
Park Street, Tanunda	$15,000
North Street, Angaston	$65,000
Noske Street, Lyndoch	$15,000
Heinemann Park, Tanunda	$23,000
Kegel Club pathway	$15,000
Gilbert Street, Lyndoch	$25,000
George Street, Tanunda	$18,000
Carlisle Street, Williamstown	$35,000
Valley Road, Angaston	$141,900
Gramp Avenue, Angaston	$41,250
Radford Road, Angaston	$72,313
The Big Project, Recreation, Sport and Open Spaces	**$16,883,839**
Barossa Creative Industries Centre (includes carried forward funds from 2025-26)	$16,483,839
Talunga Park	$325,000
Recreation assets - unallocated	$75,000

Description	2026-27 Budget
Motor Vehicles, Plant and Equipment	**$1,644,350**
CWMS Technical Support Vehicle - South	$65,000
CWMS Technical Support Vehicle - North	$65,000
General Inspector, Office and Other Vehicles	$404,350
Community Transport - Bus Replacement - Small Bus	$90,000
New Streetsweeper	$520,000
New grader	$500,000
Playgrounds and Other Recreation	**$743,010**
Playgrounds – renewal/replacement	$30,000
Playgrounds - new	$62,415
The REX - Water Heaters and Other Efficiency Projects - Year 2 of 2 (includes carried forward funds from 2025-26)	$597,095
Williamstown Pool	$53,500
Road Resheeting	**$1,450,500**
Heggies Range, Flaxman Valley	$110,000
Pontt Road, Mount Pleasant	$83,500
Blockers Road, Mount Crawford	$288,000
Craneford Road, Eden Valley	$189,000
Cookes Hill Road, Springton	$410,000
Goldfields Road, Cockatoo Valley	$230,000
Blackwood Road, Cromer	$140,000

Description	2026-27 Budget
Road Resealing	**$1,264,373**
Magnolia Street, Tanunda	$117,800
Ellen Place, Tanunda	$24,532
Petras Street, Tanunda	$73,590
MacDonnell Street, Tanunda	$18,750
Krondorf Road, Tanunda	$18,750
Langmeil Road, Tanunda	$18,750
Greenock Road Service Road	$69,156
Old Kapunda Road, Nuriootpa	$298,152
Nicolai Road, Bethany	$172,551
Cundy Court, Williamstown	$41,482
Gaston Court, Williamstown	$48,569
Springton Road, Williamstown	$100,000
Road resealing - unallocated	$262,291
Road Construction / Reconstruction / Other	**$1,000,000**
Yettie Road Reconstruction - subject to grant funding	$1,000,000
Stormwater	**$352,767**
Pimpala Road, Cockatoo Valley	$125,000
Calton Road Stormwater (carried forward from 2025-26)	$227,767
Bridges	**$1,407,000**
Moss Road Bridge	$1,407,000

Description	2026-27 Budget
Community Wastewater Management System (CWMS)	**$502,000**
Gravity Mains Asset Management	$60,000
Williamstown Rising Mains and Infrastructure	$250,000
Operation Emergency IP and Manhole Repairs/Replacement	$30,000
Operation Emergency Drain Repairs	$20,000
Stockwell and Lyndoch Design	$130,000
Operation Construction of New IP	$12,000
Other	**$140,000**
Lyndoch Library carpark reseal	$40,000
Birdwood to Mount Pleasant bike path link additional allocation	$100,000
Project Management Costs for Capital Projects	**$719,269**
Project Management Resourcing for Capital Delivery - Miscellaneous	$671,866
Project Management Resourcing for Capital Delivery - CWMS	$47,403
Corporate Services, Strategy and Innovation	**$25,647**
Mobile Phone Fleet Replacement	$25,647
Nuriootpa Centennial Park Authority*	**$190,000**
Cabin Renewal – 5 cabins	$100,000
Pool sail	$50,000
Telecommunications/WIFI Upgrade to Caravan Park	$40,000
Total	**$28,212,667**

* Please note a provision has been made for $920,000 in the Nuriootpa tennis and netball club resurfacing and lighting upgrade and seeking grants, however due to timing is anticipated to be delivered in the 2027-28 year.

Disclaimer: Capital items are a target program and subject to variation, alterations and additions to this list may occur throughout the year. Items noted as 'Carried Forward' are items transferred from the 2025-26 financial year budget.

2026-27 Grants, Contributions and Asset Sales

GRANTS, CONTRIBUTIONS AND ASSET SALES 2026-27

Description	2026-27 Budget
Barossa Creative Industries Centre – Growing Regions Fund Program and State Open Spaces Fund	$4,518,853
Yettie Road Construction (subject to a successful road grant application outcome)	$660,000
Kegel Club – clubrooms rebuild (subject to successful grant application outcome)	$150,000
The REX Water Heaters and Other Efficiency Projects	$98,800
Soccer capital contributions	$20,000
Angaston and Nurioopta Lighting Upgrades – Grants, Contributions from Clubs and NCPA	$9,392
Streetsweeper - sale or trade in	$90,000
Grader – sale or trade in	$130,000
General vehicles – sale or trade in	$202,175
CWMS vehicles – sale or trade in	$42,900
Total	**$5,922,120**

TheBarossaCouncil
ANGASTON
Photo credit: Barossa Grape & Wine Association

2026-27 OPERATING BUDGET

Council is budgeting total expenditure of $73.403m in 2026-27 on the delivery of services and programs; maintenance of assets (excluding depreciation), renewed or new/upgraded assets and loan servicing. Estimated full cost attribution has been estimated in this plan. Council is budgeting to receive $5.922m in additional grants and contributions for capital programs and sale of assets and therefore the net investment for Council is $67.481m.

Operating Revenue

The 2026-27 Budget provides for total operating revenue of $57.439m.
Recurrent revenue streams of Council are:

$m	%	Type	Description
$44.278	77.09%	General Rates and Service Charges	General rates on properties as well as service rates (i.e. sewerage and refuse/recycling rates).
$4.481	7.80%	User Charges set by Council	Charges for the Council's fee- based facilities and services such as caravan parks, swimming pools, community halls and facilities, cemeteries and refuse dump fees.
$6.815	11.86%	Grants and Subsidies	Council seeks to attract as much grant funding as possible from other tiers of government and non- government organisations, thereby reducing the reliance on other revenue streams. This amount includes $1.744m in capital grants for renewal/replacement of assets.
$0.893	1.55%	Investment, Reimbursements and Other Income	Interest received on Council's deposits, reimbursements and other sundry income.
$0.916	1.60%	Statutory Charges	Fees and charges set by State Government regulation and received by the Council for regulatory functions undertaken such as assessment of development and building applications, and dog control management.
$57.439	**100%**	**Total**	

Operating Expenditure

The 2026-27 Budget provides for total operating expenditure of $58.087m. Estimated full cost attribution has been applied - this is an allocation of internal services to external services and does not affect the overall net result. Recurrent expenditures incurred by Council are:

$m	%	Type	Description
$21.643	37.77%	Employee Benefits	All labour related expenses such as wages and salaries, and on-costs such as allowances, leave entitlements and employer superannuation.
$21.521	36.06%	Contractual Services, Materials and Other Expenses	Payments for external provision of services. Payments for physical goods such as water, fuel, energy, road materials, office consumables and administrative costs. Includes expenses not separately classified above such as insurances, postage, telephone, government levies and contributions.
$12.812	22.48%	Depreciation and Amortisation Charges	Annual consumption of Council's fixed assets (e.g. infrastructure, equipment, buildings, etc) over their useful lives and other assets such as computer systems.
$2.111	3.69%	Finance Costs	Costs of financing Council's activities through borrowings.
$58.087	**100%**	**Total**	

Council plans to raise a net sum of $35.977m from general rates in 2026-27 (which includes revenue from growth in new properties of 1.78%). This amount excludes service charges (ie. charges relating to sewerage and refuse/recycling) and the State Government Landscape Board levy.

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

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

The indexation applied to general rate revenue is 3.60% plus 1.78% in additional revenue from new properties, this is above the target rate of revenue growth of 1.00%. Our number of property assessments has grown by 1.18%.

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

Rating Policy

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

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

Land Valuation Method

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

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

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

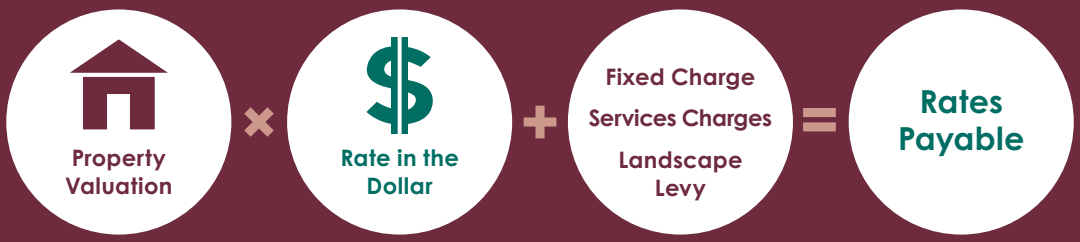
The total rateable property valuations provided by the Office of the Valuer General as at 25 April 2026 was $10,220,881,804, an increase of $986.5m (10.7%) compared to the prior year.

The table below includes valuation movements within all of the Local Government Categories:

Local Government Category	Total Valuation Movement
Residential	14.16%
Commercial	1.08%
Industry – Light	-5.26%
Industry – Other	-2.47%
Primary Production	4.92%
Vacant Land	16.65%
Other	2.04%

How rates are calculated

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



Fixed Charge

As part of the general rates, Council applies a fixed charge component so that all rateable properties make a fixed contribution towards the cost of administering Council's activities. The fixed charge has increased from $458 to $477.70 per assessment.

State Government Levies

Council collects a regional landscape levy on behalf of the Northern and Yorke Landscape Board (the Board) on all rateable properties. In this capacity, Council is operating as a revenue collector for the State Government and does not retain the revenue or determine how it is spent. Further information is available from the Board. The Board has increased the amount payable by 2.4%, however through distribution of the levy, Council's contribution has increased by 2.9%, increasing the average levy by $1.14 or 1.87% per rateable property.

Mandatory Rebates

Council is required under the *Local Government Act 1999* to rebate rates payable on some land. Specific provisions are made for land used for specific purposes, e.g. health services, public cemeteries and educational institutions and is estimated at $626,786 for the financial year.

Service Rates & Charges

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

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

1. $3.729m for the service rates and charge for providing community wastewater management systems.
2. $3.499m for the service charges for providing refuse, recycling and green waste services.

Discretionary Rebates

Discretionary rebates may be applied by Council on land used for community purposes under Section 166 of the *Local Government Act 1999* and is estimated at $183,539 for the financial year.

General Rate Capping

Council offers a rebate of general rates (excluding the fixed charge) on the principal place of residence of a principal ratepayer where the increase in general rates levied upon a property exceeds the 2025-26 general rates levied by more than:

- 7.5% - for ratepayers on fixed government incomes
- 15% - for all other ratepayers.

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

Concessions and Postponement

In order to support ratepayers who are in receipt of fixed incomes or are on low incomes, there are concessions available provided eligibility criteria are met. The 'Cost of Living Concession Payment' is paid directly to eligible concession holders by the State Government and the concession for Community Wastewater Management System (CWMS), is also paid directly by the State Government. The Department of Human Services administer all State concessions and Council has no part in approving or providing these concessions.

In accordance with the *Local Government Act 1999,* persons who hold a Seniors Card may apply to postpone payment for any amount in excess of $500 ($125 per quarter) for their principal place of residence.

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

Paying Rates

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

Service Charges

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

CWMS Services

The Residential CWMS Service charge will increase from last year at $403.40 to $417.25. The Non-Residential CWMS service rate for each of the townships increases from $0.0009445 per dollar of the property valuation to $0.0009370. An annual charge for vacant allotments has been increased from $129 to $135 for all other vacant allotments where a CWMS connection fee has been paid but no wastewater is being discharged. Total capital expenditure for CWMS is estimated at $502,000 not including carried over projects from the 2025-26 financial year.

Waste Services

Overall, the refuse, recycling and green organics collection service charge has been increased from last year at $284.30 to $288.00 per annum. The 140L Refuse Bin has increased from last year at $137.20 to $140. Recycling has increased from last year at $72.70 to $74.40 while Green Organics decreased from $74.40 to $73.60. The refuse collection service rate for 240L bins, available to commercial premises to upsize to 240L, has increased from last year at $178 to $184. The service charges are based on cost increases for collection and disposal.

Impact on Ratepayers

The Annual Business Plan and Budget for 2026-27 budgets for general rate revenue increases excluding growth of 3.60%. Growth from new assessments in value of rate revenue is 1.78%, above the 1.0% revenue growth target, with the additional properties growing by 1.18%.

The average change per rateable property for general rates across all categories of land use is $106.90 per annum or $2.06 per week. Depending on the other services received by ratepayers, service charges will differ. In summary the following table provides the impact of service changes or service rates.

Typical Service Mixes	Ave Annual Amount	Ave Weekly Amount
Residential / Rural Living – receiving full waste and CWMS services	$17.55	$0.34
Residential / Rural Living Vacant Land – no waste service but access to CWMS available	$6.00	$0.12
Commercial – receiving full waste and CWMS services	$27.52	$0.53
Industry – receiving full waste and CWMS services	$27.52	$0.53
Industry – receiving full waste service and no CWMS service	$3.70	$0.07
Rural – receiving full waste service and no CWMS service	$3.70	$0.07
Rural – receiving general and recycle waste and no CWMS	$4.50	$0.09

For more information on the rate revenue increases please refer to the LTFP section in this document.

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

Statement on Expected Rate Revenue

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

EXPECTED RATES REVENUE

General Rates Revenue	2025/26 (as adopted)	2026/27 (estimated)		Change	Comments
General Rates (existing properties)	$34,937,324	$36,195,205	(a)	3.60%	
General Rates (new properties)		$621,617	(b)	1.78%	
General Rates (GROSS)	**$34,937,324**	**$36,816,822**	**(c)**		
Less: Mandatory Rebates	($598,562)	($626,786)	(d)		
General Rates (NET)	**$34,338,762**	**$36,190,037**	**(e)**	**5.39%**	
		(e)=(c)+(d)			
Other Rates (inc. service charges)					
Regional Landscape Levy	$828,505	$852,300	(f)		The Regional Landscape Levy is a State tax, it is **not retained** by council.
Waste collection	$3,348,755	$3,499,390	(g)		Increased costs of contract and disposal and general operations.
CWMS	$3,560,699	$3,729,082	(h)		Increased costs of general costs and general operations.
	$42,076,722	**$44,270,809**			
Less: Discretionary Rebates	($175,725)	($183,539)	(i)		
Expected Total Rates Revenue	**$41,900,997**	**$44,087,270**	**(j)**	**5.22%**	
		(j)=(e)+(f)+(g)+(h)+(i)			

ESTIMATED GROWTH IN NUMBER OF RATEABLE PROPERTIES

	2025/26 (as adopted)	2026/27 (estimated)		Change	Comments
Number of rateable properties	**13,639** Actual	**13,800** Estimate	**(k)**	**1.18%**	

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

ESTIMATED AVERAGE GENERAL RATES PER RATEABLE PROPERTY

	2025/26 (as adopted)	2026/27 (estimated)		Change	Comments
Average per rateable property	**$2,562**	**$2,668**	**(l)**	**4.15%**	

ESTIMATED AVERAGE RATES AND SERVICE CHARGES FOR RESIDENT RECEIVING ALL SERVICES

	2025/26 (as adopted)	2026/27 (estimated)	Change	Comments
Average per rateable property	**$3,129**	**$3,253**	**3.98%**	

Councils use property valuations to calculate each rateable property's contribution to the required rate revenue total. Councils do not automatically receive more money because property values increase but this may alter how rates are apportioned (or divided) across each ratepayer (ie. some people may pay more or less rates, this is dependent on the change in value of their property relative to the overall valuation changes across the council area). The total General Rates paid by all rateable properties will equal the amount adopted in the budget.

Notes

(d) Councils are required under the *Local Government Act* to provide a rebate to qualifying properties under a number of categories:

Health Services - 100%
Community Services - 75%
Religious purposes - 100%
Public Cemeteries - 100%
Royal Zoological Society of SA - 100%
Educational purposes - 75%

(e) Presented as required by the *Local Government (Financial Management) Regulations 2011* reg 6(1)(ea). **Please Note:** The percentage figure in (e) relates to the change in the total amount of General Rates revenue to be collected from all rateable properties, not from individual rateable properties (ie. individual rates will not necessarily change by this figure).

(f) Councils are required under the *Landscape South Australia Act 2019* to collect the levy on all rateable properties on behalf of the State Government. The levy helps to fund the operations of regional landscape boards who have responsibility for the management of the State's natural resources.

(h) Community Wastewater Management Systems

(i) A council **may** grant a rebate of rates or service charges in a number of circumstances. The rates which are foregone via Discretionary Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).

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

(k) 'Growth' as defined in the *Local Government (Financial Management) Regulations 2011* reg 6(2)

EXPECTED RATES REVENUE (EXCLUDING FIXED CHARGE)

Land Use (General Rates-GROSS)	Total expected revenue			No. of rateable properties		Average per rateable property				Cents in the $
	2025/26	2026/27	Change	2025/26	2026/27	2025/26	2026/27		Change	2026/27
Residential	$15,408,903	**$16,397,771**	**6.4%**	9,987	**10,144**	$1,543	**$1,621**	(p)	**$79**	**0.0023630**
Commercial - Shop	$769,039	**$804,446**	**4.6%**	254	**254**	$3,028	**$3,160**	(p)	**$132**	**0.0044885**
Commercial - Office	$167,380	**$170,183**	**1.7%**	73	**71**	$2,293	**$2,391**	(p)	**$98**	**0.0044885**
Commercial - Other	$1,519,305	**$1,595,806**	**5.0%**	356	**356**	$4,268	**$4,468**	(p)	**$201**	**0.0044885**
Industry - Light	$118,094	**$118,534**	**0.4%**	47	**45**	$2,513	**$2,627**	(p)	**$114**	**0.0049700**
Industry - Other	$4,453,460	**$4,687,237**	**5.2%**	91	**94**	$48,939	**$49,687**	(p)	**$748**	**0.0169000**
Primary Production	$5,108,050	**$5,196,549**	**1.7%**	2,163	**2,164**	$2,362	**$2,392**	(p)	**$31**	**0.0024350**
Vacant Land	$938,795	**$1,015,663**	**8.2%**	527	**531**	$1,781	**$1,855**	(p)	**$74**	**0.0055810**
Other	$414,792	**$436,140**	**5.1%**	141	**141**	$2,942	**$3,079**	(p)	**$137**	**0.0047650**
Total Land Use	**$28,897,818**	**$30,422,330**	**5.3%**	**13,639**	**13,800**	**$2,119**	**$2,205**	**(p)**	**$86**	

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

FIXED CHARGE

	Total expected revenue			Charge			
	2025/26	2026/27	Change	2025/26	2026/27		Change
Fixed Charge	**$6,031,402**	**$6,394,492**	**6.0%**	**$458.00**	**$477.70**	**(q)**	**$19.70**

This revenue amount is included in the General Rates GROSS figure at (c) and includes $102,705.50 of growth from new properties.

Notes

(p) Average per rateable property calculated as General Rates for category, including any fixed charge or minimum rate (if applicable) but excluding any separate rates, divided by number of rateable properties within that category in the relevant financial year.

(q) A fixed charge can be levied against the whole of an allotment (including land under a separate lease or licence) and only one fixed charge can be levied against two or more pieces of adjoining land (whether intercepted by a road or not) if they are owned by the same owner and occupied by the same occupier. Also if two or more pieces of rateable land within the area of the council constitute a single farm enterprise, only one fixed charge may be imposed against the whole of the land.

ADOPTED VALUATION METHOD

Capital Value/Annual Value

Council has the option of adopting one of three valuation methodologies to assess the properties in its area for rating purposes:

- **Capital Value** – the value of the land and all improvements on the land; or
- **Annual Value** – a valuation of the rental potential of the property.

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

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

PERFORMANCE
Measures

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

Monthly Financial Reports which regularly track Council finances;

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

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

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

Council's Community Plan 2024-2044 includes the long-term objectives and strategies Council is striving to achieve. The Community and Corporate plans are used to form the Annual Business Plan and Budget.

To provide advice and recommendations on financial and governance matters, Council has appointed an **Audit and Risk Committee** which is made up of independent members with qualifications and experience in related disciplines.

Key Performance Indicators

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

INDICATOR LEGEND

Target Not Met	Target At Risk	Target Met

Forecast is the quarter 2 (Q2) budget update as at 31 December 2025, adopted by Council at the February meeting. Material financial information received since that time has been included.

Individual years are shown within the LTFP section in this document, including a rolling 3-year period on selected KPIs.

KEY PERFORMANCE INDICATOR 1: OPERATING RESULT ($'000)

Council's target is to achieve a cumulative operating break-even position or better, over any ten-year period. The operating result for 2026-27 is forecast to be a deficit of $648,000. The cumulative ten-year period operating surplus is forecast to be $12.284m - for more information refer to the LTFP section within this plan.

The 2023-24, 2024-25 and 2025-26 figures have been adjusted for early financial assistance grant payments received in June 2023 (for 2023-24) and June 2025 (for 2025-26), which impact the operating surpluses for 2023-24, 2024-25 and 2025-26. This indicator has therefore been adjusted in those years to reflect the true underlying result.

Year	2023-24 Actual $'000	2024-25 Actual $'000	2025-26 Forecast $'000	2026-27 Budget $'000
Result	($1,139)	$493	($1,878)	($648)
Underlying Result	$947	($1,279)	($506)	
Status	→	↑	→	↑
Underlying Status	↑	→	↑	

KEY PERFORMANCE INDICATOR 2: OPERATING SURPLUS/(DEFICIT) RATIO

Expresses the projected operating surplus/(deficit) result as a percentage of total operating revenue. Council has set a target to achieve an operating surplus ratio of between -2% to 10%. The 2026-27 budgeted ratio is forecast to be -1.2%, which is within Council's target.

The 2023-24, 2024-25 and 2025-26 figures have been adjusted for early financial assistance grant payments received in June 2023 (for 2023-24) and June 2025 (for 2025-26), which impact the operating surpluses for 2023-24, 2024-25 and 2025-26. This indicator has therefore been adjusted in those years to reflect the true underlying result.

Year	2023-24 Actual %	2024-25 Actual %	2025-26 Forecast %	2026-27 Budget %
Result	(2.5%)	0.9%	(1.7%)	(1.2%)
Underlying Result	2.0%	(2.5%)	(0.8%)	
Status	→	↑	→	↑
Underlying Status	↑	→	↑	

KEY PERFORMANCE INDICATOR 3-1: NET FINANCIAL LIABILITIES ($'000)

Council has set a target for Council's level of net financial liabilities to be no greater than its annual operating revenue and not less than zero. Net financial liabilities in 2026-27 is budgeted to be $51.108m, which is below budgeted total revenue of $57.439m.

Year	2023-24 Actual $'000	2024-25 Actual $'000	2025-26 Forecast $'000	2026-27 Budget $'000
Result	$17,169	$37,385	$40,381	$51,108
Status	↑	↑	↑	↑

KEY PERFORMANCE INDICATOR 3-2: NET FINANCIAL LIABILITIES RATIO

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

The 2023-24, 2024-25 and 2025-26 figures have been adjusted for early financial assistance grant payments received in June 2023 (for 2023-24) and June 2025 (for 2025-26), which impact the total operating income for 2023-24, 2024-25 and 2025-26. This indicator has therefore been adjusted in those years to reflect the true underlying result.

Year	2023-24 Actual %	2024-25 Actual %	2025-26 Forecast %	2026-27 Budget %
Result	37%	71%	76%	89%
Underlying Result	36%	76%	72%	
Status	↑	↑	↑	↑
Underlying Status	↑	↑	↑	

KEY PERFORMANCE INDICATOR 4: ASSET RENEWAL FUNDING RATIO

Expresses the rate by which assets are wearing out and being replaced by comparing capital outlays on renewal/replacement to the Infrastructure Asset Management Plans. Council has set the following target: Capital outlays on renewing/replacing assets net of proceeds from sale of replaced assets is greater than 80% but less than 110% of Infrastructure Asset Management Plans. A substantial amount of 'Upgraded' asset work completed each year is partly renewing components of existing assets. The calculation to compile this ratio does not include any upgrade costs as it is not considered 'renewal/ replacement'. This is then effectively understating the expenditure for asset replacement, and the ratio is not then reflecting the true actual net asset renewals. It is expected the renewal spend information will be more accurate when the four-year review of the IAMPs is undertaken and the improvement plans from that work provides these projections per annum. This target is budgeted to be exceeded in 2026-27.

Year	2023-24 Actual %	2024-25 Actual %	2025-26 Forecast %	2026-27 Budget %
Result	123%	84%	97.6%	157.9%
Status	↑	↑	↑	↑

Non-Financial Performance Measures

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

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

Indicator	Description	Target
Our Community		
Library Visits	The number of library visits and participation within the Barossa Council Area	5 visits per capita
Mutual Liability Claims	Number of successful Mutual Liability Claims against Council	3 or less per annum
Customer Request Completion Rate	Number of completed customer requests	90%
Community Support Program - Transport	Number of outputs - one way trips	Minimum 4,477
Community Support Program - Domestic Assistance	Number of outputs - hours	Minimum 3,058
Community Support Program - Home Maintenance and Repairs	Number of outputs - hours	Minimum 3,509
Community Support Program - Sector Support and Development	Activity Work Plan	Completed
Community Support Program - Group Social Support	Number of outputs - hours	Minimum 5,646
Community Support Program - Individual Social Support	Number of outputs - hours	Minimum 260

Indicator	Description	Target
Our Economy		
Tourism Customer Satisfaction with Visitor Information Services	Average Customer Satisfaction Rating	4 or above
Visitor Information Centre Bookings	Annual Booking Revenue (Accomodation/Tours/Tickets)	100% of Budget
Events	At least three key regional, state or national events hosted annually	3 or above
Our Environment		
Waste Disposal Rate	Percentage of waste disposed to landfill	Less than 65%
Recycling Rate	Percentage of waste recycled	More than 35%
Our Places		
Development Performance	Percentage of development applications determined within statutory timeframes	90%
Asset Spending Ratio	Ratio of asset expenditure on renewal, replacement and upgraded assets and maintenance on assets	Between 100% and 150% of Depreciation
Our Council		
LGA KPI Audit Action Plan	Percentage of KPI Audit Actions Complete	90%
LGA Risk Review	Percentage risk review conformance	90%
Operating Delivery	Actual Operating Expenditure as a Percentage of Budgeted Operating Expenditure	95%
Capital Program Delivery	Actual Capital Expenditure as a Percentage of Budgeted Capital Expenditure	92%

ESSENTIAL SERVICES COMMISSION OF SOUTH AUSTRALIA
LOCAL GOVERNMENT ADVICE SCHEME REPORT

OFFICIAL

Advice

Local Government Advice

The Barossa Council

February 2026

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Enquiries concerning this advice should be addressed to:

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Web: www.escosa.sa.gov.au

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The Barossa Council
AT A GLANCE

OVERVIEW

The Essential Services Commission finds The Barossa Council's current and projected financial performance sustainable due to its strong governance processes and favourable sustainability ratios.

FINANCIAL PERFORMANCE

Past 10 years
Sustainable

Current
Sustainable

Projected
Sustainable

RISKS IMPACTING SUSTAINABILITY

⚠ The need to invest in infrastructure to support the expansion of Concordia ahead of generating rates from new residents (if the project proceeds).

KEY FACTS

- Population in 2024 was **26,590** residents
- The Council covers **893.5 square kilometres**
- **13,418** rateable properties in 2024-25
- **$52.7 million** of income in 2024-25
- Value of infrastructure assets held in 2024-25 equals **$452.5 million**

The Essential Services Commission is an independent statutory authority with functions in a range of essential services including water, sewerage, electricity, gas, rail and maritime services, and also has a general advisory function on economic matters. For more information, please visit www.escosa.sa.gov.au.

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1 Executive summary

1.1 Summary of observations

The Essential Services Commission of South Australia (**Commission**) finds The Barossa Council's current financial position to be **sustainable.** The Barossa Council faces low risks in achieving its operating surplus and effectively managing its assets over the forecast period. It has a strong and demonstrated focus on transparency, community consultation and agile service delivery.

The Barossa Council has managed its operating surplus conservatively during the 10-year Historical Period (from 2014-15 to 2023-24), achieving an average operating surplus ratio of 3.8 percent. It has forecast an operating surplus ratio for the period from 2025-26 through to 2034-35 of 2.1 percent per annum on average, which is lower than the historical result but reflective of its planned capital program.

Rates are the main source of income for The Barossa Council over both the Historical Period and the Forecast Period (from 2025-26 through to 2034-35), and they are increasing from 78.3 percent to 80.9 percent as a percentage of total income. Growth in the number of rateable properties is forecast to be modest at 0.8 percent, originating from small scale development. The Commission notes that the Council's forecasts exclude the Concordia development pending formal resolution of boundary reform proposals. The forecast Net Financial Liabilities Ratio is an average of 50.8 percent due to borrowing for 'The Big Project' (a 35-year project for key infrastructure assets delivered in phases). The Council plans to repay loans rapidly but could consider a slower repayment pace with commensurate spreading of rates revenue, to improve intergenerational equity.

The Barossa Council is taking a pro-active approach to managing its assets and has been transparent with the Commission and other stakeholders via its strategic documents about its governance and asset management practices. It has an ambitious capital program that was established in consultation with the Community and will cost an average of $3.5 million per annum on new assets. This expenditure will not impact forecast capital spending of $9.9 million per annum on renewal of existing assets.

1.2 Summary of recommendations

The Council has a range of sound practices in its strategic planning and asset management, including:

- reviewing expenditure regularly and consulting the community on priorities
- its approach to project planning that includes obtaining and publishing prudential reports
- aligning its Infrastructure and Asset Management Plan with its Long-Term Financial Plan and Annual Budgets, and
- its governance processes around new infrastructure projects.

To further strengthen the Council's sustainability, the Commission recommends that the Council:

1. **Consider** its pace of repayment of debt for 'The Big Project' to balance financial costs and intergenerational equity.
2. **Update** the condition data for all asset classes and ensure that asset useful lives are reviewed annually.
3. **Clarify underlying assumptions and include** summary information on asset condition within the Infrastructure and Asset Management Plan to improve transparency.
4. **Update** all strategic plans to reflect the impact of the Concordia Development at the earliest opportunity.

2 About the advice

2.1 Background

The State Parliament has tasked the Commission, South Australia's independent economic regulator and advisory body, to provide advice on material changes proposed by local councils in relation to elements of their Strategic Management Plans (**SMP**), and on the proposed revenue sources, including rates, which underpin those plans.[1]

A primary purpose of the Local Government Advice Scheme (**Advice** or **the Scheme**) is to support councils to make financially sustainable strategic decisions in their annual business plans and budgets, in the context of their Long-Term Financial Plans (**LTFP**) and Infrastructure and Asset Management Plans (**IAMP**).[2] IAMPs are commonly referred to as Asset Management Plans (**AMP**). The LTFP and the IAMP are both required as part of a council's SMP.[3] Financial sustainability encompasses intergenerational equity,[4] program (service level) and rates stability in this context.[5] The other main purpose is for the Commission to consider ratepayer contributions in the context of all revenue sources, as outlined in the LTFP.[6] In addition, the Commission has discretion to provide advice on any other aspect of a council's LTFP or IAMP it considers appropriate, having regard to the circumstances of that council.[7]

The first cycle of the scheme extends over four years from 2022-23 to 2025-26. The Commission has selected 19 councils for advice in the fourth year (2025-26) of the Scheme, including The Barossa Council.

This report provides the Local Government Advice for the Council in 2025-26.

The Council is obliged under the *Local Government Act 1999* **(LG Act)** to publish this advice and its response, if applicable, in its 2026-27 Annual Business Plan (including any draft Annual Business Plan) and in subsequent plans until the next cycle of the Scheme.[8] Decision-making remains in the control of the Council.

The Commission thanks the Council for meeting with Commission staff and for providing information to assist the Commission in preparing this advice.

2.2 The Commission's approach

In providing its Advice for the Council, the Commission has followed the approach set out in the Framework and Approach – Final Report (**F&A**).[9]

1 Amendments to the LG Act (s122(1c) to (1k) and (9)) specify the responsibilities for the Commission and local councils for the Local Government Scheme Advice. The Commission must provide advice to each council in accordance with the matters outlined in s122(1e), (1f) and (1g).
2 Commonly referred to as Asset Management Plans (**AMP**).
3 The objectives of the advice with reference to a council's LTFP and IAMP are presented under LG Act, s122(1g). LG Act s122(1) specifies the requirements of a council's SMP, including the LTFP and IAMP.
4 'Intergenerational equity' relates to fairly sharing services and the revenue generated to fund the services between current and future ratepayers.
5 Commission, *Framework and Approach – Final Report*, August 2022, pp. 2-3, available at www.escosa.sa.gov.au/advice/advice-to-local-government.
6 LG Act s122(1f)(a) and (1g)(a)(ii).
7 LG Act s122(1f)(b) and (1g)(b).
8 LG Act s122(1h).
9 Commission, *Framework and Approach – Final Report*, August 2022, available at www.escosa.sa.gov.au/advice/advice-to-local-government.

The Commission has considered the Council's SMP documents and other documents (set out in the box below), with a particular focus on its performance and outlook against three financial indicators: the Operating Surplus Ratio (**OSR**), the Net Financial Liabilities Ratio (**NFLR**) and the Asset Renewal Funding Ratio (**ARFR**).[10] Analysis of these three indicators captures financial and service sustainability, cost control and affordability risk.[11]

The Commission reviews 10 years of historical data, being the years 2014-15 to 2023-24 (**Historical Period**) the "current year" 2024-25 and 10 forecast years, being 2025-26 to 2034-35 (**Forecast Period**).

Table 1: Strategic management documents referred to

- The Barossa Council, General Purpose Financial Statements for the year ended 30 June 2025.
- Corporate Plan, 2024-2028 (2024-2025 revision).
- Barossa Local Economic Development Plan, 2022-2027.
- Long-Term Financial Plan 2024/25 – 2033/34 Update as at 2 January 2025.
- Annual Business Plan and Budget 2025-2026 – Incorporating the review of the Long-Term Financial Plan for 2025/26 to 2034/35.
- Annual Budget and Business Plan 2024/25 (adopted 19 June 2024).
- UHY Haines Norton, The Big Project – Priority 1 Projects – 2023 Update, Prudential Review February 2024.
- Infrastructure Asset Management Plan, 2024-2034 – adopted 19 November 2024.

Given that the Commission must, in providing its advice, have regard to the objective of councils maintaining and implementing their IAMPs and LTFPs,[12] it has also considered the Council's performance in that context. Findings regarding the content of the Council's AMPs, and the alignment between its LTFP and AMPs,[13] are discussed in Section 5.

The Commission has also reviewed the financial template provided by the Council, including its 2025-26 LTFP forecasts for 2025-26 to 2034-35, historical financial data, the number of rateable properties and Council staff (Full Time Equivalent or **FTE**) numbers from 2014-15 onwards.[14] The charts and tables in the Advice are primarily sourced from these datasets. In addition, the Commission has reviewed the Council's audit committee reports, and other public information, as appropriate.

The Commission has reported estimates in nominal terms to identify 'real' rather than 'inflationary' effects. In the charts, the Consumer Price Index (**CPI**) line for the Historical Period is calculated as the compound annual growth rate in the CPI (Adelaide) series from 2014-15 to 2023-24, being

[10] The three financial indicators are specified in the Local Government (Financial Management) Regulations 2011. Since 2011, each council has been required to include these three indicators in its plans, annual budget, mid-year budget review and annual financial statements. Councils can adopt their own target range for each ratio, but the Commission is guided by the Local Government Association **(LGA)** target ranges, which were established and agreed during the development of the LGA Financial Sustainability Papers (2006-2011).
[11] The F&A listed 29 analytical questions that the Commission has considered in assessing the Council's performance against these indicators to determine affordability, cost control and other sustainability risks.
[12] LG Act s122(1g)(a)(i).
[13] As required under s122(1b) of the LG Act.
[14] The Council's estimates for the 2024-25 financial year were unaudited at the time of preparing this advice.

2.9 percent.[15] Each financial year is the average of the four quarterly results. The CPI for the Forecast Period is calculated as the compound annual growth rate in the CPI (Australia) series from 2025-26 based on the Reserve Bank of Australia (RBA) (Australia-wide) inflation forecasts to the December 2027 quarter, and the midpoint of the RBA target range (2.5 percent) thereafter, yielding an average inflation rate for the Forecast Period of 2.5 percent. Similarly, for the current year 2024-25, we have observed a CPI (Adelaide) of 2.4 percent.

Finally, in formulating this Advice, the Commission has had regard to all discussions and engagement with the Council, including the meeting with Council officers and the individual circumstances of the Council, including:

- its location as an Urban Fringe Council
- its income level ($52.7 million in 2024-25[16]), and
- the size of its rates base (around 13,418 ratepayers in 2024-25[17]).

Throughout this Advice, the Commission has identified several key points and assigned the following risk category to those points:

Legend: Low-risk Moderate-risk High-risk

[15] The assumed CPI for the Historical Period is 2.9 percent, being the compound annual growth rate in the CPI (Adelaide) series from 2014-15 to 2023-24. Source: Consumer Price Index, Australia, June Quarter 2024 | Australian Bureau of Statistics

[16] The Barossa Council General Purpose Financial Statements for the year ended 30 June 2025, p 3.

[17] Based on the Council's financial reporting template provided to the Commission.

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3 Council profile

The Council is classified by the Commission as an 'Urban Fringe' council and is one of five in this category in South Australia.[18] It covers an area of 893.5 square kilometres, has an estimated resident population of 26,590 (at 30 June 2024),[19] and approximately 13,418 rateable properties (on 1 January 2025).[20]

The Council is in the mid-north region of South Australia, formed in 1996 by amalgamation of the District Councils of Barossa, Tanunda and Angaston, and the amalgamation of the District Council of Mount Pleasant in 1997.[21]

Figure 1: Council Area

The Council region has the following attributes:

- historical rateable property growth of approximately 0.7 percent per annum[22]
- population density of 29.8 persons per square kilometre[23]
- 989 kilometres of sealed and unsealed roads, of which 61.6 percent are unsealed roads[24]
- employment sectors mainly in manufacturing (18.5 percent), healthcare and social assistance (11.5 percent), education and training (8.5 percent) and construction (8.1 percent)[25], and
- a median population age of 45.5 years.[26]

[18] Commission, *Fact Sheet - Local Government Advice Scheme – Schedule of Councils*, May 2023, available at https://www.escosa.sa.gov.au/ArticleDocuments/21947/20240731-Advice-ScheduleOfCouncils-FactSheet.pdf.aspx?Embed=Y.
[19] Refer to Australian Bureau of Statistics, *Data by region*, available at https://dbr.abs.gov.au/region.html?lyr=lga&rgn=40310
[20] Based on the Council's Financial Reporting template provided to the Commission.
[21] The Barossa Council Annual Business Plan and Budget 2025/26, p. 7.
[22] Based on the Council's Financial Reporting template provided to the Commission.
[23] Refer to Australian Bureau of Statistics, *Data by region*, available at https://dbr.abs.gov.au/region.html?lyr=lga&rgn=40310
[24] Refer to the Department of Infrastructure and Transport - Local Government Grants Commission, *2023-24 Database Reports*, available at: https://www.dit.sa.gov.au/local-government/grants-commission/publications#database
[25] Refer to Australian Bureau of Statistics, *Data by region*, available at https://dbr.abs.gov.au/region.html?lyr=lga&rgn=40310
[26] Refer to Australian Bureau of Statistics, *Data by region*, available at https://dbr.abs.gov.au/region.html?lyr=lga&rgn=40310

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4 Material plan amendments in 2025-26

Significant increases in Council financial estimates for 2025-26 to 2033-34 compared with the same period in the previous LTFP are due to borrowing for new capital projects. Capital expenditure on new and upgraded assets has increased markedly. The Council maintains transparent forecasting and indexation practices, with rate rises tied to CPI and property growth. The changes partially reflect the impact of 'The Big Project' and are explained further in the Council's LTFP.

The material amendments to some of its main financial forecasts are listed in the table below (in nominal terms).[27] To ensure a comparable analysis of forward estimates between the 2024-25 and 2025-26 LTFPs, the Commission has reviewed the nine overlapping years' statistics: 2025-26 to 2033-34 and identified material amendments accordingly.

4.1 Key points

- The Council's methodology for indexation is transparent and published.

Table 2: Historical and forecast financial items

Selected Financial Item	Sum of 2025-26 to 2033-34 estimates in 2024-25 LTFP ($ million)	Sum of 2025-26 to 2033-34 estimates in 2025-26 LTFP ($ million)	Change in 2025-26 estimates ($ million)	Change in 2025-26 estimates (percent)
Capital expenditure on new and upgraded assets	$5.9	$33.7	$27.8	+470.0

4.2 Changes to capital expenditure estimates

Capital expenditure on new infrastructure has increased by 470.0 percent due to ongoing expenditure for 'The Big Project' and other capital projects. Assets, the AMPs, and the Council's capital expenditure outlook are discussed further in Section 5.3.

4.3 Indexation adjustments

The Council has a structured approach to forecasting and has clear and comprehensive information for ratepayers about its revenue and expenditure estimates and assumptions underlying its forecasts for rate increases and the LTFP. Its general rates increase for 2025-26 is based on the RBA's May 2025 trimmed CPI,[28] plus anticipated rateable property growth together with a component for funding capital programs (further discussed in section 6.)

[27] Table 2 shows only selected financial items to demonstrate the material amendments made by the Council in its 2025-26 estimates.
[28] Annual Business Plan and Budget 2025/26, p. 49.

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5 Financial sustainability

5.1 Operating performance

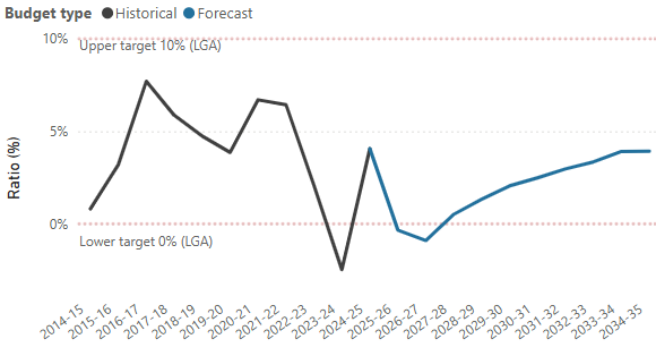
5.1.1 Key points

- The Council has achieved an average OSR of 3.8 percent indicating sustainability in operating performance during the Historical Period.
- In the Historical Period, expense growth per property was equal to inflation.
- In the Forecast Period, the Council expects an annual average surplus less than its historical average performance but is likely to remain sustainable.
- The Council's ongoing reviews of expenditure and consultation with the community demonstrate good practice.

The Council remains financially sustainable, maintaining an average historical OSR of 3.8 percent, with forecasts slightly lower at 2.1 percent due to planned capital expenditure. Income and expenses have grown at rates matching or exceeding inflation. Expenditure and debt remain well-managed, supporting continued service delivery and capital investment.

5.1.2 Operating Surplus Ratio

Figure 2: Operating surplus ratio – historical and forecast



In the Historical Period, the Council achieved an average OSR of 3.8 percent incurring one deficit in the period due to a decrease in grants revenue and higher employee and materials costs. The average operating surplus was $1.5 million. The Council projects an average OSR of 2.1 percent in the Forecast Period. The Council forecasts small deficits in 2025-26 and 2026-27 followed by a return to surplus. The Council's forecast addresses cash flow impacts and budget constraints related to projected capital project expenditures (as discussed in section 5.3).[29] If the forecast is achieved, it will provide an

[29] Meeting with the Council, 27 May 2025.

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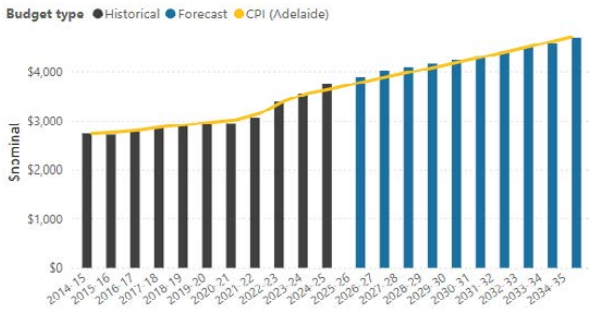
average OSR of 2.1 percent, below its historical average but commensurate with the impact of planned capital expenditure.

Total income and expenses were closely aligned between 2014-15 and 2023-24 and are forecast to continue similarly.

Average income growth per annum (CAGR) was 3.3 percent in the Historical Period but was equivalent to average inflation of 2.9 percent when accounting for rateable property growth of 0.7 percent for the period.[30] The Council forecasts income growth per annum (CAGR) of 3.5 percent (compared with forecast average inflation of 2.5 percent), driven by growth in rates and other charges but the difference is due to growth in rateable properties - expected to be 0.8 percent per annum. The Council noted that their forecast rate increases per property are higher than inflation but are aligned with their cost increases.[31]

Historical average expenditure growth per annum (CAGR) of 3.7 percent was higher than both inflation and the Council's income growth in the Historical Period but the difference can be attributed to growth in rateable properties. The average annual growth in expenses per property (CAGR) was 2.9 percent, equal to inflation for the period.

Figure 3: Expense by rated property - historical and forecast



The Council expects average expenditure per annum (CAGR) growth of 3.0 percent in the Forecast Period, above the RBA forecast inflation of 2.5 percent, the difference being mainly due to growth in rateable properties. However, operating expenses per rated property are forecast to be lower than CPI with average growth (CAGR) of 2.1 percent per annum (see Figure 3).

In the Historical Period, 'material, contracts and other' expenses averaged 39.8 percent of total costs, with employee costs at 36.0 percent. The Council projects these will shift to 36.5 percent and 39.4 percent respectively, while depreciation remains steady at 22.1 percent.

The Council has an ongoing reform agenda of increasing transparency and probity with rolling service reviews of all expense drivers.[32] It has a strong focus on both expenditure and function review.[33] It is focused on agile service delivery and changes its procurement models in response to market conditions in addition to utilising shared procurement with neighbouring councils as appropriate. The Council also consults extensively with its towns on expectations for service provision and has

[30] The assumed CPI for the Historical Period is 2.9 percent, being the compound annual growth rate in the CPI (Adelaide) series from 2014-15 to 2023-24. Source: https://www.abs.gov.au/statistics/economy/price-indexes-and-inflation/consumer-price-index-australia/jun-quarter-2024

[31] See Note 29.

[32] See Note 29.

[33] See Note 29.

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developed a master plan to look forward and determine priorities for all communities within the geographic footprint of the Council.[34]

5.1.3 Commission's recommendations on operating performance

The Commission notes the Council's good practices of reviewing expenditure regularly and consulting the community on priorities.

5.2 Net financial liabilities

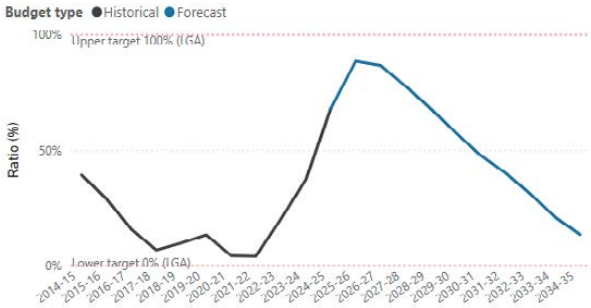
5.2.1 Key points

- The Council has a structured approach to debt management.
- The Council has forecast high debt for a period of five consecutive years however could reconsider its proposed repayment pace.
- The Council's historical and forecast income always exceed its debt.

The Council maintains strong financial management and transparency, with historical and forecast income consistently exceeding net financial liabilities, even as debt rises to fund 'The Big Project'. Although finance costs and debt levels temporarily increase, prudent planning, published reports, and ongoing community support contribute to long-term sustainability. The Council could consider adjusting its rapid loan repayment strategy to better balance financial costs and intergenerational equity, as cash reserves will be low during peak capital expenditure.

The NFLR[35] is a measure of a council's indebtedness and indicates whether a council can cover its net financial liabilities over a period.

Figure 4: Net financial liabilities ratio – historical and forecast



The NFLR averaged 17.9 percent in the Historical Period remaining within the LGA recommended range. The Council forecasts an increase in the ratio to an average of 50.8 percent in the Forecast

[34] See Note 29.

[35] The net financial liabilities ratio is defined as: Net financial liabilities ÷ Total operating income. This ratio measures the extent to which a council's total operating income covers, or otherwise, its net financial liabilities. The LGA target range is between zero and 100 percent of total operating income but could be higher in some circumstances (see LGA SA *Financial Indicators Paper*, pp. 7–8).

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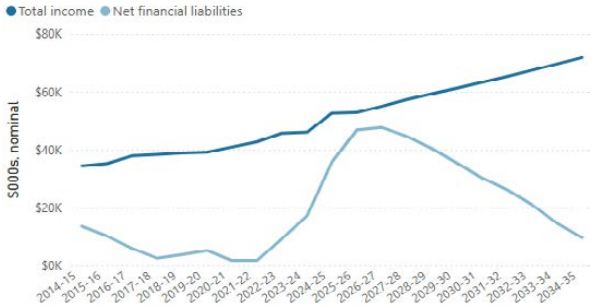
Period (with a peak of 88.6 percent in 2025-26) as it borrows to fund 'The Big Project' (Phase 1)– an intergenerational community infrastructure project.

The Commission notes the Council's diligent and transparent approach to this project with comprehensive, published, prudential reports.[36] Following extensive consultation, community support for the project is widespread. As noted above (see Figure 2), the Council forecasts deficit budgets from 2025-26 to 2026-27 reflecting cash flow impacts associated with this project.

Finance costs are forecast to increase in the near-term to support infrastructure development and return to average levels consistent with historical expenditure by June 2033. The Council proposes to repay loans rapidly (within seven years) and utilise CADs as required,[37] however the Commission suggests that the Council consider a slower repayment pace to support intergenerational equity.

Figure 5: Total income and net financial liabilities – historical and forecast



Both historically, and in its forecast, the Council's annual income exceeds its net financial liabilities, noting some pressure in the early years of 'The Big Project' between 2024-25 and 2029-30 (see Figure 5). 'The Big Project' commenced in 2016 and most of the expenditure in Phase 1 will conclude by 2024-25. It is a long-term project with a 35-year time frame that is master-planned to deliver economic growth, community infrastructure, and social and environmental outcomes. $17.0 million is committed to this project in 2025-26 capital investment.[38]

[36] UHY Haines Norton, The Big Project – Priority 1 Projects – 2023 Update, Prudential Review February 2024.
[37] CADS – Cash Advance Debentures, Meeting with the Council, 27 May 2025.
[38] Annual Business Plan and Budget, 2025/26, p. 22.

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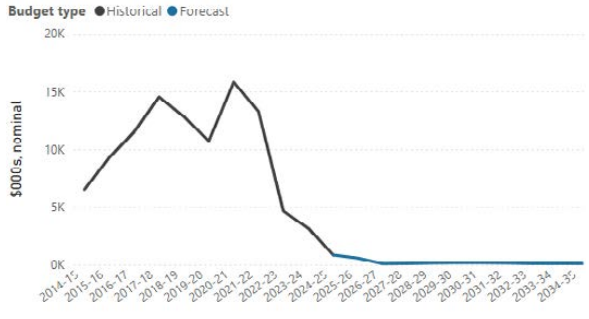
Figure 6: Cash and cash equivalents at year end – historical and forecast



Cash held at the end of the financial year averaged $10.2 million in the Historical Period. In the Forecast Period, the Council anticipates that cash held will decline to an average of $0.2 million, as it repays borrowings and funds capital projects (see Figure 6).

5.2.2 The Commission's recommendations on financial liabilities

The Commission recommends that the Council:

1. **Consider** its pace of repayment of debt for 'The Big Project' to balance financial costs and intergenerational equity.

5.3 Asset renewals expenditure

5.3.1 Key points

- The Council has a comprehensive IAMP that is aligned with budgets and the LTFP.
- The Council could improve transparency in its IAMP by including more information on current asset condition.
- The Council's historical and forecast ARFR ratios indicate that the Council has and is likely to renew its assets in a timely manner.
- The Council has strong governance processes around new asset infrastructure projects that include community consultation.

The Council maintains strong governance and prudent financial management of assets, with renewal and replacement aligned to budgets and long-term plans. Asset renewal funding is projected to stay within recommended ranges, despite variability and some reliance on younger assets due to recent major investments. The Council could further enhance transparency by updating and summarising asset condition data in its IAMP, especially as it undertakes significant projects like 'The Big Project'.

The Council has a comprehensive IAMP including all assets, that is reviewed every four years and updated as necessary. It promotes a systematic approach to managing assets however does not specify whether the figures presented are in real or nominal terms, nor any assumptions about its asset

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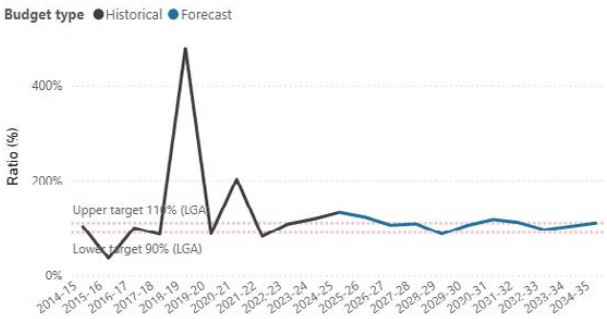
values. It aligns its asset expenditure forecasts with annual budgets and the LTFP[39] (which does provide more detail about assumptions). Asset condition assessment and assessment of remaining useful life of the Council's assets is undertaken on a rolling basis depending on the asset class.[40] It is not clear from the Council strategic documents whether the remaining useful lives of assets are reviewed annually as required under Local Government Regulations and accounting standards.

The Council's IAMP notes that asset expenditure details and condition data are kept in a management information system and that system is integral to the IAMP and asset strategy. It could be helpful to report users to see a summary of condition data for each asset class within the IAMP. The Commission encourages the Council to continue to update condition data for all asset classes noting bridges and stormwater[41] assessments are outdated.

The Council advises it is working with State Government and developers on a possible major residential expansion project (Concordia growth area). The Commission notes that the Local Government Boundaries Commission has recommended that the Concordia growth area move to Gawler Council however, the Minister requested that the Commission amend its Report and recommendations.[42] Due to uncertainty, this project was not included in the current IAMP or LTFP. It is now more likely that the project will proceed and will therefore have a major impact on the LTFP and other strategic documents. The Commission recommends that all strategic plans are redeveloped to include the impact of the Concordia development as soon as a decision has been made.

Figure 7: Asset renewal funding ratio (renewal expenditure net) – historical and forecast



The Council's net investment in infrastructure renewal averaged 101.4 percent in the Historical Period with some variability, however, indicates that on average, the Council is likely to have renewed its assets in a timely manner.[43] It advises that variability in historical renewal was a result of deficient information in its earlier IAMP and that it has since made a significant investment in updating the information.[44] In the Forecast Period, the Council anticipates that the ARFR (net) will average 106.7 percent, remaining within the LGA recommended range if achieved.

[39] The Barossa Council Infrastructure Asset Management Plan 2024-2034 (adopted 19 November 2024), p. 21.
[40] The Council response to ESCOSA questions, 30 April 2025.
[41] The IAMP notes condition assessment for bridges in 2017 and Stormwater assets in 2009 and no condition profile for fleet plant and equipment.
[42] Local Government Boundaries Commission, Boundary Proposal reform status available at: https://www.dit.sa.gov.au/local-government/boundaries-commission/current-proposals/town-of-gawler.
[43] LGA SA Financial Indicators paper, p9, available at: https://dit.sa.gov.au/local-government/documents/office-of-local-government/financial_sustainability_information_paper_9.pdf
[44] Correspondence with the Council, 9 September 2025.

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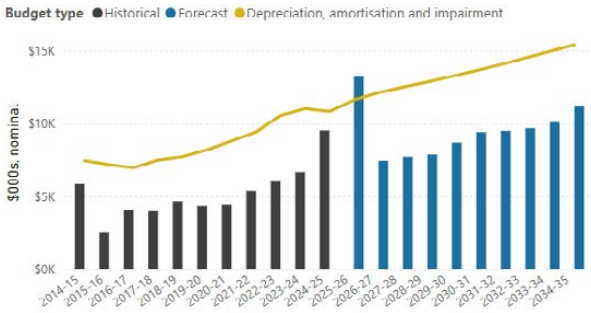
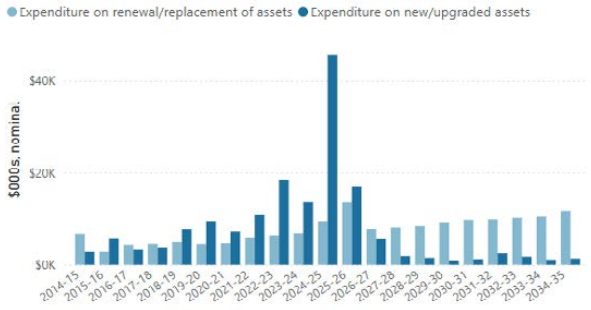
Figure 8: Net asset renewal expenditure and depreciation – historical and forecast



In the Historical Period, the Council's ARFR on a depreciation basis averaged 56.5 percent, indicating that depreciation was high relative to the expenditure requirements set out in the IAMP. For the Forecast Period, this ratio is expected to be 70.3 percent, indicating that the depreciation expense continues to be higher than planned capital renewal expenditure. This may be due to the significant proportion of young long-life assets withing the Council's asset portfolio based on its historical and forecast new capital investments (further discussed below). The challenge for the Council will be to provide for future capital renewal, beyond the Forecast Period, ensuring that all Big Project renewals are not required simultaneously.

Figure 9: Total capital expenditure by category – historical and forecast



The Council expended an average of $5.2 million annually on renewal and replacement of assets in the Historical Period, and $8.3 million annually on average for new or upgraded assets in the same period. New/upgraded expenditure included $20.0 million expenditure over 2022-23 and 2023-24 on building infrastructure and recreation assets.[45]

The Council forecasts capital renewal and replacement expenditure of approximately $9.9 million per annum to maintain its existing assets.

'The Big Project' is a major infrastructure project (currently in progress) to uplift community infrastructure over the next 35 years. The Council is continuing to work on phase one of this project over the next few years.[46] This project is largely responsible for the average forecast of $3.5 million

[45] The Barossa Council General Purpose Financial Statements for 2022-23 and 2023-24 (Note 7).
[46] See Note 29

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expenditure per annum on new and upgraded assets. The Council consults extensively with ratepayers, including on infrastructure development and priorities, to ensure that community expectations are managed and met.[47]

The Council's practice is to embed new asset projects within its LTFP when funding is certain, to enable assessment of the project in the broader context of the Council business. It also undertakes independent feasibility studies and business case development before project approval, for example the prudential reports obtained in relation to 'The Big Project'.[48] All reports are available on the Council's website in line with its governance principle of transparency.

5.3.2 The Commission's recommendations on asset renewals expenditure

The Commission notes the Council's good practice of maintaining a comprehensive IAMP and asset system that is aligned with budgets and the LTFP. The Commission also notes the rigorous process for approval of new infrastructure projects.

The Commission recommends that the Council:

2. **Update** the condition data for all asset classes and ensure that asset useful lives are reviewed annually.
3. **Clarify underlying assumptions and include** summary information on asset condition within the IAMP to improve transparency.
4. **Update** all strategic plans to reflect the impact of the Concordia Development at the earliest opportunity.

[47] The Barossa Council Infrastructure Asset Management Plan 2024-2034 adopted 19 November 2024, p. 12.
[48] See Note 36.

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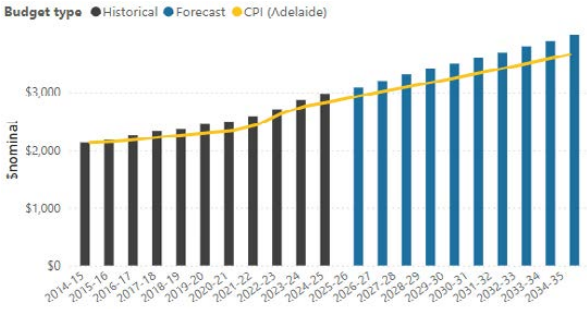
6 Advice on current and projected rate levels

6.1 Key points

⚠	Rates per property are forecast to increase by higher than inflation between 2025-26 and 2034-35.
✓	Rates affordability issues are unlikely.

Figure 10: Average rates revenue per property – historical and forecast



The Council had average rates income growth per annum (CAGR) of 4.1 percent in the Historical Period which was above CPI but incorporates 0.7 percent of growth in rateable properties. Rates per property average growth per annum for the historical period was 3.3 percent, also marginally above CPI of 2.9 percent. The Council's primary source of income was rates, averaging 78.3 percent of total income in the Historical Period and expected to be 80.9 percent of total income in the Forecast Period. The Council anticipates average rate income growth per annum (CAGR) to be 3.8 percent in the Forecast Period which includes growth in rateable properties at an average of 0.8 percent.

The proposed rate increase for 2025-26 is 3.4 percent for existing ratepayers,[49] which is above the forecast inflation for the year (3.1 percent[50]) but meets the Council's requirement for revenue to renew current infrastructure and provide service delivery at current standards.[51] It is unlikely that rates affordability will be an issue in the current, nor the Forecast Period, given the Council's SEIFA score.[52]

The Commission notes the Council's transparency demonstrated by its routine publication of detailed information including assumptions behind its decision-making.

[49] The Barossa Council Annual Business Plan and Budget 2025/26, p. 33.
[50] RBA data -forecast time series, available at: https://www.rba.gov.au/publications/smp/2025/aug/
[51] The Barossa Council Annual Business Plan and Budget 2025/26, p. 28.
[52] The Barossa area is ranked 62 among 71 South Australian '*local government areas*' (including Anangu Pitjantjatjara and Maralinga Tjarutja Aboriginal community areas and 'unincorporated SA') on the Australian Bureau of Statistics SEIFA Index of Economic Resources (2021), where a lower score (eg, 1) denotes relatively lower access to economic resources in general, compared with other areas, available at https://www.abs.gov.au/statistics/people/people-and-communities/socio-economic-indexes-areas-seifa-australia/latest-release

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7 The Commission's next advice and focus areas

In the next cycle of the scheme, the Commission will review and report upon the Council's:

- achievement of plans to manage financial liabilities
- achievement of asset management plans
- implementation progress of 'The Big Project', and
- planning for the impact of the possible Concordia Growth area development, if the project is approved and proceeds.

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8 Appendix: Glossary of terms

Term	Explanation
ABS	Australian Bureau of Statistics
AMP	Asset management plan (also called an IAMP)
ARFR	Asset Renewal Funding Ratio: renewal expenditure based (gross): Asset Renewal Expenditure / IAMP Renewal Expenditure (where IAMP expenditure includes sale of replaced assets) Asset Renewal Funding Ratio - renewal expenditure based (net) - if IAMP excludes sale of replaced assets: Asset Renewal Expenditure / IAMP Renewal Expenditure (where IAMP expenditure excludes sale of replaced assets) Asset Renewal Funding Ratio (depreciation based): Asset Renewal Expenditure / Depreciation (IAMP Renewal Expenditure is that required according to the IAMP.)
CAGR	Compound Annual Growth Rate: CAGR = (Vfinal / Vbegin) $^{1/t}$ – 1 CAGR represents the mean annualized growth rate for compounding values over a given time period. CAGR smoothes the effect of volatility of periodic values that can render arithmetic means less meaningful. (Source: Wikipedia)
Commission	Essential Services Commission, established under the *Essential Services Commission Act 2002*
CPI	Consumer Price Index (Adelaide, All Groups)
Council	The Barossa Council
CWMS	Community Wastewater Management System
ESC Act	*Essential Services Commission Act 2002*
F&A	Local Government Advice: Framework and Approach – Final Report
FA Grants	Financial Assistance Grants (Commonwealth Government)
Forecast Period	10 years from 2025-26 to 2034-35
FTE	Full Time Equivalent
Historical Period	10 years from 2014-15 to 2023-24
IAMP	Infrastructure and asset management plan (also called an AMP)
LG Act	*Local Government Act 1999*

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Term	Explanation
LGA SA Financial Indicators Paper	Local Government Association of South Australia, Financial Sustainability Information Pa per 9 - Financial Indicators Revised May 2019
LGGC	Local Government Grants Commission
LGPI	Local Government Price Index
LTFP	Long-term financial plan
NFLR	Net Financial Liabilities Ratio Net Financial Liabilities are defined as: Total Liabilities LESS Current Assets (Cash and Cash Equivalents) LESS Current Assets (Trade and Other Receivables) LESS Current Assets (Other Financial Assets) LESS Non-Current Assets (Financial Assets - excluding equity accounted investments in council businesses) The net financial liabilities ratio is: Net financial liabilities ÷ Total Operating Income
OSR	Operating Surplus Ratio The Operating Surplus (Deficit) is defined as: Total Operating Income LESS Total Operating Expenses The Operating Surplus Ratio is defined as: Operating Surplus (Deficit) ÷ Total Operating Income
Regulations	*Local Government (Financial Management) Regulations 2011*
RBA	Reserve Bank of Australia
SACES	The South Australian Centre for Economic Studies
SEIFA	Socio-Economic Indexes for Areas
SMP	Strategic management plan
SG	Superannuation Guarantee
The scheme or advice	Local Government Advice Scheme

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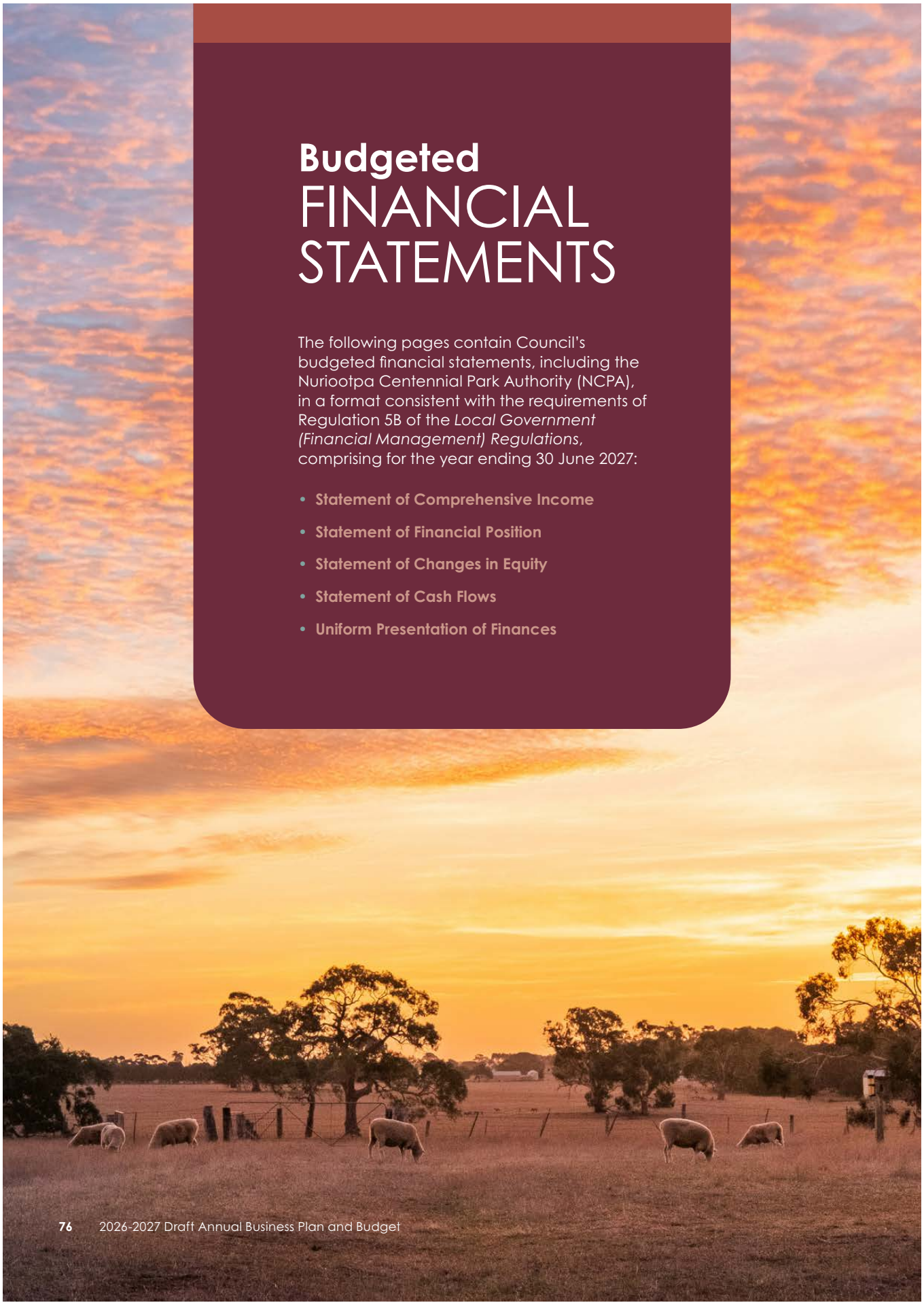


Budgeted FINANCIAL STATEMENTS

The following pages contain Council's budgeted financial statements, including the Nuriootpa Centennial Park Authority (NCPA), in a format consistent with the requirements of Regulation 5B of the *Local Government (Financial Management) Regulations*, comprising for the year ending 30 June 2027:

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

Statement of Comprehensive Income
For the year ending 30 June 2027

	2025-26 Original Budget $'000	2025-26 Forecast* $'000	2026-27 Budget $'000
Income			
Rates	42,019	42,116	44,278
Statutory Charges	907	916	972
User Charges	4,178	4,194	4,481
Grants, subsidies and contributions - Operating	4,853	2,898	4,153
Grants, subsidies and contributions - Capital	0	1,628	2,662
Investment Income	166	166	93
Reimbursements	155	234	177
Other Income	622	807	623
Net Gain – Joint Ventures and Associates	0	0	0
Total Revenues	**52,900**	**52,959**	**57,439**
Expenses			
Employee Costs	20,211	20,464	21,643
Materials, Contracts and Other Expenses	19,354	20,158	21,521
Depreciation, Amortisation and Impairment	11,615	12,423	12,812
Finance Costs	1,898	1,792	2,111
Net Loss – Joint Ventures and Associations	0	0	0
Total Expenses	**53,078**	**54,837**	**58,087**
Operating Surplus / (Deficit)	**(178)**	**(1,878)**	**(648)**
Asset Disposal & Fair Value Adjustments	(915)	(967)	(3,070)
Amounts Received Specifically for New or Upgraded Assets	5,673	1,252	3,955
Physical Resources Received Free of Charge	2,400	2,400	2,728
Net Surplus / (Deficit)	**6,980**	**807**	**2,965**
Transferred to Equity Statement	0	0	0
Other Comprehensive Income	0	0	0
Changes in revaluation surplus - infrastructure, property, plant & equipment	0	11,683	13,586
Total Other Comprehensive Income	**0**	**11,683**	**13,586**
Total Comprehensive Income	**6,980**	**12,490**	**16,551**

* Forecast uses the second quarter revised budget and estimates for operating and capital expenditure to 30 June 2026 using the latest information available at 31 December 2025 including material financial information received since the draft budget was placed on public consultation.

Statement of Financial Position
For the year ending 30 June 2027

	2025-26 Original Budget $'000	2025-26 Forecast* $'000	2026-27 Budget $'000
Assets			
Current Assets			
Cash and Cash Equivalents	559	1,382	48
Trade and Other Receivables	3,237	2,963	2,952
Other Financial Assets	0	0	0
Inventories	125	239	245
Subtotal	3,921	4,584	3,245
Non-Current Assets Held for Sale	0	0	0
Total Current Assets	**3,921**	**4,584**	**3,245**
Non-current Assets			
Financial Assets	1,935	2,040	2,005
Equity Accounted Investments in Council Businesses	4,518	4,738	4,866
Infrastructure, Property, Plant and Equipment	501,518	527,414	558,086
Other Non-Current Assets	0	0	0
Total Non-current Assets	**507,971**	**534,192**	**564,957**
Total Assets	**511,892**	**538,776**	**568,202**
Liabilities			
Current Liabilities			
Trade and Other payables	5,382	4,482	4,522
Borrowings - Council	531	801	819
Borrowings - Community Organisations	306	207	207
Provisions	3,158	3,479	3,633
Total Current Liabilities	**9,377**	**8,969**	**9,181**
Non-Current Liabilities			
Trade and Other payables	0	1,636	1,597
Borrowings	40,460	33,392	42,736
Borrowings - Community Organisations	2,024	1,956	1,748
Provisions	722	815	850
Total Non-current Liabilities	**43,206**	**37,799**	**46,931**
Total Liabilities	**52,583**	**46,768**	**56,112**
Net Assets	**459,309**	**492,008**	**512,090**
Equity			
Accumulated Surplus	159,130	162,595	167,878
Asset Revaluation Reserve	287,098	314,112	327,698
Other Reserves	13,081	15,301	16,514
Total Equity	**459,309**	**492,008**	**512,090**

* Forecast uses the second quarter revised budget and estimates for operating and capital expenditure to 30 June 2026 using the latest information available at 31 December 2025 including material financial information received since the draft budget was placed on public consultation.

Statement of Changes in Equity
For the year ending 30 June 2027

	Accumulated Surplus $'000	Asset Revaluation Reserve $'000	Other Reserves $'000	Total Equity $'000
Budgeted balance at end of previous reporting period 30 June 2025	**163,242**	**314,112**	**15,301**	**492,655**
Restated opening balance	**162,664**	**314,112**	**15,301**	**492,077**
Net Surplus / (Deficit) for year	**(648)**			**(648)**
Other Comprehensive Income	3,613	0	0	3,613
Gain on revaluation of infrastructure, property, plant and equipment	0	13,586	0	13,586
Transfer to accumulated surplus on sale of infrastructure, property, plant and equipment	3,462	0	0	3,462
Transfer between reserves and adjustments	(1,213)	0	1,213	0
Balance at the End of Period	**167,878**	**327,698**	**16,514**	**512,090**

* Forecast uses the second quarter revised budget and estimates for operating and capital expenditure to 30 June 2026 using the latest information available at 31 December 2025 including material financial information received since the draft budget was placed on public consultation.

Statement of Cash Flows
For the year ending 30 June 2027

	2025-26 Original Budget $'000	2025-26 Forecast* $'000	2026-27 Budget $'000
Cash Flows from Operating Activities			
Receipts			
Operating Receipts	52,734	52,793	57,347
Investment Receipts	166	166	93
Payments			
Operating payments to Suppliers and Employees	(39,556)	(39,458)	(43,157)
Landfill rehabilitation expense	0	0	0
Finance Payments	(1,813)	(1,706)	(2,000)
Net Cash Provided by (or Used in) Operating Activities	**11,531**	**11,795**	**12,283**
Cash Flows from Investing Activities			
Receipts			
Amounts Specifically for New or Upgraded Assets	5,673	1,252	3,955
Sale of Replaced Assets	344	265	422
Repayments of Loans by Community Groups	118	108	101
Payments			
Expenditure on Renewal / Replacement of Assets	(13,623)	(8,821)	(12,821)
Expenditure on New / Upgraded Assets	(16,970)	(5,972)	(14,318)
Loans made to Community Groups	0	0	0
Net Cash Provided by (or Used in) Investing Activities	**(24,458)**	**(13,168)**	**(22,661)**
Cash Flows from Financing Activities			
Receipts			
Loans Received	10,000	2,700	9,650
Proceeds from Loans made to Community Groups	0	0	0
Receipt of Funds from Leases	0	0	0
Proceeds from Bonds and Deposits	0	0	0
Proceeds from Internal Borrowings	0	0	0
Payments			
Repayments of Borrowings	(787)	(787)	(607)
Repayment Lease Liabilities	(7)	(7)	0
Repayment of Bonds and Deposits	0	0	0
Repayment of Internal Borrowings	0	0	0
Net Cash Provided by (or Used in) Financing Activities	**9,206**	**1,906**	**9,043**
Net Increase / (Decrease) in Cash Held	**(3,721)**	**533**	**(1,335)**
Cash and Cash Equivalents at Beginning of Period	4,280	849	1,382
Cash and Cash Equivalents at End of Period	**559**	**1,382**	**47**

* Forecast uses the second quarter revised budget and estimates for operating and capital expenditure to 30 June 2026 using the latest information available at 31 December 2025 including material financial information received since the draft budget was placed on public consultation.

Uniform Presentation of Finances
For the year ending 30 June 2027

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

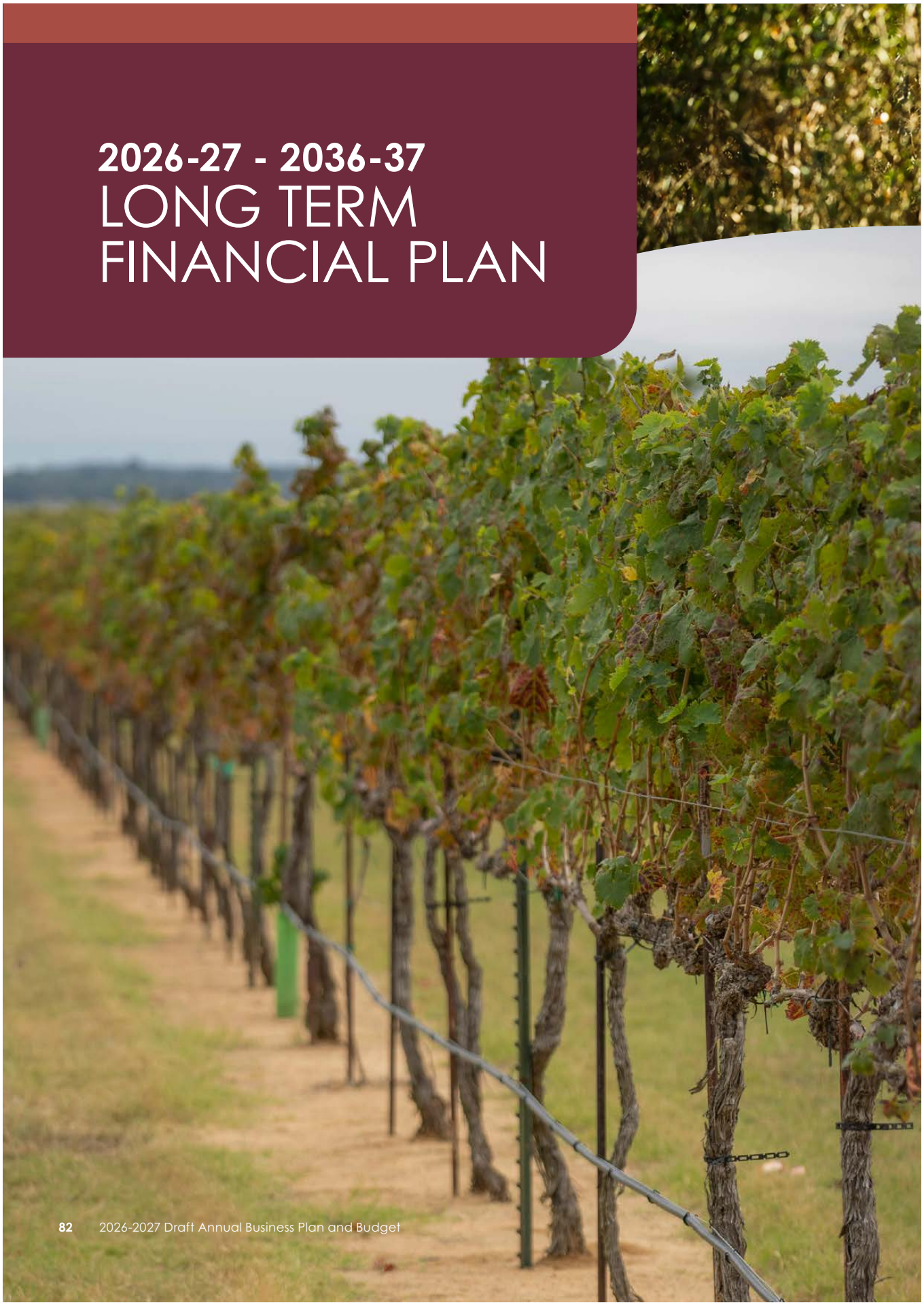
All Councils in South Australia voluntarily have agreed to summarise annual budgets and long-term financial plans on the same basis.

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

	2025-26 Original Budget $'000	2025-26 Forecast* $'000	2026-27 Budget $'000
Income	52,900	52,959	57,439
Less Expenses	(53,078)	(54,837)	(58,087)
Operating Surplus / (Deficit)	**(178)**	**(1,878)**	**(648)**
Less Net Outlays on Existing Assets			
Capital Expenditure on Renewal and Replacement of Existing Assets	(13,623)	(8,821)	(12,821)
Less Depreciation, Amortisation and Impairment	11,615	12,423	12,812
Less Proceeds from Sale of Replaced Assets	344	265	422
	(1,664)	**3,867**	**413**
Less Net Outlays on New and Upgraded Assets			
Capital Expenditure on New and Upgraded Assets	(16,970)	(5,972)	(14,318)
Less Amounts Received Specifically for New and Upgraded Assets	5,673	1,252	3,955
Less Proceeds from Sale of Surplus Assets	0	0	0
	(11,297)	**(4,720)**	**(10,363)**
Net Lending / (Borrowing) for Financial Year	**(13,139)**	**(2,731)**	**(10,598)**

* Forecast uses the second quarter revised budget and estimates for operating and capital expenditure to 30 June 2026 using the latest information available at 31 December 2025 including material financial information received since the draft budget was placed on public consultation.

2026-27 - 2036-37 LONG TERM FINANCIAL PLAN



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 reflects the annual review of Council's LTFP and acts as a starting reference point in the formulation of Council's Annual Business Plan and Budget 2026-27.

The LTFP 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 LTFP 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 driven the formulation of the LTFP.

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 November 2024, 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 LTFP.

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 IAMP and the LTFP, to ensure the LTFP provides for the necessary capital outlays (as identified in the IAMP) for the renewal and replacement of existing community assets – herein referred to as 'non-discretionary' capital expenditure.

GENERAL ASSUMPTIONS

- The LTFP has 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 has now been updated to include the Concordia growth area development financial estimates.
- 92% of the capital program is achieved and the remaining 8% is carried forward as works in progress or not commenced. The cash flow estimates align to the 92% capital program spend. Historically this is the upper performance outcome.
- The LTFP makes provision for ongoing Financial Assistance Grants and indexation at the trimmed RBA indexation rate.
- The LTFP investment in new infrastructure under The Big Project (Councils intergeneration community infrastructure strategy) assumes a 60% Council and 40% third party funding split for capital development costs.

OPERATIONS

- General rate revenue and service charge increments have been reviewed to ensure funding and service level provision is maintained in line with sustainability requirements.
- Operating costs for employees, 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 at $235,000 per annum.
- The Roads to Recovery (RTR) grant funded program will continue for the forward estimates.
- Full Cost Attribution - an allocation of internal services to relevant charge areas has been allocated in the LTFP. This allocation from internal to external service areas does not affect the overall net result.
- Provisions have been estimated for the forward years of salary and wage growth due to increased population and support costs for growth infrastructure that is being or planned to be built.
- An efficiency and saving dividend of 1% has been applied to those expenses not linked to a contract indexed annually by CPI.

CAPITAL

- Asset renewal and/or replacement expenditure is provided for on various buildings, recreation, transport, stormwater, bridge, CWMS and plant & equipment assets providing for future needs. The estimates are based upon the November 2024 adopted IAMP.
- Infrastructure programs for upgrading existing assets including roads, recreation and open space, bike path, bridges, carparks, footpath program, stormwater and the continuous improvement program is budgeted at $13.169m in 2026-27.
- 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 is budgeted at $15.043m in 2026-27.
- 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 $48.899m in 2033-34.
- Council is budgeted to be guarantor to an additional $1.955m in loans to community groups in 2026-27.
- Total outstanding loans at the end of the 10-year long term financial plan period as at 30 June 2037 is $35.503m, of which $0.151m is for loans Council acts as guarantor on for community groups based on the current assumptions and service level policy settings of Council.
- Financing cost will increase in 2026-27 from the current interest cover percentage of 3.38% of revenue in 2025-26 to 3.68% of revenue in 2026/27 in support of growth infrastructure development and will reduce to 1.79% by 30 June 2037.

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

KPI 1: Operating surplus

- A operating deficit is budgeted for three years of the LTFP 2026-27, 2027-28 and 2028-29 with a combined total of $1.312m against revenue over the same period of $180.846m.
- The LTFP returns to an operating surplus in 2029-30, with a surplus of $742,000 budgeted.
- All future years are budgeting an operating surplus, with an accumulated surplus over 10 years as at the end of the 2036-37 financial year totalling $12.284m.
- The general rate increase for 2026-27 is outlined in the business plan and budget above, 2027-28 and 2028-29 is 4.25%, 3.00% for 2029-30, 2.75% for 2030-31, 2.50% for the remainder of the plan. Growth in future revenues from new property development is estimated at between 1.5% and 0.5% excluding Concordia growth.
- Concordia growth area revenues over the life of the plan commence in the 2027-28 financial year and total $50.802m.

KPI 2: Operating surplus ratio average over 3 years

- Council's forecast retrospective operating result ranges from (1.9%) deficit to 2.8% surplus during this plan.
- Annual surplus ratios range from (1.1%) deficit to 3.6% surplus.

KPI 3: Net financial liabilities

- The forecast is 89.0% in 2026-27 and is budgeted to decrease to 46.5% by 2036-37.

KPI 4: Asset Renewal Funding Ratio

- The average being 118.6% over the budget year and forward ten-year plan when measured against the adopted Infrastructure and Asset Management Plans.

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.

This year's annual business plan and long-term financial plan has incorporated the best estimates available at the conclusion of the March 2026 financial year quarter 3 for the Concordia Development Area. The Concordia Growth Area is a significant property development of 12,000 allotments with the first properties estimated to be released in 2027-28.

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 for 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 a LTFP and IAMP (minimum 10 years) as part of future planning.

The LTFP is designed as a high-level summarised document for 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 LTFP each year.

The financial sustainability of Council is measured by the surplus/deficit (before capital revenues) disclosed in the Statement of Comprehensive Income, 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 2026-27, as outlined in the Annual Business Plan and Budget above.
- For year 2027-28 at 4.25%
- For the year 2028-29 at 4.25%.
- For the year 2029-30 at 3.00%.
- For the year 2030-31 at 2.75%
- For the years 2031-31 to 2036-37 at 2.50%
- The above estimates do not include new properties - the growth estimates for additional income are 1% with this decreasing to 0.5% from 2035-36.

Selected service areas use services charges and service rates to recover the cost, including - Waste services for Refuse, Recycling and Green Organic future years range from 4% to 3.5%; and CWMS service charges will increase in future years ranging from 3.5% to 2.75%.

Other income changes funding the expenditure of Council are:

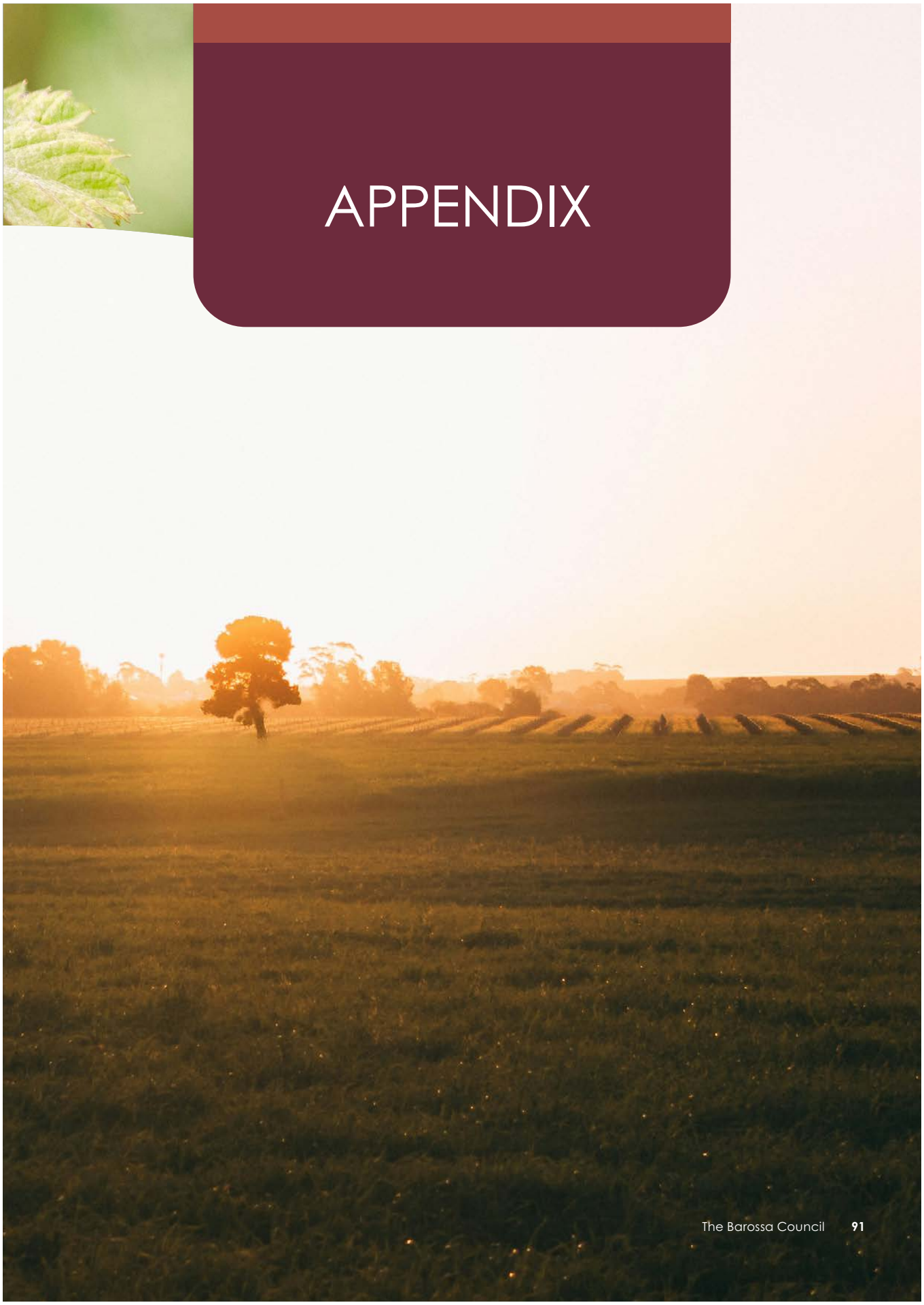
- General income from commercial activities and user charges such as caravan park, development fees and the like are estimated to increase at 2.7%.
- Recurrent grants are based on known factors. Where the grant is subject to indexation 2.7% has been applied.

Council is planning to spend an average of $21.224m per annum (including indexation) on capital expenditure and projects and an average of $53.164m per annum on day-to-day services (operational expenditure, excluding interest and depreciation but including indexation) over the next 10 years to 2036-37.

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


APPENDIX
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Appendix 1: Key Performance Indicators and Financial Parameters
2026-27 to 2036-37

		2025-26 Q2 Review $'000 or %	2026-27 Budget $'000 or %	2027-28 LTFP $'000 or %	2028-29 LTFP $'000 or %	2029-30 LTFP $'000 or %	2030-31 LTFP $'000 or %	2031-32 LTFP $'000 or %	2032-33 LTFP $'000 or %	2033-34 LTFP $'000 or %	2034-35 LTFP $'000 or %	2035-36 LTFP $'000 or %	2036-37 LTFP $'000 or %
Key Performance Indicators (KPI's) - Summary	**Adopted target**												
KPI 1 - Operating Surplus cumulative forward 10 year period	**Surplus year 10**	(1,878)	(648)	(1,227)	(1,312)	(570)	457	1,856	3,150	4,908	6,339	8,990	12,284
KPI 2 - Operating Surplus Ratio - Rolling 3 year - retrospective average	**(2%) to 10%**	(1.7%)	(1.2%)	(1.9%)	(0.7%)	0.0%	0.8%	1.5%	1.7%	2.0%	1.9%	2.3%	2.8%
KPI 2 - Operating Surplus Ratio - Rolling 5 year - retrospective average	**(2%) to 10%**	3.0%	(0.8%)	(1.4%)	(1.0%)	(0.9%)	0.1%	0.7%	1.2%	1.7%	1.8%	2.1%	2.5%
KPI 2 - Operating Surplus Ratio - Annual	**(4%) to 10%**	(3.5%)	(1.1%)	(1.0%)	(0.1%)	1.1%	1.5%	1.9%	1.7%	2.2%	1.7%	3.1%	3.6%
KPI 3 - Net Financial Liabilities ratio	**0-100%**	76.2%	89.0%	84.8%	87.2%	79.6%	68.4%	76.5%	73.0%	70.7%	64.1%	56.3%	46.5%
KPI 4 - Asset Renewal Funding Ratio - Annual - Using Asset Management Plan Forecast	**80% to 110%**	97.6%	157.9%	134.2%	113.5%	134.0%	136.0%	130.9%	100.6%	104.1%	95.3%	91.9%	106.0%
Financial parameters - Indexation													
Rate Revenue Increases		Not Applicable	Included in Draft Budget										
General - Rate Revenue Net Increase (excl growth)				4.25%	4.25%	3.00%	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Growth -Development - General rates				1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	0.50%	0.50%
CWMS - Service Charge & Rates Increase (incl of growth)				3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	2.75%	2.75%	2.75%
Refuse, Recycling and Green Organic Services Charge Net Increase (incl growth)				4.00%	4.00%	4.00%	4.00%	4.00%	3.50%	3.50%	3.50%	4.00%	3.50%
Operating Revenue													
Operating Grants				3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Statutory Charges				2.8%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
User Charges				2.8%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Investment Income				1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%
Reimbursements				2.8%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Other Revenue				2.8%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%

	2025-26 Q2 Review $'000 or %	2026-27 Budget $'000 or %	2027-28 LTFP $'000 or %	2028-29 LTFP $'000 or %	2029-30 LTFP $'000 or %	2030-31 LTFP $'000 or %	2031-32 LTFP $'000 or %	2032-33 LTFP $'000 or %	2033-34 LTFP $'000 or %	2034-35 LTFP $'000 or %	2035-36 LTFP $'000 or %	2036-37 LTFP $'000 or %
Operating Expenses	Not Applicable	Included in Draft Budget										
Service Cost Natural Growth			0.2%	0.2%	0.2%	0.3%	0.4%	0.5%	0.5%	0.5%	0.5%	0.5%
Employee Costs			4.5%	3.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Contracts, Materials & Other - General Budget			2.8%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Contracts, Materials & Other - Waste Services			3.2%	3.0%	3.0%	3.2%	3.2%	3.2%	4.0%	4.0%	3.3%	3.3%
Energy Costs			3.3%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%
Water Costs			3.3%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%
Debenture & Cash Advance Loan interest rate			6.1%	5.9%	5.6%	5.4%	5.1%	4.9%	4.9%	4.9%	4.9%	4.9%
Insurance			3.2%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%
Asset Revaluation												
Land Assets			3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Building Assets			2.8%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Recreation Assets			2.8%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Infrastructure Assets			2.8%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
CWMS			2.8%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Stormwater Assets			2.8%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Equipment Assets			2.8%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Asset Renewal Expenditure												
Infrastructure renewal increments			2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%
Office fleet vehicles			2.9%	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 2026-27 to 2036-37
Budgeted Statement of Comprehensive Income

	2025-26 Q2 Review $'000	2026-27 Budget $'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	2035-36 LTFP $'000	2036-37 LTFP $'000
Revenues												
Rates	42,116	44,278	47,253	50,538	53,293	56,052	58,808	61,652	64,611	67,548	71,188	75,044
Statutory Charges	916	972	1,119	1,346	1,571	1,634	1,657	1,706	1,760	1,796	2,003	2,338
User Charges	4,194	4,481	4,672	4,795	4,921	5,051	5,184	5,320	5,460	5,604	5,752	5,903
Grants, subsidies and contributions - Operating	2,898	4,153	4,312	4,490	4,669	4,849	5,035	5,228	5,427	5,589	5,755	5,927
Grants, subsidies and contributions - Capital	1,628	2,662	2,250	970	970	966	966	966	966	966	966	966
Investment Income	166	93	95	98	101	104	107	110	113	116	120	123
Reimbursements	234	177	90	79	68	58	47	35	24	14	7	5
Other Income	807	623	638	662	687	712	738	766	794	822	862	903
Net Gain - Joint Venture	0	0	0	0	0	0	0	0	0	0	0	0
Total Income	**52,959**	**57,439**	**60,429**	**62,978**	**66,280**	**69,426**	**72,542**	**75,783**	**79,155**	**82,455**	**86,653**	**91,209**
Expenses												
Employee Costs	20,464	21,643	22,790	23,929	24,867	25,792	26,754	27,776	28,830	29,870	31,355	32,953
Materials, Contracts & Other expenses	20,158	21,521	22,322	22,560	23,535	24,830	25,765	26,886	28,081	29,790	30,699	32,254
Depreciation, Amortisation & Impairment	12,423	12,812	13,305	14,019	14,656	15,686	16,520	17,576	18,235	19,233	20,015	21,072
Finance Costs	1,792	2,111	2,591	2,555	2,480	2,091	2,104	2,251	2,251	2,131	1,933	1,636
Net loss - Joint Venture	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenses	**54,837**	**58,087**	**61,008**	**63,063**	**65,538**	**68,399**	**71,143**	**74,489**	**77,397**	**81,024**	**84,002**	**87,915**
Operating Surplus / (Deficit)	**(1,878)**	**(648)**	**(579)**	**(85)**	**742**	**1,027**	**1,399**	**1,294**	**1,758**	**1,431**	**2,651**	**3,294**

Budgeted Statement of Financial Position

	2025-26 Q2 Review $'000	2026-27 Budget $'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	2035-36 LTFP $'000	2036-37 LTFP $'000
Assets												
Current Assets												
Cash and cash equivalents	1,382	47	65	25	52	42	34	64	56	99	62	105
Trade & other receivables	2,963	2,952	2,941	2,930	2,920	2,909	2,897	2,886	2,876	2,869	2,867	2,866
Inventories	239	245	252	258	265	272	279	286	293	301	308	316
Subtotal	4,584	3,244	3,258	3,213	3,237	3,223	3,210	3,236	3,225	3,269	3,237	3,287
Non-Current Assets held for Sale	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	**4,584**	**3,244**	**3,258**	**3,213**	**3,237**	**3,223**	**3,210**	**3,236**	**3,225**	**3,269**	**3,237**	**3,287**
Non-current Assets												
Financial Assets	2,040	2,005	1,975	1,956	1,946	1,948	1,961	1,986	2,021	2,064	2,110	2,157
Equity accounted investments in Council businesses	4,738	4,866	5,002	5,133	5,266	5,403	5,543	5,687	5,835	5,987	6,143	6,302
Infrastructure, Property, Plant & Equipment	527,414	558,086	573,158	593,262	612,314	628,064	662,223	684,394	709,821	731,533	755,261	773,693
Other Non-Current Assets and Works In Progress	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	**534,192**	**564,957**	**580,135**	**600,351**	**619,526**	**635,415**	**669,727**	**692,067**	**717,677**	**739,584**	**763,514**	**782,152**
Total Assets	**538,776**	**568,201**	**583,393**	**603,564**	**622,763**	**638,638**	**672,937**	**695,303**	**720,902**	**742,853**	**766,751**	**785,439**
Liabilities												
Current Liabilities												
Trade & Other Payables	4,482	4,522	4,561	4,599	4,637	4,674	4,711	4,747	4,782	4,817	4,850	4,884
Borrowings - Council	801	819	617	2,270	5,481	217	212	205	3,100	4,202	6,448	-
Borrowings - Community Organisations	207	207	196	201	206	217	212	205	150	52	48	49
Provisions	3,479	3,633	3,793	3,922	4,019	4,118	4,219	4,323	4,430	4,539	4,651	4,766
Total Current Liabilities	**8,969**	**9,181**	**9,167**	**10,992**	**14,343**	**9,226**	**9,354**	**9,480**	**12,462**	**13,610**	**15,997**	**9,699**
Non-Current Liabilities												
Trade & Other Payables	1,636	1,597	1,559	1,522	1,486	1,451	1,416	1,382	1,349	1,317	1,286	1,255
Borrowings - Council	33,392	42,736	43,086	45,073	39,793	39,782	47,886	47,894	45,799	41,746	35,351	35,399
Borrowings - Community Organisations	1,956	1,748	1,541	1,345	1,144	938	722	509	305	155	103	55
Provisions	815	850	888	917	940	963	986	1,010	1,035	1,061	1,087	1,113
Total Non-Current Liabilities	**37,799**	**46,931**	**47,074**	**48,857**	**43,363**	**43,134**	**51,010**	**50,795**	**48,488**	**44,279**	**37,827**	**37,822**
Total Liabilities	**46,768**	**56,112**	**56,241**	**59,849**	**57,706**	**52,360**	**60,364**	**60,275**	**60,950**	**57,889**	**53,824**	**47,521**
Net Assets	**492,008**	**512,089**	**527,152**	**543,715**	**565,057**	**586,278**	**612,573**	**635,028**	**659,952**	**684,964**	**712,927**	**737,918**
Equity												
Accumulated Surplus	162,595	167,877	167,973	169,495	174,180	180,567	192,027	197,191	202,938	208,128	214,917	218,701
Asset Revaluation Reserve	314,112	327,698	342,619	357,054	372,047	387,590	403,593	420,542	438,112	456,405	475,310	494,885
Other Reserves	15,301	16,514	16,560	17,166	18,830	18,121	16,953	17,295	18,902	20,431	22,700	24,332
Total Equity	**492,008**	**512,089**	**527,152**	**543,715**	**565,057**	**586,278**	**612,573**	**635,028**	**659,952**	**684,964**	**712,927**	**737,918**

Budgeted Statement of Cash Flows

	2025-26 Q2 Review $'000	2026-27 Budget $'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	2035-36 LTFP $'000	2036-37 LTFP $'000
Cash Flows from Operating Activities												
Receipts												
Operating receipts	52,793	57,347	60,334	62,880	66,180	69,321	72,434	75,672	79,043	82,339	86,534	91,086
Investment receipts	166	93	95	98	101	104	107	110	113	116	120	123
Payments												
Operating payments to suppliers & employees	(39,458)	(43,157)	(45,101)	(46,480)	(48,395)	(50,616)	(52,512)	(54,654)	(56,903)	(59,652)	(62,047)	(65,200)
Finance payments	(1,706)	(2,000)	(2,423)	(2,568)	(2,506)	(2,226)	(2,100)	(2,200)	(2,251)	(2,173)	(2,002)	(1,739)
Net cash provided by (or used in) Operating Activities	**11,795**	**12,283**	**12,905**	**13,930**	**15,380**	**16,583**	**17,929**	**18,928**	**20,002**	**20,630**	**22,605**	**24,270**
Cash Flows from Investing Activities												
Receipts												
Amounts specifically for new or upgraded assets	1,252	3,955	500	20	3,770	4,043	6,289	3,068	2,998	2,766	3,363	20
Sale of replaced assets	265	422	566	716	668	512	424	589	447	459	471	653
Repayment of loans by community organisations	108	101	90	79	68	58	47	35	24	14	7	5
Payments												
Expenditure on renewal/ replacement of assets	(8,821)	(12,821)	(11,068)	(11,063)	(10,752)	(10,956)	(11,539)	(10,710)	(10,962)	(11,283)	(11,233)	(13,149)
Expenditure on new/ upgraded assets	(5,972)	(14,318)	(2,907)	(7,158)	(6,837)	(4,769)	(21,041)	(11,668)	(13,112)	(9,443)	(11,048)	(5,308)
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	**(13,168)**	**(22,661)**	**(12,819)**	**(17,406)**	**(13,083)**	**(11,112)**	**(25,820)**	**(18,686)**	**(20,605)**	**(17,487)**	**(18,440)**	**(17,779)**
Cash Flows from Financing Activities												
Receipts												
Proceeds from borrowings for Council	2,700	9,650	550	3,950	0	0	8,100	0	800	0	0	0
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	0	0	0	0	0	0	0	0	0	0	0	0
Payment												
Repayment of borrowings	(787)	(607)	(618)	(514)	(2,270)	(5,481)	(217)	(212)	(205)	(3,100)	(4,202)	(6,448)
Repayment of Lease	(7)	0	0	0	0	0	0	0	0	0	0	0
Repayment of Bonds and Deposits	0	0	0	0	0	0	0	0	0	0	0	0
Net cash provided by (or used in) Financing Activities	**1,906**	**9,043**	**(68)**	**3,436**	**(2,270)**	**(5,481)**	**7,883**	**(212)**	**595**	**(3,100)**	**(4,202)**	**(6,448)**
Net Increase/(Decrease) in Cash held	**533**	**(1,335)**	**18**	**(40)**	**27**	**(10)**	**(8)**	**30**	**(8)**	**43**	**(37)**	**43**
Cash at Beginning of Period	**849**	**1,382**	**47**	**65**	**25**	**52**	**42**	**34**	**64**	**56**	**99**	**62**
Cash at End of Period	**1,382**	**47**	**65**	**25**	**52**	**42**	**34**	**64**	**56**	**99**	**62**	**105**

Budgeted Statement of Changes in Equity

	2025-26 Q2 Review $'000	2026-27 Budget $'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	2035-36 LTFP $'000	2036-37 LTFP $'000
Accumulated Surpluses												
Opening Balance	**137,829**	**162,595**	**167,877**	**167,973**	**169,495**	**174,180**	**180,567**	**192,027**	**197,191**	**202,938**	**208,128**	**214,917**
Net Surplus / (Deficit) for the Financial Year	807	2,965	6,495	8,352	10,847	10,111	12,760	10,816	11,191	9,679	20,050	17,585
Net Transfers In/(Out) of Reserve and Adjustments	23,959	2,317	(6,399)	(6,830)	(6,162)	(3,724)	(1,300)	(5,652)	(5,443)	(4,489)	(13,261)	(13,801)
Closing Balance	**162,595**	**167,877**	**167,973**	**169,495**	**174,180**	**180,567**	**192,027**	**197,191**	**202,939**	**208,128**	**214,917**	**218,701**
Asset Revaluation Reserve												
Opening Balance	**302,429**	**314,112**	**327,698**	**342,619**	**357,054**	**372,047**	**387,590**	**403,593**	**420,542**	**438,112**	**456,405**	**475,310**
Net Changes in Asset Valuations Increase / (Decrease)	11,683	13,586	14,921	14,436	14,993	15,543	16,003	16,949	17,570	18,293	18,906	19,574
Closing Balance	**314,112**	**327,698**	**342,619**	**357,054**	**372,047**	**387,590**	**403,593**	**420,542**	**438,112**	**456,405**	**475,310**	**494,885**
Other Reserves												
Opening Balance	**17,042**	**15,301**	**16,514**	**16,560**	**17,166**	**18,830**	**18,121**	**16,953**	**17,295**	**18,902**	**20,431**	**22,700**
Net Transfers In/(Out) of Reserve	(1,741)	1,213	46	606	1,664	(709)	(1,168)	342	1,607	1,529	2,269	1,632
Closing Balance	**15,301**	**16,514**	**16,560**	**17,166**	**18,830**	**18,121**	**16,953**	**17,295**	**18,902**	**20,431**	**22,700**	**24,332**
Total Equity at the End of the Financial Year	**492,008**	**512,089**	**527,152**	**543,715**	**565,057**	**586,278**	**612,573**	**635,028**	**659,953**	**684,964**	**712,927**	**737,918**

Budgeted Uniform Presentation of Finances

	2025-26 Q2 Review $'000	2026-27 Budget $'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	2035-36 LTFP $'000	2036-37 LTFP $'000
Operating Revenues	52,959	57,439	60,429	62,978	66,280	69,426	72,542	75,783	79,155	82,455	86,653	91,209
less Operating Expenses	(54,837)	(58,087)	(61,008)	(63,063)	(65,538)	(68,399)	(71,143)	(74,489)	(77,397)	(81,024)	(84,002)	(87,915)
Operating Surplus / (Deficit)	**(1,878)**	**(648)**	**(579)**	**(85)**	**742**	**1,027**	**1,399**	**1,294**	**1,758**	**1,431**	**2,651**	**3,294**
less Net outlays on existing Assets												
Capital expenditure on renewal and replacement of existing assets	(8,821)	(12,821)	(11,068)	(11,063)	(10,752)	(10,956)	(11,539)	(10,710)	(10,962)	(11,283)	(11,233)	(13,149)
less Depreciation, Amortisation and Impairment	12,423	12,812	13,305	14,019	14,656	15,686	16,520	17,576	18,235	19,233	20,015	21,072
less Proceeds from Sale of Replaced Assets	265	422	566	716	668	512	424	589	447	459	471	653
	3,867	**413**	**2,803**	**3,672**	**4,572**	**5,242**	**5,405**	**7,455**	**7,720**	**8,409**	**9,253**	**8,576**
less Net outlays on New and Upgraded Assets												
Capital expenditure on New and Upgraded Assets	(5,972)	(14,318)	(2,907)	(7,158)	(6,837)	(4,769)	(21,041)	(11,668)	(13,112)	(9,443)	(11,048)	(5,308)
less Amounts received specifically for New and Upgraded Assets	1,252	3,955	500	20	3,770	4,043	6,289	3,068	2,998	2,766	3,363	20
less Proceeds from Sale of Surplus Assets	0	0	0	0	0	0	0	0	0	0	0	0
	(4,720)	**(10,363)**	**(2,407)**	**(7,138)**	**(3,067)**	**(726)**	**(14,752)**	**(8,600)**	**(10,114)**	**(6,677)**	**(7,685)**	**(5,288)**
Net Lending / (Borrowing) for Financial Year	**(2,731)**	**(10,598)**	**(183)**	**(3,551)**	**2,247**	**5,543**	**(7,948)**	**149**	**(636)**	**3,163**	**4,219**	**6,582**

Appendix 3: Capital Expenditure
2026-27 to 2036-37

	2025-26 Q2 Review $'000	2026-27 Budget $'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	2035-36 LTFP $'000	2036-37 LTFP $'000
Renewal/Replacement Capital summary: Non-Discretionary												
Land	0	0	0	0	0	0	0	0	0	0	0	0
Buildings	2,171	5,246	2,351	3,222	3,088	1,379	1,407	1,432	1,457	1,705	1,787	2,046
Recreation	463	293	452	469	485	503	529	552	577	601	631	858
Transport - Roads & Footpaths	3,931	3,976	5,454	4,797	4,989	6,880	7,155	5,996	6,237	6,313	6,549	7,175
Stormwater, Bridges & Floodplain	613	1,532	2	96	359	374	396	416	437	458	485	707
CWMS	1,418	419	1,079	873	428	433	963	1,069	966	991	497	1,012
Equipment - Plant & Vehicles	934	1,644	1,518	1,546	1,316	1,345	1,077	1,110	1,245	1,176	1,211	1,246
Other Assets	58	58	58	59	59	60	62	63	65	66	68	270
	9,588	**13,169**	**10,914**	**11,062**	**10,724**	**10,974**	**11,589**	**10,638**	**10,984**	**11,310**	**11,228**	**13,314**
New/Upgrade Capital summary: Discretionary												
Land	0	0	0	0	0	0	3,475	0	3,658	0	578	0
Buildings (includes TBP program)	1,123	13,323	0	5,625	5,625	682	0	0	2,432	2,242	3,900	0
Recreation (includes TBP program)	1,087	387	64	66	68	70	14,551	7,187	2,236	2,078	2,112	367
Transport - Roads & Footpaths	695	856	783	291	299	308	300	309	3,175	3,011	2,746	1,178
Stormwater, Bridges & Floodplain	122	322	257	265	405	416	427	439	451	464	477	690
CWMS	2,053	130	784	533	35	2,531	2,581	1,081	81	81	81	350
Equipment - Plant & Vehicles	555	0	0	0	250	280	811	844	877	912	949	987
Other	855	26	26	747	128	303	310	994	327	335	344	1,237
	6,490	**15,043**	**1,914**	**7,527**	**6,810**	**4,590**	**22,455**	**10,854**	**13,237**	**9,123**	**11,187**	**4,809**
Total Capital Expenditure	**16,078**	**28,213**	**12,828**	**18,589**	**17,534**	**15,564**	**34,044**	**21,492**	**24,221**	**20,433**	**22,415**	**18,123**

Note: includes internal allocation

Appendix 4: Reconciliation of Capital Investment with Infrastructure and Asset Management Plan
2026-27 to 2036-37

	2025-26 $'000	2026-27 $'000	2027-28 $'000	2028-29 $'000	2029-30 $'000	2030-31 $'000	2031-32 $'000	2032-33 $'000	2033-34 $'000	2034-35 $'000	2035-36 $'000	2036-37 $'000	10 Year Forecast + Budget $'000
Long Term Financial Plan Settings													
Renewal/Replacement Capital summary													
Land	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings	2,171	5,246	2,351	3,222	3,088	1,379	1,407	1,432	1,457	1,705	1,787	2,046	25,120
Recreation	463	293	452	469	485	503	529	552	577	601	631	858	5,950
Transport - Roads & Footpaths	3,931	3,976	5,454	4,797	4,989	6,880	7,155	5,996	6,237	6,313	6,549	7,175	65,521
Stormwater, Bridges & Floodplain	613	1,532	2	96	359	374	396	416	437	458	485	707	5,262
CWMS	1,418	419	1,079	873	428	433	963	1,069	966	991	497	1,012	8,730
Equipment - Plant & Vehicles	934	1,644	1,518	1,546	1,316	1,345	1,077	1,110	1,245	1,176	1,211	1,246	14,434
Other Assets including Technology and Carparks	58	58	58	59	59	60	62	63	65	66	68	270	888
Sub-total Renewal and Replacement	**9,588**	**13,169**	**10,914**	**11,062**	**10,724**	**10,974**	**11,589**	**10,638**	**10,984**	**11,310**	**11,228**	**13,314**	**125,906**
Upgrade Capital summary													
Land	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)	-241	453	0	0	0	682	0	0	0	0	0	0	1,135
Recreation (includes TBP program)	647	387	64	66	68	70	1,676	74	76	78	81	283	2,923
Transport - Roads & Footpaths	95	500	500	0	0	0	0	0	0	0	0	200	1,200
Stormwater, Bridges & Floodplain	122	322	257	265	405	416	427	439	451	464	477	690	4,613
CWMS	2,053	130	784	533	35	31	81	81	81	81	81	350	2,268
Equipment - Plant & Vehicles	90	0	0	0	0	0	0	0	0	0	0	0	0
Other Assets including Technology and Carparks	443	26	26	747	28	201	205	886	217	222	228	1,118	3,904
Sub-total Upgrade	**3,208**	**1,818**	**1,631**	**1,611**	**536**	**1,400**	**2,389**	**1,480**	**825**	**845**	**867**	**2,641**	**16,043**
Total Capital Expenditure on Existing Assets	**12,796**	**14,987**	**12,545**	**12,673**	**11,260**	**12,374**	**13,978**	**12,118**	**11,809**	**12,155**	**12,095**	**15,955**	**141,949**
New Capital summary													
Land	0	0	0	0	0	0	3,475	0	3,658	0	578	0	7,712
Buildings (includes TBP program)	1,364	12,870	0	5,625	5,625	0	0	0	2,432	2,242	3,900	0	32,695
Recreation (includes TBP program)	440	0	0	0	0	0	12,875	7,113	2,160	2,000	2,031	84	26,263
Transport - Roads & Footpaths	600	355	283	291	299	308	300	309	3,175	3,011	2,746	978	12,053
Stormwater, Bridges & Floodplain	0	0	0	0	0	0	0	0	0	0	0	0	0
CWMS	0	0	0	0	0	2,500	2,500	1,000	0	0	0	0	6,000
Equipment - Plant & Vehicles	465	0	0	0	250	280	811	844	877	912	949	987	5,911
Other Assets - Including IT Renewal	412	0	0	0	100	103	105	108	110	113	116	119	874
Total Capital Expenditure on New Assets	**3,282**	**13,226**	**283**	**5,916**	**6,274**	**3,190**	**20,066**	**9,373**	**12,413**	**8,279**	**10,321**	**2,168**	**91,508**
Total Capital Expenditure provisioned in Long Term Financial Plan	**16,078**	**28,213**	**12,828**	**18,589**	**17,534**	**15,564**	**34,044**	**21,491**	**24,222**	**20,434**	**22,416**	**18,123**	**233,457**

	2025-26 $'000	2026-27 $'000	2027-28 $'000	2028-29 $'000	2029-30 $'000	2030-31 $'000	2031-32 $'000	2032-33 $'000	2033-34 $'000	2034-35 $'000	2035-36 $'000	2036-37 $'000	10 Year Forecast + Budget $'000
Infrastructure and Asset Management Plan Settings													
Land	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings	710	690	865	823	846	870	896	921	947	1,218	1,253	1,289	10,618
Carparks	0	0	0	150	38	0	0	0	282	0	0	0	470
Footpaths	679	680	699	719	353	0	190	805	829	849	874	899	6,897
Kerbing	118	188	58	0	0	0	0	0	0	563	579	596	1,984
Transport - Sealed Roads	1,030	1,092	1,189	2,291	2,441	2,598	2,766	2,945	3,135	3,712	3,818	3,927	29,916
Transport - Unsealed Roads	1,555	1,555	1,600	1,644	1,694	1,740	1,792	1,841	1,896	2,072	2,131	2,192	20,156
Stormwater and Bridges*	735	1,854	259	361	764	790	823	855	888	922	948	975	9,440
CWMS*	3,471	549	1,863	1,406	463	464	1,044	1,150	1,047	1,072	1,103	1,134	11,295
Equipment - Plant & Vehicles*	1,024	1,644	1,518	1,546	1,316	1,345	1,077	1,110	1,245	1,176	1,210	1,244	14,431
Other Assets - Including IT Renewal	501	84	84	806	87	261	267	949	282	288	296	305	3,709
Total Capital Expenditure requirement forecast in Infrastructure and Asset Management Plan	**9,822**	**8,338**	**8,135**	**9,746**	**8,002**	**8,069**	**8,854**	**10,576**	**10,551**	**11,872**	**12,212**	**12,561**	**108,916**
Net Capital Expenditure Against IAMP (Surplus)/ Deficit - Existing Assets	**(2,974)**	**(6,649)**	**(4,410)**	**(2,927)**	**(3,258)**	**(4,305)**	**(5,124)**	**(1,542)**	**(1,258)**	**(283)**	**117**	**(3,394)**	**(33,033)**
Net Capital Expenditure Against IAMP (Surplus)/ Deficit - Renew and Replacement only of Existing Assets	**234**	**(4,831)**	**(2,779)**	**(1,316)**	**(2,722)**	**(2,905)**	**(2,735)**	**(62)**	**(433)**	**562**	**984**	**(753)**	**(16,990)**
Net Capital Expenditure Against IAMP (Surplus)/ Deficit - All Assets	**(6,256)**	**(19,875)**	**(4,693)**	**(8,843)**	**(9,532)**	**(7,495)**	**(25,191)**	**(10,914)**	**(13,671)**	**(8,561)**	**(10,204)**	**(5,562)**	**(124,541)**
* Based on current projections these are currently under new modelling in 2025-26													
KPI 4 - Existing Assets - All	**130.3%**	**179.7%**	**154.2%**	**130.0%**	**140.7%**	**153.3%**	**157.9%**	**114.6%**	**111.9%**	**102.4%**	**99.0%**	**127.0%**	**130.3%**
KPI 4 - Existing Assets - Renewal and Replacement Only	**97.6%**	**157.9%**	**134.2%**	**113.5%**	**134.0%**	**136.0%**	**130.9%**	**100.6%**	**104.1%**	**95.3%**	**91.9%**	**106.0%**	**115.6%**
KPI 4 - Total Assets	**163.7%**	**338.4%**	**157.7%**	**190.7%**	**219.1%**	**192.9%**	**384.5%**	**203.2%**	**229.6%**	**172.1%**	**183.6%**	**144.3%**	**214.3%**

TheBarossaCouncil

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Image credit: The Barossa Council, Tourism Australia, South Australian Tourism Commission, Barossa Australia, Atze's Corner Wines, Lambert Estate Wines, Tom Overall, Trail Scapes.

New header page

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

FROM THE MAYOR

This annual business plan and budget is the last of this Council's term, and we have seen many exciting projects completed, underway or planned for. It is a time for consolidation for Council as we reach a point with The Big Project of recasting and assessing the future with the new Council. This budget provisions for primarily core investment and completion of the last of the larger projects for a little while, the Barossa Creative Industries Centre. We will continue to plan for the future and we are excited to see Concordia likely to kick off in 2026-27 along with our normal growth, whilst we focus on maintaining our services and infrastructure over the long-term.

Our 2026-27 budget proposes a net increase of 3.60% in general rates and a further $17.55 per annum for services charges to existing ratepayers, who receive all services. This equates to $1.80 per week for the average residential ratepayer and $2.06 per week on average for all ratepayers. We know costs continue to rise, however we have targeted a 1% saving and efficiency target in this year's budget to cover transformative internal projects to deliver long-term efficiencies such as AI and a new enterprise system. Again we will continue to ensure core funding allocations to our services and key infrastructure exceeding our infrastructure and asset management plan settings to slowly improve the condition of our assets. New spending this year is focussed on a long-term "New Footpath Program" aimed at adding and completing footpath networks as towns expand over a 10 to 15-year investment timeframe. The priorities for this program will be main streets, schools, medical facilities and general connectivity in each township. The existing footpath network, general buildings maintenance and road infrastructure also have funding increases. There is also growth in new properties revenue of 1.78%. Rural rate payers' rates will receive an increase that is 50% lower, with the prior two years receiving a zero general rate increase, due to another tough drought year on the land and this can be afforded without shifting the rate burden significantly due to the amount of new growth and the savings and efficiency target incorporated into the budget to contain spending growth.

Highlights within our 2026-27 budget include:

- Transport, stormwater, bridges, footpath infrastructure and equipment core investment of $9.537m consisting of:
  - $2.255m for maintenance of road, bridge, footpath, kerbing assets and road vegetation and tree management.
  - $1m to commence a two-year redevelopment of stormwater, footpath and Yettie Road **subject to a successful road grant application**.
  - $2.976m for renewal and upgrading of roads being road resheeting, resealing and replacement of existing footpaths assets.
  - $1.407m for the replacement and upgrading of the Moss Road Bridge and approaches and a further $125,000 for Pimpala Road culvert replacement.
  - $1.644m for plant and equipment with a new grader (the first of three for this and the next two years) and street sweeper being to two largest purchases.
  - $255k in the first year of the new footpath program growing to a base by year 10 of $700k per annum; with allocations in the financial plan during this period totalling $3.728m.

- $11.849m in project funding under The Big Project for the Barossa Creative Industries Centre, with $6.9m funded by the Commonwealth and a further $500,000 from the State, the majority of this being funding carried forward from 2025-26.
- Funding of $80k to commence designing a new depot and location assessment in readiness for Concordia and general expansion and utilisation of land to assist housing supply
- Funding of $130k for two significant wastewater management systems at Nuriootpa and Lyndoch for delivery in the next 5 years to address growth.
- Other building and general projects are $200k for Murray Recreation Park facilities and pavilion upgrade; $325k provision for Mount Pleasant Talunga Park oval and equestrian upgrades pending the outcome of the relevant business which was on consultation closing on 8 May 2026; and funding to plan upgrades to Sandy Creek Recreation Park targeted for implementation in 2027-28 and 2028-29; $120k for cabin upgrades at the Nuriootpa Centennial Park Caravan Park.
- Other key direct investments in maintenance and service provision of note are:
  - Management of halls, gallery and community facilities $744,000
  - Sport and recreation parks and facilities and pools $2.657m
  - Parks, gardens, playgrounds and open space $1.471m
  - Community Wastewater Management Systems $1.743m
  - Library services and facilities $1.611m
  - Caravan parks $1.189m
  - Waste management $3.310m
  - Economic development, events, tourism, and assisting to local business $950,000
  - Community transport, home assistance, Barossa Gallery and general community programs $2.162m.

- Subject to funding support through grants and third parties Redevelopment of the Nuriootpa Centennial Park netball and tennis courts $920,000 for design in 2026-27 and delivery in 2027-28.

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

Bim Lange OAM

Mayor, The Barossa Council

HAVE YOUR SAY

Consultation commences	9am 20 May 2026
Public Session for 1 Hour	5pm 10 June 2026
Consultation closes	5pm 11 June 2026

TO MAKE SUBMISSIONS

To make a submission to the development of the Annual Business Plan please write to:

Email: barossa@barossa.sa.gov.au

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

Phone: 8563 8444

Please visit www.barossa.sa.gov.au if you wish to review materials online or access our online submission portal.

Version	Status	Date
Version 1	Draft adopted for Public Consultation	13 May 2026

OUR VISION

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

OUR MISSION

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

OUR VALUES

Pride:

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

Courageous Leadership:

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

Community Spirit:

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

Inclusiveness:

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

OUR BAROSSA

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

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

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

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

The Barossa Council was originally formed in 1996 after the amalgamation of the District Councils of Barossa, Tanunda and Angaston. The majority of the District Council of Mount Pleasant was later amalgamated in 1997. The Council covers an area of approximately 893 square kilometres, is located approximately 70 kilometres north-east of Adelaide, adjacent to the town of Gawler, and is home to a population of 26,817 people at 30 June 2025.

Distance of Principal Office from Adelaide CBD ..... 70 km

Area of Council ..... 893 km^2

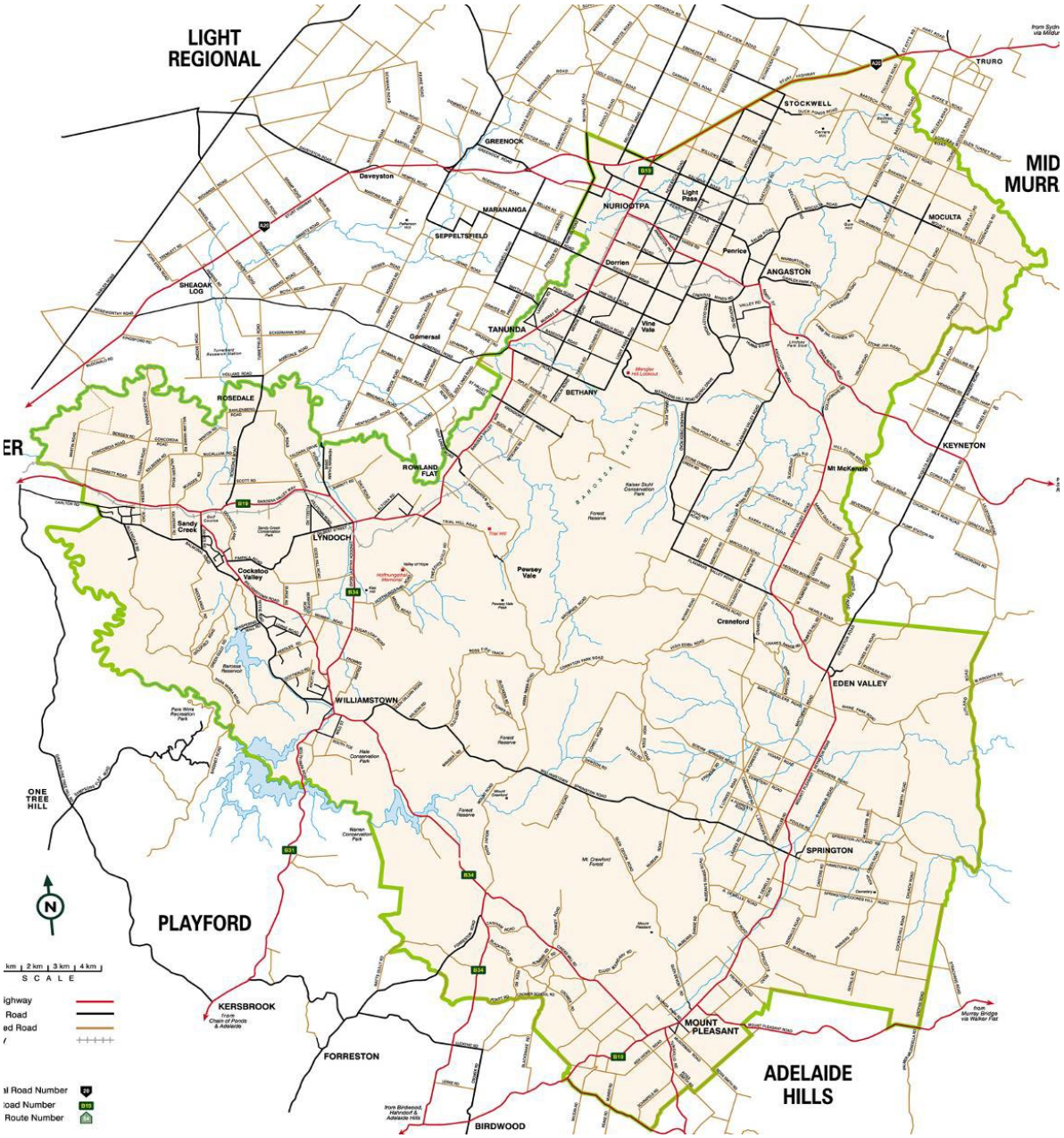
Number of Rateable Assessments 13,798

Number of Non-Rateable Assessments 591

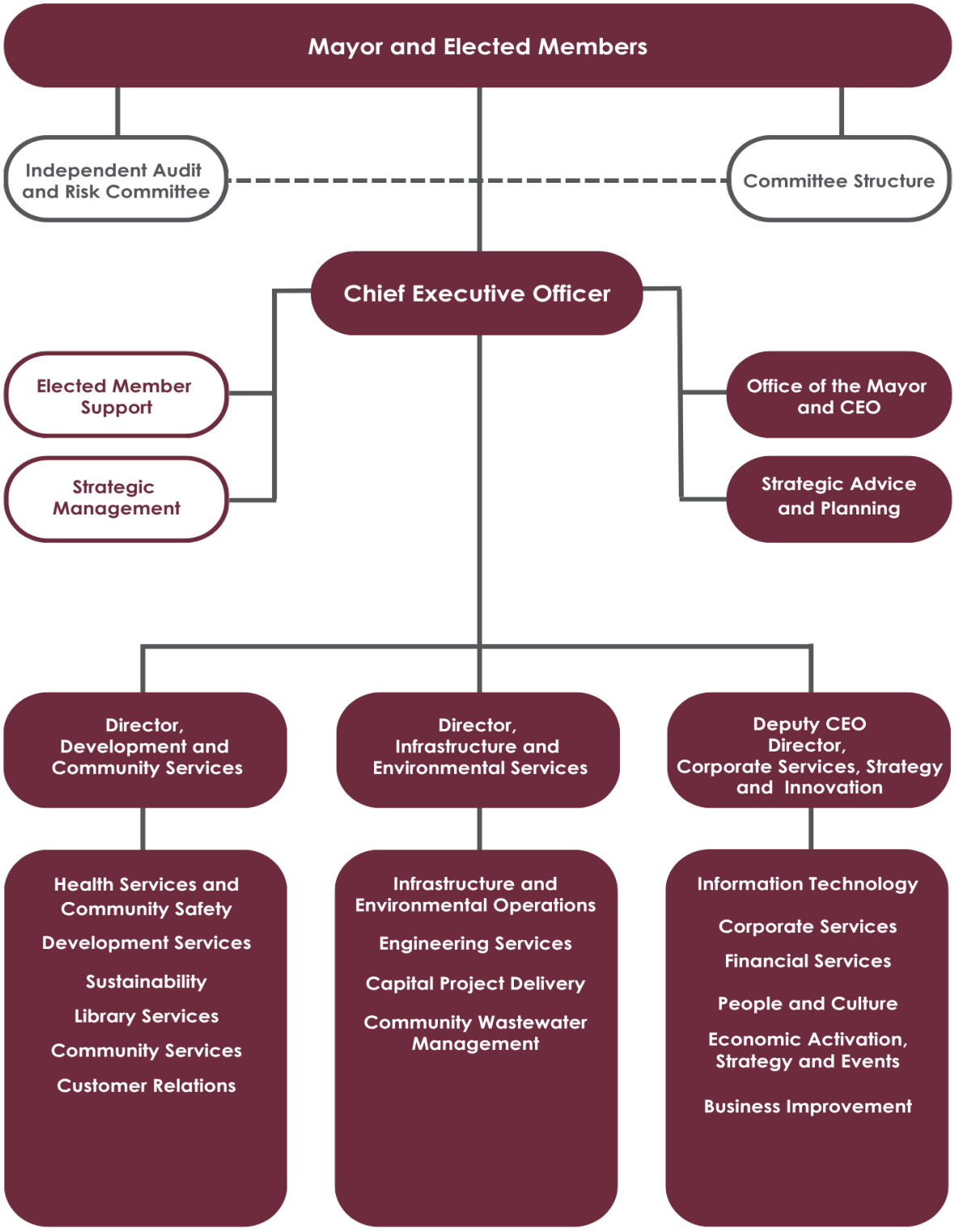
OUR TOWNSHIPS

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

COUNCIL AREA MAP



ORGANISATIONAL STRUCTURE



OVERVIEW

Net Rate and Service Revenue	$44.278m
Other Operating Revenue	$13.161m
Operating Expenditure	$58.087m
Net Operating Position Surplus / (Deficit)	($0.648m)
Capital Income	$5.992m
Capital Expenditure (assumes 100% delivery achieved not including carried forward projects)	$28.213m
Capital Expenditure (projects underway and carried forward funds from 2025-26)	$2.778m
New borrowings required	$9.650m

The **Annual Business Plan and Budget** is The Barossa Council's statement of intended programs and outcomes for the coming financial year. This Plan has been developed through a rigorous process of consultation and review with Council Officers and Elected Members and follows the **Business Planning Framework** outlined in the Strategic Directions area of this document. It includes both continuing services, programs, and follows the strategic directions outlined in Council's Community Plan 2024 - 2044, the Long-Term Financial Plan (LTFP) – (the annual review is included in this document) and the Long-Term Infrastructure and Asset Management Plan.

The Barossa Council acts as custodian of approximately $500m of infrastructure and other assets. This presents Council with a number of complexities, including how to allocate resources in order to satisfy community demands for new and expanded services, whilst ensuring appropriate resources are provided for maintenance and future replacement of existing community assets.

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

2026-27 AVERAGE GENERAL RATE AND SERVICE CHARGES SUMMARY

General Rate (Excl. Growth)	Net Revenue Increase	3.65%
Refuse, Recycling and Green Organics	Service Charge Increase	$3.70
CWMS - Residential	Service Charge Increase	$15.35
CWMS – Vacant Land	Service Charge Increase	$6.00
CWMS – Commercial	Service Rate Increase	$24.48
Landscape Levy (collected on behalf of the State Government)	Service Rate Increase	$1.14

UNDERLYING ASSUMPTIONS

- General Rate and Service Charge revenue increase on existing ratepayers to ensure Council is sustainable; indexation above includes revenue from growth but not increases in service numbers for Waste and CWMS.
- All other income and expenditure has been increased in line with the current cost for providing those services and consideration of Council's LTFP.
- Staffing costs increase in line with existing contracts, Enterprise Bargaining Agreements, Superannuation and current Legislation.
- The Consumer Price Index for Adelaide all groups is 4.9% as at the March 2026 quarter.
- Operating costs have been estimated from current known escalation costs, trends in costs associated with service delivery and contractual commitments.
- Increase in enterprise agreement costs average 4.5%.
- Servicing of borrowings will increase over the next 3 years to support infrastructure build.

KEY FEATURES

A comprehensive capital works program of $28.213m which includes $2.778 in carried over projects from the 2025-26 financial year.

Highlights within our 2026-27 budget include:

- Transport, stormwater, bridges, footpath infrastructure and equipment core investment of $9.537m ;
- $11.849m in project funding under The Big Project for the Barossa Creative Industries Centre, with $6.9m funded by the Commonwealth and a further $500,000 from the State
- Funding of $80k to commence designing a new depot and location assessment in readiness for Concordia and general expansion and utilisation of land to assist housing supply
- Funding of $130k for two significant wastewater management systems at Nuriootpa and Lyndoch for delivery in the next 5 years to address growth.
- Other building and general projects are $200k for Murray Recreation Park facilities and pavilion upgrade
- $325k provision for Mount Pleasant Talunga Park oval and equestrian upgrades pending the outcome of the relevant business w
- Funding to plan upgrades to Sandy Creek Recreation Park targeted for implementation in 2027-28 and 2028-29;
- $120k for cabin upgrades at the Nuriootpa Centennial Park Caravan Park.

Other key operational services provision are:

- Management of halls, gallery and community facilities $744,000
- Sport and recreation parks and facilities and pools $2.657m
- Parks, gardens, playgrounds and open space $1.471m
- Community Wastewater Management Systems $1.743m
- Library services and facilities $1.611m
- Caravan parks $1.189m
- Waste management $3.310m
- Economic development, events, tourism, and assisting to local business $950,000
- Community transport, home assistance, Barossa Gallery and general community programs $2.162m.

STRATEGIC DIRECTIONS

The Barossa Council's Community Plan 2024-2044 was adopted by Council on 20 August 2024. The Community Plan is an aspirational document and cornerstone for future investment. It will guide future decision making over the next 20 years through the delivery of highlighted strategies and targets. The Community Plan shows commitment to the values of:

- Pride
- Courageous Leadership
- Community Spirit
- Inclusiveness

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

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

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

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

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

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

OUR ECONOMY

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

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

OUR ENVIRONMENT

Supporting a sustainable Barossa.

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

OUR PLACES

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

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

OUR COUNCIL

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

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

BUSINESS PLANNING FRAMEWORK

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

Corporate Plan

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

Long-Term Financial Plan

Provides financial directions for the next 10 years.

Long-Term Infrastructure and Asset Management Plan

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

Annual Business Plan and Budget

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

Regional Public Health Plan

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

Local Economic Development Plan

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

Quarterly Business Plan and Budget Reviews

Outlines financial performance against the Annual Business Plan and Budget.

Monthly Financial Reports

Regularly tracks the finances of Council.

Annual Report

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

JOINT VENTURES AND ASSOCIATED ENTITIES

NURIOOTPA CENTENNIAL PARK AUTHORITY (NCPA)

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

The projected 2026-27 financial results for the NCPA are included within Council's financial statements contained within this document.

NORTHERN AND YORKE LOCAL GOVERNMENT ASSOCIATION (NYLGA)

Established in 1998, this organisation is formed under Section 43 of the *Local Government Act 1999* and operates as a regional subsidiary of Councils included in the membership. An amount of $13,400 is included in the budget for membership of the NYLGA.

GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY (GRFMA)

Established in 2002, this organisation is responsible for the construction, operation, and maintenance of flood mitigation infrastructure in the Gawler River catchment. An amount of $47,783 is included for the operational and maintenance subscription for the 2026-27 financial year. Council had a share in the net assets of the GRFMA of $4.585m as at 30 June 2025.

SERVICE PROVISION

OFFICE OF THE MAYOR AND CEO

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

CORPORATE SERVICES STRATEGY AND INNOVATION

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

DEVELOPMENT AND COMMUNITY SERVICES

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

INFRASTRUCTURE AND ENVIRONMENTAL SERVICES

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

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

2026-27 KEY ACTIVITIES

The following key activities represent strategic actions in Council's Corporate Plan that are set as specific works during the 2026-27 financial year or are ongoing and are above normal business as usual operations and delivery of associated service levels. Council's Community Plan provides a plan of core works, strategic actions and informs this Annual Business Plan and Budget.

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

Key Strategic Action	Corporate Plan Service Area
Undertake review of Animal Management Plan.	CS1 - Animals
Commence Infrastructure and Asset Management Plan review for completion in 2027-28 financial year.	CS3 - Assets
Complete CWMS and any final asset classes integration into asset system and long-term data management into business-as-usual IT architecture.	CS3 - Assets
Undertake a review of Caravan Park service levels, policy settings and service delivery model – carried over from 2025-2026 financial year.	CS4 – Caravan Parks
Implement approved Transition Plan for NCPA into Council operations deferred until 2026-27 financial year.	CS4 – Caravan Parks
Progress six priority recommendations endorsed from the Affordable Housing Recommendations Report, positioning Council as an advocate and partner in delivering long-term improvements to regional housing supply and diversity.	CS10 - Economic Development
Commence complete review of community land management plans and systems and processes including identifying land and properly surplus to future needs.	CS12 – Facility and Community Land
Development of Disaster Management Plan for Library and Gallery collections.	CS14 – Heritage
Complete Character Area review and present agreed findings and policy and code suggestions to the Minister for Planning.	CS15 – Land Use and Development
Complete identified employment lands investigations and policy and zoning changes to support future needs of the Barossa.	CS15 – Land Use and Development
Continue to develop ongoing relationships with Ngadjuri, Peramangk and Kaurna Nations and potential pathways for reconciliation and recognition and work towards RAP.	CS19 – Social Inclusion
Investigate and engage with industry in collaboration with Barossa Australia to determine long term strategic approach, streamline of service provision and set pathway to broad based tourism in the Barossa.	CS21 - Tourism
Facilitate Phase 1-3 of a four-phase corporate brand refresh with a focus on evolving existing brand elements to achieve contemporary standards whilst retaining the essence of the existing logo.	BS3 – Communications and Marketing
Conduct November 2026 Local Government Elections and undertake induction and preliminary strategic planning with the new council.	BS4 – Council and Committees
Commence legislative reviews of Community Plan and supporting Corporate Plan.	BS13 – Strategic / Legislative Planning and Reporting
Undertake review of The Big Project, its governance and positioning and future target work with new Council.	BS13 – Strategic / Legislative Planning and Reporting
Undertaken next phase of workforce planning and development new Executive Leadership Team 3 year roadmap.	BS13 – Strategic / Legislative Planning and Reporting

2026-27 CAPITAL EXPENDITURE AND OPERATING BUDGET

In support of service provision for 2026-27

The following graph shows operating expenditure for the 2026-27 financial year by the following functions in support of the provision of the services outlined. Full cost attribution (FCA) has been applied to the budget, which is an allocation of internal services to external services and does not affect the overall net result.

FUNCTIONS

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

2026-27 CAPITAL INVESTMENT

In support of service provision for 2026-27

Capital Program 2026-27	
Description	**2026-27 Budget**
(Items noted as 'Carried Forward' are items transferred from the 2025-26 Budget)	
Development and Community Services	**$58,007**
Library books	$58,007
Infrastructure and Environmental Services	**$27,938,973**
Buildings	**$1,098,442**
Office/Depot works	$30,000
Tanunda Depot demountable	$100,000
New Depot planning	$50,000
Kegel Club - clubrooms rebuild (includes carried forward funds from 2025-26)	$277,000
Tanunda Recreation Park – new public toilet (carried forward from 2025-26)	$63,000
Murray Recreation Park, Eden Valley – tea room and kitchen	$26,493
Murray Recreation Park, Eden Valley – shower and amenity block upgrade	$200,000
Murray Recreation Park, Eden Valley – hot water replacement and asbestos removal	$9,000
Angaston Memorial Reserve – toilet block	$18,226
Angaston Memorial Reserve – toilet block (CWA)	$77,461
Bethany Reserve – kitchen/picnic shelter	$12,262
Tanunda Recreation Park – RSL clubrooms	$10,000
Public toilet renewal program	$150,000
Buildings - unallocated	$75,000
Footpaths	**$733,463**
Melrose Street, Mount Pleasant	$25,000
Mount Crawford Road, Williamstown	$30,000
Moculta Road, Moculta	$75,000
Vine Street, Nuriootpa	$57,000
Golden Way, Nuriootpa	$15,000
Minge Way, Nuriootpa	$15,000
Hearl Street, Eden Valley	$25,000
Barton Street, Nuriootpa	$25,000
Park Street, Tanunda	$15,000
North Street, Angaston	$65,000
Noske Street, Lyndoch	$15,000

Heinemann Park, Tanunda	$23,000
Kegel Club pathway	$15,000
Gilbert Street, Lyndoch	$25,000
George Street, Tanunda	$18,000
Carlisle Street, Williamstown	$35,000
Valley Road, Angaston	$141,900
Gramp Avenue, Angaston	$41,250
Radford Road, Angaston	$72,313
The Big Project, Recreation, Sport and Open Spaces	**$16,883,839**
Barossa Creative Industries Centre (includes carried forward funds from 2025-26	$16,483,839
Talunga Park – Oval and Equestrian provision pending business case outcome	$325,000
Recreation assets - unallocated	$75,000
Motor Vehicles, Plant and Equipment	**$1,644,350**
CWMS Technical Support Vehicle - South	$65,000
CWMS Technical Support Vehicle - North	$65,000
General Inspector, Office and Other Vehicles	$404,350
Community Transport - Bus Replacement - Small Bus	$90,000
New Streetsweeper	$520,000
New grader	$500,000
Playgrounds and Other Recreation	**$743,010**
Playgrounds – renewal/replacement	$30,000
Playgrounds - new	$62,415
The REX - Water Heaters and Other Efficiency Projects - Year 2 of 2 (includes carried forward funds from 2025-26)	$597,095
Williamstown Pool	$53,500
Road Resheeting	**$1,450,500**
Heggies Range, Flaxman Valley	$110,000
Pontt Road, Mount Pleasant	$83,500
Blockers Road, Mount Crawford	$288,000
Craneford Road, Eden Valley	$189,000
Cookes Hill Road, Springton	$410,000
Goldfields Road, Cockatoo Valley	$230,000
Blackwood Road, Cromer	$140,000
Road Resealing	**$1,264,373**

Magnolia Street, Tanunda	$117,800
Ellen Place, Tanunda	$24,532
Petras Street, Tanunda	$73,590
MacDonnell Street, Tanunda	$18,750
Krondorf Road, Tanunda	$18,750
Langmeil Road, Tanunda	$18,750
Greenock Road Service Road	$69,156
Old Kapunda Road, Nuriootpa	$298,152
Nicolai Road, Bethany	$172,551
Cundy Court, Williamstown	$41,482
Gaston Court, Williamstown	$48,569
Springton Road, Williamstown	$100,000
Road resealing - unallocated	$262,291
Road Construction / Reconstruction / Other	**$1,000,000**
Yettie Road Reconstruction - subject to grant funding	$1,000,000
Stormwater	**$352,767**
Pimpala Road, Cockatoo Valley	$125,000
Calton Road Stormwater (carried forward from 2025-26)	$227,767
Bridges	**$1,407,000**
Moss Road Bridge	$1,407,000
Community Wastewater Management System (CWMS)	**$502,000**
Gravity Mains Asset Management	$60,000
Williamstown Rising Mains and Infrastructure	$250,000
Operation Emergency IP and Manhole Repairs/Replacement	$30,000
Operation Emergency Drain Repairs	$20,000
Stockwell and Lyndoch Design	$130,000
Operation Construction of New IP	$12,000
Other	**$140,000**
Lyndoch Library carpark reseal	$40,000
Birdwood to Mount Pleasant bike path link additional allocation	$100,000
Project Management Costs for Capital Projects	**$719,269**
Project Management Resourcing for Capital Delivery - Miscellaneous	$671,866
Project Management Resourcing for Capital Delivery - CWMS	$47,403

Corporate Services, Strategy and Innovation	**$25,647**
Mobile Phone Fleet Replacement	$25,647
Nuriootpa Centennial Park Authority*	**$190,000**
Cabin Renewal – 5 cabins	$100,000
Pool sail	$50,000
Telecommunications/WIFI Upgrade to Caravan Park	$40,000
Total	**$28,212,667**

* **Please note a provision has been made for $920,000 in the Nuriootpa tennis and netball club resurfacing and lighting upgrade and seeking grants, however due to timing is anticipated to be delivered in the 2027-28 year.**

Disclaimer: Capital items are a target program and subject to variation, alterations and additions to this list may occur throughout the year. Items noted as 'Carried Forward' are items transferred from the 2025-26 financial year budget.

2026-27 GRANTS, CONTRIBUTIONS AND ASSET SALES

Grants, Contributions and Asset Sales 2026-27	
Description	**2026-27 Budget**
Barossa Creative Industries Centre – Growing Regions Fund Program and State Open Spaces Fund	$4,518,853
Yettie Road Construction (subject to a successful road grant application outcome)	$660,000
Kegel Club – clubrooms rebuild (subject to successful grant application outcome)	$150,000
The REX Water Heaters and Other Efficiency Projects	$98,800
Soccer capital contributions	$20,000
Angaston and Nurioopta Lighting Upgrades – Grants, Contributions from Clubs and NCPA	$9,392
Streetsweeper - sale or trade in	$90,000
Grader – sale or trade in	$130,000
General vehicles – sale or trade in	$202,175
CWMS vehicles – sale or trade in	$42,900
Total	**$5,922,120**

Council is budgeting total expenditure of $73.403m in 2026-27 on the delivery of services and programs; maintenance of assets (excluding depreciation), renewed or new/upgraded assets and loan servicing. Estimated full cost attribution has been estimated in this plan. Council is budgeting to receive $5.922m in additional grants and contributions for capital programs and sale of assets and therefore the net investment for Council is $67.481m.

OPERATING REVENUE

The 2026-27 Budget provides for total operating revenue of $57.439m. Recurrent revenue streams of Council are:

$m	%	Type	Description
$44.278	77.09%	General Rates and Service Charges	General rates on properties as well as service rates (i.e. sewerage and refuse/recycling rates).
$4.481	7.80%	User Charges set by Council	Charges for the Council's fee-based facilities and services such as caravan parks, swimming pools, community halls and facilities, cemeteries and refuse dump fees.
$6.815	11.86%	Grants and Subsidies	Council seeks to attract as much grant funding as possible from other tiers of government and non-government organisations, thereby reducing the reliance on other revenue streams. This amount includes $1.744m in capital grants for renewal/replacement of assets.
$0.893	1.55%	Investment, Reimbursements and Other Income	Interest received on Council's deposits, reimbursements and other sundry income.
$0.972	1.69%	Statutory Charges	Fees and charges set by State Government regulation and received by the Council for regulatory functions undertaken such as assessment of development and building applications, and dog control management.
$57.439	**100%**	**Total**	

OPERATING EXPENDITURE

The 2026-27 Budget provides for total operating expenditure of $58.087m. Estimated full cost attribution has been applied - this is an allocation of internal services to external services and does not affect the overall net result. Recurrent expenditures incurred by Council are:

$m	%	Type	Description
$21.643	37.77%	Employee Benefits	All labour related expenses such as wages and salaries, and on-costs such as allowances, leave entitlements and employer superannuation.
$21.521	36.06%	Contractual Services, Materials and Other Expenses	Payments for external provision of services. Payments for physical goods such as water, fuel, energy, road materials, office consumables and administrative costs. Includes expenses not separately classified above such as insurances, postage, telephone, government levies and contributions.
$12.812	22.48%	Depreciation and Amortisation Charges	Annual consumption of Council's fixed assets (e.g. infrastructure, equipment, buildings, etc) over their useful lives and other assets such as computer systems.
$2.111	3.69%	Finance Costs	Costs of financing Council's activities through borrowings.
$58.087	**100%**	**Total**	

Council plans to raise a net sum of $35.977m from general rates in 2026-27 (which includes revenue from growth in new properties of 1.78%). This amount excludes service charges (ie. charges relating to sewerage and refuse/recycling) and the State Government Landscape Board levy.

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

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

The indexation applied to general rate revenue is 3.60% plus 1.78% in additional revenue from new properties, this is above the target rate of revenue growth of 1.00%. Our number of property assessments has grown by 1.18%.

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

RATING POLICY

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

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

LAND VALUATION METHOD

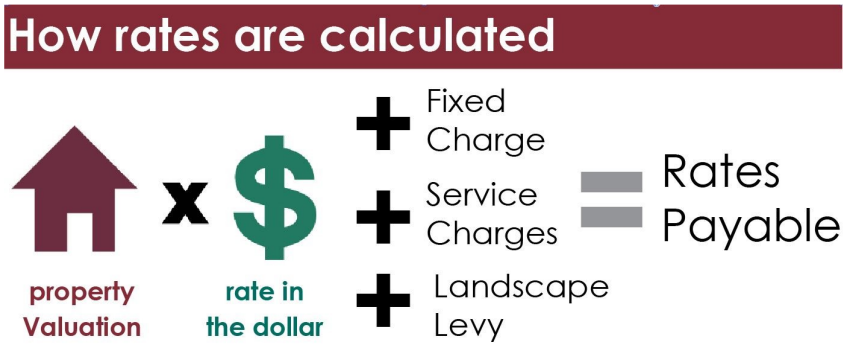
Council uses the capital value determined by the Office of the Valuer General as the basis for valuing land and calculating rates. Council considers that this method provides the fairest method of distributing the rate burden across all ratepayers.

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

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

The total rateable property valuations provided by the Office of the Valuer General as at 25 April 2026 was $10,220,881,804, an increase of $986.5m (10.7%) compared to the prior year. The table below includes valuation movements within all of the Local Government Categories:

Local Government Category	Total Valuation Movement
Residential	14.16%
Commercial	1.08%
Industry – Light	-5.26%
Industry – Other	-2.47%
Primary Production	4.92%
Vacant Land	16.65%
Other	2.04%



Council applies differential general rates based on the land use of the property, as outlined in the Local Government Category and Land Use tables which are on page 30.

FIXED CHARGE

As part of the general rates, Council applies a fixed charge component so that all rateable properties make a fixed contribution towards the cost of administering Council's activities. The fixed charge has increased from $458 to $477.70 per assessment.

STATE GOVERNMENT LEVIES

Council collects a regional landscape levy on behalf of the Northern and Yorke Landscape Board (the Board) on all rateable properties. In this capacity, Council is operating as a revenue collector for the State Government and does not retain the revenue or determine how it is spent. Further information is available from the Board. The Board has increased the amount payable by 2.4%, however through distribution of the levy, Council's contribution has increased by 2.9%, increasing the average levy by $1.14 or 1.87% per rateable property.

MANDATORY REBATES

Council is required under the *Local Government Act 1999* to rebate rates payable on some land. Specific provisions are made for land used for specific purposes, e.g. health services, public cemeteries and educational institutions and is estimated at $626,786 for the financial year.

SERVICE RATES & CHARGES

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

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

1. $3.729m for the service rates and charge for providing community wastewater management systems.
2. $3.499m for the service charges for providing refuse, recycling and green waste services.

DISCRETIONARY REBATES

Discretionary rebates may be applied by Council on land used for community purposes under Section 166 of the *Local Government Act 1999* and is estimated at $183,539 for the financial year.

GENERAL RATE CAPPING

Council offers a rebate of general rates (excluding the fixed charge) on the principal place of residence of a principal ratepayer where the increase in general rates levied upon a property exceeds the 2025-26 general rates levied by more than:

- 7.5% - for ratepayers on fixed government incomes
- 15% - for all other ratepayers.

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

CONCESSIONS AND POSTPONEMENT

In order to support ratepayers who are in receipt of fixed incomes or are on low incomes, there are concessions available provided eligibility criteria are met. The 'Cost of Living Concession Payment' is paid directly to eligible concession holders by the State Government and the concession for Community Wastewater Management System (CWMS), is also paid directly by the State Government. The Department of Human Services administer all State concessions and Council has no part in approving or providing these concessions.

In accordance with the *Local Government Act 1999*, persons who hold a Seniors Card may apply to postpone payment for any amount in excess of $500 ($125 per quarter) for their principal place of residence.

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

PAYING RATES

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

SERVICE CHARGES

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

CWMS SERVICES

The Residential CWMS Service charge will increase from last year at $403.40 to $417.25. The Non-Residential CWMS service rate for each of the townships increases from $0.0009445 per dollar of the property valuation to $0.0009370. An annual charge for vacant allotments has been increased from $129 to $135 for all other vacant allotments where a CWMS connection fee has been paid but no wastewater is being discharged. Total capital expenditure for CWMS is estimated at $502,000 not including carried over projects from the 2025-26 financial year.

WASTE SERVICES

Overall, the refuse, recycling and green organics collection service charge has been increased from last year at $284.30 to $288.00 per annum. The 140L Refuse Bin has increased from last year at $137.20 to $140. Recycling has increased from last year at $72.70 to $74.40 while Green Organics decreased from $74.40 to $73.60. The refuse collection service rate for 240L bins, available to commercial premises to upsize to 240L, has increased from last year at $178 to $184. The service charges are based on cost increases for collection and disposal.

IMPACT ON RATEPAYERS

The Annual Business Plan and Budget for 2026-27 budgets for general rate revenue increases excluding growth of 3.60%. Growth from new assessments in value of rate revenue is 1.78%, above the 1.0% revenue growth target, with the additional properties growing by 1.18%.

The average change per rateable property for general rates across all categories of land use is $106.90 per annum or $2.06 per week. Depending on the other services received by ratepayers, service charges will differ. In summary the following table provides the impact of service changes or service rates.

Typical Service Mixes	Ave Annual Amount	Ave Weekly Amount
Residential / Rural Living – receiving full waste and CWMS services	$17.55	$0.34
Residential / Rural Living Vacant Land – no waste service but access to CWMS available	$6.00	$0.12
Commercial – receiving full waste and CWMS services	$27.52	$0.53
Industry – receiving full waste and CWMS services	$27.52	$0.53
Industry – receiving full waste service and no CWMS service	$3.70	$0.07
Rural – receiving full waste service and no CWMS service	$3.70	$0.07
Rural – receiving general and recycle waste and no CWMS	$4.50	$0.09

For more information on the rate revenue increases please refer to the LTFP section in this document.

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

Statement on Expected Rate Revenue

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

Expected Rates Revenue

	2025/26 (as adopted)	2026/27 (estimated)		Change	Comments
General Rates Revenue					
General Rates (existing properties)	$34,937,324	$36,195,205	*(a)*	3.60%	
General Rates (new properties)		$621,617	*(b)*	1.78%	
General Rates (GROSS)	**$34,937,324**	**$36,816,822**	*(c)*		
Less: Mandatory Rebates	($598,562)	($626,786)	*(d)*		
General Rates (NET)	**$34,338,762**	**$36,190,037**	*(e)*	**5.39%**	
	(e)=(c)+(d)				
Other Rates (inc. service charges)					
Regional Landscape Levy	$828,505	$852,300	*(f)*	The Regional Landscape Levy is a State tax, it is **not retained** by council.	
Waste collection	$3,348,755	$3,499,390	*(g)*	Increased costs of contract and disposal and general operations.	
CWMS	$3,560,699	$3,729,082	*(h)*	Increased costs of general costs and general operations	
	$42,076,722	$44,270,809			
Less: Discretionary Rebates	($175,725)	($183,539)	*(i)*		
Expected Total Rates Revenue	**$41,900,997**	**$44,087,270**	*(j)*	**5.22%**	
	(m)=(e)+(g)+(h)+(i)				

Estimated growth in number of rateable properties

Number of rateable properties	**13,639**	**13,800**	*(k)*	**1.18%**	
	Actual	*Estimate*			

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

Estimated average General Rates per rateable property

Average per rateable property	**$2,562**	**$2,668**	*(l)*	**4.15%**	

Estimated average rates and service charges for resident receiving all services

Average per rateable property	**$3,129**	**$3,253**		**3.98%**	

Councils use property valuations to calculate each rateable property's contribution to the required rate revenue total. Councils do not automatically receive more money because property values increase but this may alter how rates are apportioned (or divided) across each ratepayer (ie. some people may pay more or less rates, this is dependent on the change in value of their property relative to the overall valuation changes across the council area).
The total General Rates paid by all rateable properties will equal the amount adopted in the budget.

Notes

(d) Councils are **required** under the Local Government Act to provide a rebate to qualifying properties under a number of categories:

Health Services - 100 per cent	Religious purposes - 100 per cent	Royal Zoological Society of SA - 100 per cent
Community Services - 75 per cent	Public Cemeteries - 100 per cent	Educational purposes - 75 per cent

The rates which are foregone via Mandatory Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).

(e) Presented as required by the *Local Government (Financial Management) Regulations 2011* reg 6(1)(ea)

Please Note: The percentage figure in *(e)* relates to the change in the total amount of General Rates revenue to be collected from all rateable properties, not from individual rateable properties (ie. individual rates will not necessarily change by this figure).

(f) Councils are required under the *Landscape South Australia Act 2019* to collect the levy on all rateable properties on behalf of the State Government. The levy helps to fund the operations of regional landscape boards who have responsibility for the management of the State's natural resources.

(h) Community Wastewater Management Systems

(i) A council **may** grant a rebate of rates or service charges in a number of circumstances. The rates which are foregone via Discretionary Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).

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

(k) 'Growth' as defined in the *Local Government (Financial Management) Regulations 2011* reg 6(2)

Statement on Expected Rate Revenue

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

Expected Rates Revenue (excluding fixed charge)

	Total expected revenue			No. of rateable properties		Average per rateable property				Cents in the $
	2025/26	**2026/27**	**Change**	2025/26	**2026/27**	2025/26	**2026/27**		**Change**	**2026/27**
Land Use (General Rates - GROSS)										
Residential	$15,408,903	**$16,397,771**	**6.4%**	9987	**10144**	$1,543	$1,621	*(p)*	**$79**	**0.0023630**
Commercial - Shop	$769,039	**$804,446**	**4.6%**	254	**254**	$3,028	$3,160	*(p)*	**$132**	**0.0044885**
Commercial - Office	$167,380	**$170,183**	**1.7%**	73	**71**	$2,293	$2,391	*(p)*	**$98**	**0.0044885**
Commercial - Other	$1,519,305	**$1,595,806**	**5.0%**	356	**356**	$4,268	$4,468	*(p)*	**$201**	**0.0044885**
Industry - Light	$118,094	**$118,534**	**0.4%**	47	**45**	$2,513	$2,627	*(p)*	**$114**	**0.0049700**
Industry - Other	$4,453,460	**$4,687,237**	**5.2%**	91	**94**	$48,939	$49,687	*(p)*	**$748**	**0.0169000**
Primary Production	$5,108,050	**$5,196,549**	**1.7%**	2163	**2164**	$2,362	$2,392	*(p)*	**$31**	**0.0024350**
Vacant Land	$938,795	**$1,015,663**	**8.2%**	527	**531**	$1,781	$1,855	*(p)*	**$74**	**0.0055810**
Other	$414,792	**$436,140**	**5.1%**	141	**141**	$2,942	$3,079	*(p)*	**$137**	**0.0047650**
Total Land Use	**$28,897,818**	**$30,422,330**	**5.3%**	**13,639**	**13,800**	**$2,119**	**$2,205**	*(p)*	**$86**	

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

Fixed Charge

	Total expected revenue					Charge			
	2025/26	**2026/27**	**Change**			2025/26	**2026/27**		**Change**
Fixed Charge	$6,031,402	**$6,394,492**	**6.0%**			$458.00	**$477.70**	*(q)*	**$19.70**

This revenue amount is **included** in the General Rates GROSS figure at (c) *and includes $111,304.10 of growth from new properties.*

Adopted valuation method

Capital Value/Annual Value

Council has the option of adopting one of three valuation methodologies to assess the properties in its area for rating purposes:
Capital Value – the value of the land and all improvements on the land; or
Annual Value – a valuation of the rental potential of the property.

Council uses the capital value determined by the State Valuation Office as the basis for valuing land and calculating rates. Council considers that this method provides the fairest method of distributing the rate burden across all ratepayers on the following basis:
• The equity principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more taxes than ratepayers of lesser wealth;
• Property value is a relatively good indicator of market value of a property, providing the fairest method of calculating rates.

Notes

(p) Average per rateable property calculated as General Rates for category, including any fixed charge or minimum rate (if applicable) but excluding any separate rates, *divided* by number of rateable properties within that category in the relevant financial year.

(q) A fixed charge can be levied against the whole of an allotment (including land under a separate lease or licence) and only one fixed charge can be levied against two or more pieces of adjoining land (whether intercepted by a road or not) if they are owned by the same owner and occupied by the same occupier. Also if two or more pieces of rateable land within the area of the council constitute a single farm enterprise, only one fixed charge may be imposed against the whole of the land.

PERFORMANCE MEASURES

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

Monthly Financial Reports which regularly track Council finances;

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

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

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

Council's Community Plan 2024-2044 includes the long-term objectives and strategies Council is striving to achieve. The Community and Corporate plans are used to form the Annual Business Plan and Budget.

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

KEY PERFORMANCE INDICATORS

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

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

Forecast is the quarter 2 (Q2) budget update as at 31 December 2025, adopted by Council at the February meeting. Material financial information received since that time has been included.

Individual years are shown within the LTFP section in this document, including a rolling 3-year period on selected KPIs.

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

Council's target is to achieve a cumulative operating break-even position or better, over any ten-year period. The operating result for 2026-27 is forecast to be a surplus of $245,000. The cumulative ten-year period operating surplus is forecast to be $7.920m - for more information refer to the LTFP section within this plan.

The 2023-24, 2024-25 and 2025-26 figures have been adjusted for early financial assistance grant payments received in June 2023 (for 2023-24) and June 2025 (for 2025-26), which impact the operating surpluses for 2023-24, 2024-25 and 2025-26. This indicator has therefore been adjusted in those years to reflect the true underlying result.

Year	2023-24 Actual $'000	2024-25 Actual $'000	2025-26 Forecast $'000	2026-27 Budget $'000
Result	($1,139)	$493	($1,878)	($648)
Underlying Result	$947	($1,279)	($506)	
Status				
Underlying Status				

Key Performance Indicator 2 Operating Surplus/(Deficit) Ratio

Expresses the projected operating surplus/(deficit) result as a percentage of total operating revenue over a rolling retrospective three years. Council has set a target to achieve an operating surplus ratio of between -2% to 10%. The 2026-27 budgeted ratio is forecast to be 0.4%, which is within Council's target.

The 2023-24, 2024-25 and 2025-26 figures have been adjusted for early financial assistance grant payments received in June 2023 (for 2023-24) and June 2025 (for 2025-26), which impact the operating surpluses for 2023-24, 2024-25 and 2025-26. This indicator has therefore been adjusted in those years to reflect the true underlying result.

Year	2023-24 Actual $'000	2024-25 Actual $'000	2025-26 Forecast $'000	2026-27 Budget $'000
Result	(2.5%)	0.9%	(1.7%)	(1.2%)
Underlying Result	2.0%	(2.5%)	(0.8%)	
Status				
Underlying Status				

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

Council has set a target for Council's level of net financial liabilities to be no greater than its annual operating revenue and not less than zero. Net financial liabilities in 2026-27 is budgeted to be $51.032m, which is below budgeted total revenue of $57.439m.

Year	2023-24 Actual $'000	2024-25 Actual $'000	2025-26 Forecast $'000	2026-27 Budget $'000
Result	$17,169	$37,385	$40,381	$51,108
Status	↑	↑	↑	↑

Key Performance Indicator 3-2: Net Financial Liabilities Ratio

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

The 2023-24, 2024-25 and 2025-26 figures have been adjusted for early financial assistance grant payments received in June 2023 (for 2023-24) and June 2025 (for 2025-26), which impact the total operating income for 2023-24, 2024-25 and 2025-26. This indicator has therefore been adjusted in those years to reflect the true underlying result.

Year	2023-24 Actual $'000	2024-25 Actual $'000	2025-26 Forecast $'000	2026-27 Budget $'000
Result	37%	71%	76%	89%
Underlying Result	36%	76%	72%	
Status	↑	↑	↑	↑
Underlying Status	↑	↑	↑	

Key Performance Indicator 4: Asset Renewal Funding Ratio

Expresses the rate by which assets are wearing out and being replaced by comparing capital outlays on renewal/replacement to the Infrastructure Asset Management Plans. Council has set the following target: Capital outlays on renewing/replacing assets net of proceeds from sale of replaced assets is greater than 80% but less than 110% of Infrastructure Asset Management Plans. A substantial amount of 'Upgraded' asset work completed each year is partly renewing components of existing assets. The calculation to compile this ratio does not include any upgrade costs as it is not considered 'renewal/replacement'. This is then effectively understating the expenditure for asset replacement, and the ratio is not then reflecting the true actual net asset renewals. It is expected the renewal spend information will be more accurate when the four-year review of the IAMPs is undertaken and the improvement plans from that work provides these projections per annum. This target is budgeted to be exceeded in 2026-27.

Year	2023-24 Actual $'000	2024-25 Actual $'000	2025-26 Forecast $'000	2026-27 Budget $'000
Result	123%	84%	97.6%	157.9%
Status	↑	↑	↑	↑

NON-FINANCIAL PERFORMANCE MEASURES

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

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

Indicator	Description	Target
Our Community		
Library Visits	The number of library visits and participation within the Barossa Council Area	5 visits per capita
Mutual Liability Claims	Number of successful Mutual Liability Claims against Council	3 or less per annum
Customer Request Completion Rate	Number of completed customer requests	90%
Community Support Program - Transport	Number of outputs - one way trips	Minimum 4477
Community Support Program - Domestic Assistance	Number of outputs - hours	Minmum of 3058
Community Support Program - Home Maintenance and Repairs	Number of outputs - hours	Minimum 3509
Community Support Program - Sector Support and Development	Activity Work Plan	Completed
Community Support Program - Group Social Support	Number of outputs - hours	Minimum 5646
Community Support Program - Individial Social Support	Number of outputs - hours	Minmum of 260
Our Economcy		
Tourism Customer Satisfaction with Visitor Information Services	Average Customer Satisfaction Rating	4 or above
Visitor Information Centre Bookings	Annual Booking Revenue (Accommodation/Tours/Tickets)	100% of Budget
Events	At least three key regional, state or national events hosted annually	3 or above
Our Environment		
Waste Disposal Rate	Percentage of waste disposed to landfill	Less than 65%
Recycling Rate	Percentage of waste recycled	More than 35%
Our Places		
Development Performance	% of development applications determined within statutory timeframes	90%
Asset Spending Ratio	Ratio of asset expenditure on renewal, replacement and upgraded assets and maintenance on assets	Between 100% and 150% of Depreciation
Our Council		
LGA KPI Audit Action Plan	Percentage of KPI Audit Actions Complete	90%
LGA Risk Review	Percentage risk review conformance	90%
Operating delivery	Actual Operating Expenditure as a % of Budgeted Operating Expenditure	95%
Capital program delivery	Actual Capital Expenditure as a percentage of Budgeted Capital Expenditure	92%

ESSENTIAL SERVICES COMMISSION OF SOUTH AUSTRALIA – LOCAL GOVERNMENT ADVICE SCHEME REPORT

New header page – Budgeted financial statements for 2026-27

OFFICIAL

Advice

Local Government Advice

The Barossa Council

February 2026

OFFICIAL

Enquiries concerning this advice should be addressed to:

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OFFICIAL

The Barossa Council
AT A GLANCE

OVERVIEW

The Essential Services Commission finds The Barossa Council's current and projected financial performance sustainable due to its strong governance processes and favourable sustainability ratios.

FINANCIAL PERFORMANCE

Past 10 years
Sustainable

Current
Sustainable

Projected
Sustainable

RISKS IMPACTING SUSTAINABILITY

⚠ The need to invest in infrastructure to support the expansion of Concordia ahead of generating rates from new residents (if the project proceeds).

KEY FACTS

- Population in 2024 was **26,590** residents
- The Council covers **893.5 square kilometres**
- **13,418** rateable properties in 2024-25
- **$52.7 million** of income in 2024-25
- Value of infrastructure assets held in 2024-25 equals **$452.5 million**

The Essential Services Commission is an independent statutory authority with functions in a range of essential services including water, sewerage, electricity, gas, rail and maritime services, and also has a general advisory function on economic matters. For more information, please visit www.escosa.sa.gov.au.

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1 Executive summary

1.1 Summary of observations

The Essential Services Commission of South Australia (**Commission**) finds The Barossa Council's current financial position to be **sustainable.** The Barossa Council faces low risks in achieving its operating surplus and effectively managing its assets over the forecast period. It has a strong and demonstrated focus on transparency, community consultation and agile service delivery.

The Barossa Council has managed its operating surplus conservatively during the 10-year Historical Period (from 2014-15 to 2023-24), achieving an average operating surplus ratio of 3.8 percent. It has forecast an operating surplus ratio for the period from 2025-26 through to 2034-35 of 2.1 percent per annum on average, which is lower than the historical result but reflective of its planned capital program.

Rates are the main source of income for The Barossa Council over both the Historical Period and the Forecast Period (from 2025-26 through to 2034-35), and they are increasing from 78.3 percent to 80.9 percent as a percentage of total income. Growth in the number of rateable properties is forecast to be modest at 0.8 percent, originating from small scale development. The Commission notes that the Council's forecasts exclude the Concordia development pending formal resolution of boundary reform proposals. The forecast Net Financial Liabilities Ratio is an average of 50.8 percent due to borrowing for 'The Big Project' (a 35-year project for key infrastructure assets delivered in phases). The Council plans to repay loans rapidly but could consider a slower repayment pace with commensurate spreading of rates revenue, to improve intergenerational equity.

The Barossa Council is taking a pro-active approach to managing its assets and has been transparent with the Commission and other stakeholders via its strategic documents about its governance and asset management practices. It has an ambitious capital program that was established in consultation with the Community and will cost an average of $3.5 million per annum on new assets. This expenditure will not impact forecast capital spending of $9.9 million per annum on renewal of existing assets.

1.2 Summary of recommendations

The Council has a range of sound practices in its strategic planning and asset management, including:

- reviewing expenditure regularly and consulting the community on priorities
- its approach to project planning that includes obtaining and publishing prudential reports
- aligning its Infrastructure and Asset Management Plan with its Long-Term Financial Plan and Annual Budgets, and
- its governance processes around new infrastructure projects.

To further strengthen the Council's sustainability, the Commission recommends that the Council:

1. **Consider** its pace of repayment of debt for 'The Big Project' to balance financial costs and intergenerational equity.
2. **Update** the condition data for all asset classes and ensure that asset useful lives are reviewed annually.
3. **Clarify underlying assumptions and include** summary information on asset condition within the Infrastructure and Asset Management Plan to improve transparency.
4. **Update** all strategic plans to reflect the impact of the Concordia Development at the earliest opportunity.

2 About the advice

2.1 Background

The State Parliament has tasked the Commission, South Australia's independent economic regulator and advisory body, to provide advice on material changes proposed by local councils in relation to elements of their Strategic Management Plans (**SMP**), and on the proposed revenue sources, including rates, which underpin those plans.[1]

A primary purpose of the Local Government Advice Scheme (**Advice** or **the Scheme**) is to support councils to make financially sustainable strategic decisions in their annual business plans and budgets, in the context of their Long-Term Financial Plans (**LTFP**) and Infrastructure and Asset Management Plans (**IAMP**).[2] IAMPs are commonly referred to as Asset Management Plans (**AMP**). The LTFP and the IAMP are both required as part of a council's SMP.[3] Financial sustainability encompasses intergenerational equity,[4] program (service level) and rates stability in this context.[5] The other main purpose is for the Commission to consider ratepayer contributions in the context of all revenue sources, as outlined in the LTFP.[6] In addition, the Commission has discretion to provide advice on any other aspect of a council's LTFP or IAMP it considers appropriate, having regard to the circumstances of that council.[7]

The first cycle of the scheme extends over four years from 2022-23 to 2025-26. The Commission has selected 19 councils for advice in the fourth year (2025-26) of the Scheme, including The Barossa Council.

This report provides the Local Government Advice for the Council in 2025-26.

The Council is obliged under the *Local Government Act 1999* **(LG Act)** to publish this advice and its response, if applicable, in its 2026-27 Annual Business Plan (including any draft Annual Business Plan) and in subsequent plans until the next cycle of the Scheme.[8] Decision-making remains in the control of the Council.

The Commission thanks the Council for meeting with Commission staff and for providing information to assist the Commission in preparing this advice.

2.2 The Commission's approach

In providing its Advice for the Council, the Commission has followed the approach set out in the Framework and Approach – Final Report (**F&A**).[9]

1 Amendments to the LG Act (s122(1c) to (1k) and (9)) specify the responsibilities for the Commission and local councils for the Local Government Scheme Advice. The Commission must provide advice to each council in accordance with the matters outlined in s122(1e), (1f) and (1g).
2 Commonly referred to as Asset Management Plans (**AMP**).
3 The objectives of the advice with reference to a council's LTFP and IAMP are presented under LG Act, s122(1g). LG Act s122(1) specifies the requirements of a council's SMP, including the LTFP and IAMP.
4 'Intergenerational equity' relates to fairly sharing services and the revenue generated to fund the services between current and future ratepayers.
5 Commission, *Framework and Approach – Final Report*, August 2022, pp. 2-3, available at www.escosa.sa.gov.au/advice/advice-to-local-government.
6 LG Act s122(1f)(a) and (1g)(a)(ii).
7 LG Act s122(1f)(b) and (1g)(b).
8 LG Act s122(1h).
9 Commission, *Framework and Approach – Final Report*, August 2022, available at www.escosa.sa.gov.au/advice/advice-to-local-government.

The Commission has considered the Council's SMP documents and other documents (set out in the box below), with a particular focus on its performance and outlook against three financial indicators: the Operating Surplus Ratio (**OSR**), the Net Financial Liabilities Ratio (**NFLR**) and the Asset Renewal Funding Ratio (**ARFR**).[10] Analysis of these three indicators captures financial and service sustainability, cost control and affordability risk.[11]

The Commission reviews 10 years of historical data, being the years 2014-15 to 2023-24 (**Historical Period**) the "current year" 2024-25 and 10 forecast years, being 2025-26 to 2034-35 (**Forecast Period**).

Table 1: Strategic management documents referred to

- The Barossa Council, General Purpose Financial Statements for the year ended 30 June 2025.
- Corporate Plan, 2024-2028 (2024-2025 revision).
- Barossa Local Economic Development Plan, 2022-2027.
- Long-Term Financial Plan 2024/25 – 2033/34 Update as at 2 January 2025.
- Annual Business Plan and Budget 2025-2026 – Incorporating the review of the Long-Term Financial Plan for 2025/26 to 2034/35.
- Annual Budget and Business Plan 2024/25 (adopted 19 June 2024).
- UHY Haines Norton, The Big Project – Priority 1 Projects – 2023 Update, Prudential Review February 2024.
- Infrastructure Asset Management Plan, 2024-2034 – adopted 19 November 2024.

Given that the Commission must, in providing its advice, have regard to the objective of councils maintaining and implementing their IAMPs and LTFPs,[12] it has also considered the Council's performance in that context. Findings regarding the content of the Council's AMPs, and the alignment between its LTFP and AMPs,[13] are discussed in Section 5.

The Commission has also reviewed the financial template provided by the Council, including its 2025-26 LTFP forecasts for 2025-26 to 2034-35, historical financial data, the number of rateable properties and Council staff (Full Time Equivalent or **FTE**) numbers from 2014-15 onwards.[14] The charts and tables in the Advice are primarily sourced from these datasets. In addition, the Commission has reviewed the Council's audit committee reports, and other public information, as appropriate.

The Commission has reported estimates in nominal terms to identify 'real' rather than 'inflationary' effects. In the charts, the Consumer Price Index (**CPI**) line for the Historical Period is calculated as the compound annual growth rate in the CPI (Adelaide) series from 2014-15 to 2023-24, being

[10] The three financial indicators are specified in the Local Government (Financial Management) Regulations 2011. Since 2011, each council has been required to include these three indicators in its plans, annual budget, mid-year budget review and annual financial statements. Councils can adopt their own target range for each ratio, but the Commission is guided by the Local Government Association (**LGA**) target ranges, which were established and agreed during the development of the LGA Financial Sustainability Papers (2006-2011).

[11] The F&A listed 29 analytical questions that the Commission has considered in assessing the Council's performance against these indicators to determine affordability, cost control and other sustainability risks.

[12] LG Act s122(1g)(a)(i).

[13] As required under s122(1b) of the LG Act.

[14] The Council's estimates for the 2024-25 financial year were unaudited at the time of preparing this advice.

2.9 percent.[15] Each financial year is the average of the four quarterly results. The CPI for the Forecast Period is calculated as the compound annual growth rate in the CPI (Australia) series from 2025-26 based on the Reserve Bank of Australia (RBA) (Australia-wide) inflation forecasts to the December 2027 quarter, and the midpoint of the RBA target range (2.5 percent) thereafter, yielding an average inflation rate for the Forecast Period of 2.5 percent. Similarly, for the current year 2024-25, we have observed a CPI (Adelaide) of 2.4 percent.

Finally, in formulating this Advice, the Commission has had regard to all discussions and engagement with the Council, including the meeting with Council officers and the individual circumstances of the Council, including:

- its location as an Urban Fringe Council
- its income level ($52.7 million in 2024-25[16]), and
- the size of its rates base (around 13,418 ratepayers in 2024-25[17]).

Throughout this Advice, the Commission has identified several key points and assigned the following risk category to those points:

Legend: Low-risk Moderate-risk High-risk

[15] The assumed CPI for the Historical Period is 2.9 percent, being the compound annual growth rate in the CPI (Adelaide) series from 2014-15 to 2023-24. Source: Consumer Price Index, Australia, June Quarter 2024 | Australian Bureau of Statistics

[16] The Barossa Council General Purpose Financial Statements for the year ended 30 June 2025, p 3.

[17] Based on the Council's financial reporting template provided to the Commission.

3 Council profile

The Council is classified by the Commission as an 'Urban Fringe' council and is one of five in this category in South Australia.[18] It covers an area of 893.5 square kilometres, has an estimated resident population of 26,590 (at 30 June 2024),[19] and approximately 13,418 rateable properties (on 1 January 2025).[20]

The Council is in the mid-north region of South Australia, formed in 1996 by amalgamation of the District Councils of Barossa, Tanunda and Angaston, and the amalgamation of the District Council of Mount Pleasant in 1997.[21]

Figure 1: Council Area

The Council region has the following attributes:

- historical rateable property growth of approximately 0.7 percent per annum[22]
- population density of 29.8 persons per square kilometre[23]
- 989 kilometres of sealed and unsealed roads, of which 61.6 percent are unsealed roads[24]
- employment sectors mainly in manufacturing (18.5 percent), healthcare and social assistance (11.5 percent), education and training (8.5 percent) and construction (8.1 percent)[25], and
- a median population age of 45.5 years.[26]

[18] Commission, *Fact Sheet - Local Government Advice Scheme – Schedule of Councils*, May 2023, available at https://www.escosa.sa.gov.au/ArticleDocuments/21947/20240731-Advice-ScheduleOfCouncils-FactSheet.pdf.aspx?Embed=Y.
[19] Refer to Australian Bureau of Statistics, *Data by region*, available at https://dbr.abs.gov.au/region.html?lyr=lga&rgn=40310
[20] Based on the Council's Financial Reporting template provided to the Commission.
[21] The Barossa Council Annual Business Plan and Budget 2025/26, p. 7.
[22] Based on the Council's Financial Reporting template provided to the Commission.
[23] Refer to Australian Bureau of Statistics, *Data by region*, available at https://dbr.abs.gov.au/region.html?lyr=lga&rgn=40310
[24] Refer to the Department of Infrastructure and Transport - Local Government Grants Commission, *2023-24 Database Reports*, available at: https://www.dit.sa.gov.au/local-government/grants-commission/publications#database
[25] Refer to Australian Bureau of Statistics, *Data by region*, available at https://dbr.abs.gov.au/region.html?lyr=lga&rgn=40310
[26] Refer to Australian Bureau of Statistics, *Data by region*, available at https://dbr.abs.gov.au/region.html?lyr=lga&rgn=40310

4 Material plan amendments in 2025-26

Significant increases in Council financial estimates for 2025-26 to 2033-34 compared with the same period in the previous LTFP are due to borrowing for new capital projects. Capital expenditure on new and upgraded assets has increased markedly. The Council maintains transparent forecasting and indexation practices, with rate rises tied to CPI and property growth. The changes partially reflect the impact of 'The Big Project' and are explained further in the Council's LTFP.

The material amendments to some of its main financial forecasts are listed in the table below (in nominal terms).[27] To ensure a comparable analysis of forward estimates between the 2024-25 and 2025-26 LTFPs, the Commission has reviewed the nine overlapping years' statistics: 2025-26 to 2033-34 and identified material amendments accordingly.

4.1 Key points

- The Council's methodology for indexation is transparent and published.

Table 2: Historical and forecast financial items

Selected Financial Item	Sum of 2025-26 to 2033-34 estimates in 2024-25 LTFP ($ million)	Sum of 2025-26 to 2033-34 estimates in 2025-26 LTFP ($ million)	Change in 2025-26 estimates ($ million)	Change in 2025-26 estimates (percent)
Capital expenditure on new and upgraded assets	$5.9	$33.7	$27.8	+470.0

4.2 Changes to capital expenditure estimates

Capital expenditure on new infrastructure has increased by 470.0 percent due to ongoing expenditure for 'The Big Project' and other capital projects. Assets, the AMPs, and the Council's capital expenditure outlook are discussed further in Section 5.3.

4.3 Indexation adjustments

The Council has a structured approach to forecasting and has clear and comprehensive information for ratepayers about its revenue and expenditure estimates and assumptions underlying its forecasts for rate increases and the LTFP. Its general rates increase for 2025-26 is based on the RBA's May 2025 trimmed CPI,[28] plus anticipated rateable property growth together with a component for funding capital programs (further discussed in section 6.)

[27] Table 2 shows only selected financial items to demonstrate the material amendments made by the Council in its 2025-26 estimates.
[28] Annual Business Plan and Budget 2025/26, p. 49.

5 Financial sustainability

5.1 Operating performance

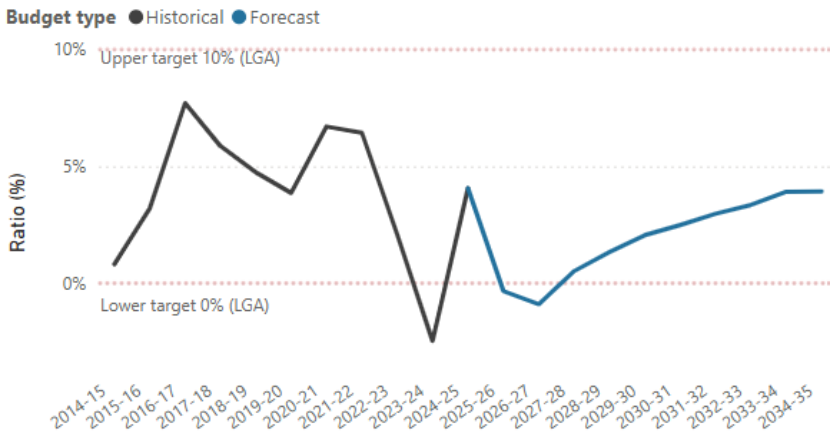
5.1.1 Key points

- The Council has achieved an average OSR of 3.8 percent indicating sustainability in operating performance during the Historical Period.
- In the Historical Period, expense growth per property was equal to inflation.
- In the Forecast Period, the Council expects an annual average surplus less than its historical average performance but is likely to remain sustainable.
- The Council's ongoing reviews of expenditure and consultation with the community demonstrate good practice.

The Council remains financially sustainable, maintaining an average historical OSR of 3.8 percent, with forecasts slightly lower at 2.1 percent due to planned capital expenditure. Income and expenses have grown at rates matching or exceeding inflation. Expenditure and debt remain well-managed, supporting continued service delivery and capital investment.

5.1.2 Operating Surplus Ratio

Figure 2: Operating surplus ratio – historical and forecast



In the Historical Period, the Council achieved an average OSR of 3.8 percent incurring one deficit in the period due to a decrease in grants revenue and higher employee and materials costs. The average operating surplus was $1.5 million. The Council projects an average OSR of 2.1 percent in the Forecast Period. The Council forecasts small deficits in 2025-26 and 2026-27 followed by a return to surplus. The Council's forecast addresses cash flow impacts and budget constraints related to projected capital project expenditures (as discussed in section 5.3).[29] If the forecast is achieved, it will provide an

[29] Meeting with the Council, 27 May 2025.

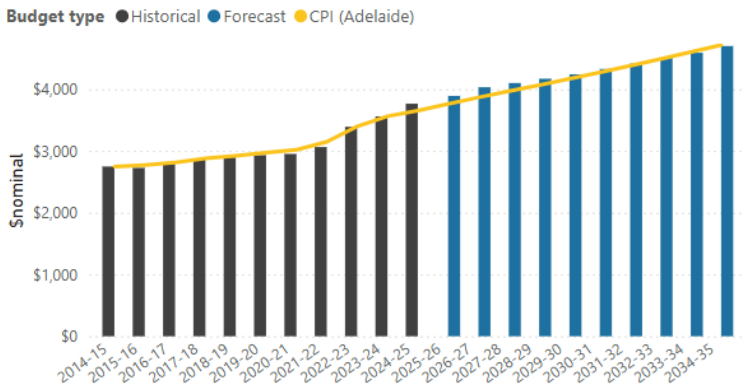
average OSR of 2.1 percent, below its historical average but commensurate with the impact of planned capital expenditure.

Total income and expenses were closely aligned between 2014-15 and 2023-24 and are forecast to continue similarly.

Average income growth per annum (CAGR) was 3.3 percent in the Historical Period but was equivalent to average inflation of 2.9 percent when accounting for rateable property growth of 0.7 percent for the period.[30] The Council forecasts income growth per annum (CAGR) of 3.5 percent (compared with forecast average inflation of 2.5 percent), driven by growth in rates and other charges but the difference is due to growth in rateable properties - expected to be 0.8 percent per annum. The Council noted that their forecast rate increases per property are higher than inflation but are aligned with their cost increases.[31]

Historical average expenditure growth per annum (CAGR) of 3.7 percent was higher than both inflation and the Council's income growth in the Historical Period but the difference can be attributed to growth in rateable properties. The average annual growth in expenses per property (CAGR) was 2.9 percent, equal to inflation for the period.

Figure 3: Expense by rated property - historical and forecast



The Council expects average expenditure per annum (CAGR) growth of 3.0 percent in the Forecast Period, above the RBA forecast inflation of 2.5 percent, the difference being mainly due to growth in rateable properties. However, operating expenses per rated property are forecast to be lower than CPI with average growth (CAGR) of 2.1 percent per annum (see Figure 3).

In the Historical Period, 'material, contracts and other' expenses averaged 39.8 percent of total costs, with employee costs at 36.0 percent. The Council projects these will shift to 36.5 percent and 39.4 percent respectively, while depreciation remains steady at 22.1 percent.

The Council has an ongoing reform agenda of increasing transparency and probity with rolling service reviews of all expense drivers.[32] It has a strong focus on both expenditure and function review.[33] It is focused on agile service delivery and changes its procurement models in response to market conditions in addition to utilising shared procurement with neighbouring councils as appropriate. The Council also consults extensively with its towns on expectations for service provision and has

[30] The assumed CPI for the Historical Period is 2.9 percent, being the compound annual growth rate in the CPI (Adelaide) series from 2014-15 to 2023-24. Source: https://www.abs.gov.au/statistics/economy/price-indexes-and-inflation/consumer-price-index-australia/jun-quarter-2024

[31] See Note 29.

[32] See Note 29.

[33] See Note 29.

developed a master plan to look forward and determine priorities for all communities within the geographic footprint of the Council.[34]

5.1.3 Commission's recommendations on operating performance

The Commission notes the Council's good practices of reviewing expenditure regularly and consulting the community on priorities.

5.2 Net financial liabilities

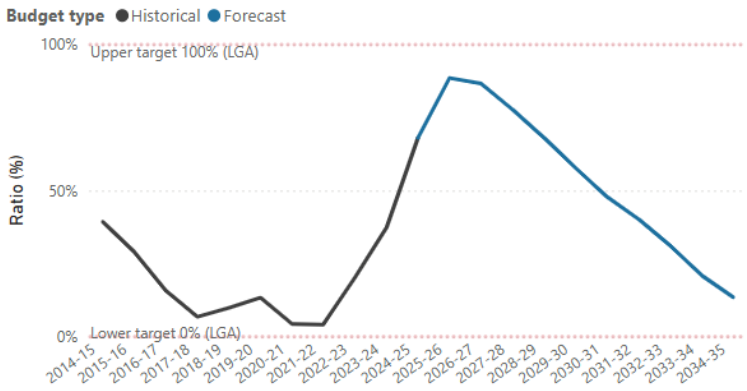
5.2.1 Key points

- ✓ The Council has a structured approach to debt management.
- ⚠ The Council has forecast high debt for a period of five consecutive years however could reconsider its proposed repayment pace.
- ✓ The Council's historical and forecast income always exceed its debt.

The Council maintains strong financial management and transparency, with historical and forecast income consistently exceeding net financial liabilities, even as debt rises to fund 'The Big Project'. Although finance costs and debt levels temporarily increase, prudent planning, published reports, and ongoing community support contribute to long-term sustainability. The Council could consider adjusting its rapid loan repayment strategy to better balance financial costs and intergenerational equity, as cash reserves will be low during peak capital expenditure.

The NFLR[35] is a measure of a council's indebtedness and indicates whether a council can cover its net financial liabilities over a period.

Figure 4: Net financial liabilities ratio – historical and forecast



The NFLR averaged 17.9 percent in the Historical Period remaining within the LGA recommended range. The Council forecasts an increase in the ratio to an average of 50.8 percent in the Forecast

[34] See Note 29.

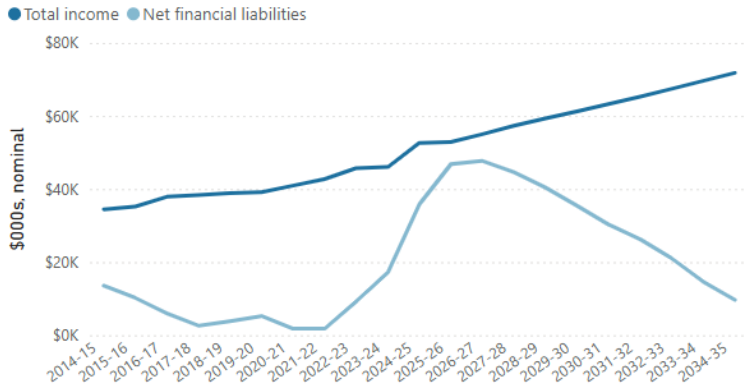
[35] The net financial liabilities ratio is defined as: Net financial liabilities ÷ Total operating income. This ratio measures the extent to which a council's total operating income covers, or otherwise, its net financial liabilities. The LGA target range is between zero and 100 percent of total operating income but could be higher in some circumstances (see LGA SA *Financial Indicators Paper*, pp. 7–8).

Period (with a peak of 88.6 percent in 2025-26) as it borrows to fund 'The Big Project' (Phase 1)– an intergenerational community infrastructure project.

The Commission notes the Council's diligent and transparent approach to this project with comprehensive, published, prudential reports.[36] Following extensive consultation, community support for the project is widespread. As noted above (see Figure 2), the Council forecasts deficit budgets from 2025-26 to 2026-27 reflecting cash flow impacts associated with this project.

Finance costs are forecast to increase in the near-term to support infrastructure development and return to average levels consistent with historical expenditure by June 2033. The Council proposes to repay loans rapidly (within seven years) and utilise CADs as required,[37] however the Commission suggests that the Council consider a slower repayment pace to support intergenerational equity.

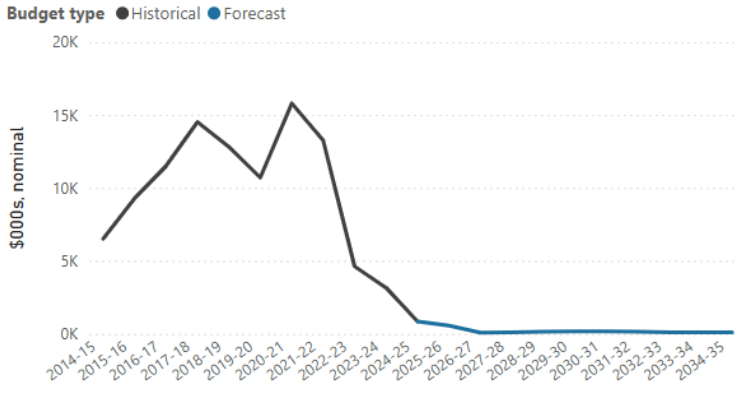
Figure 5: Total income and net financial liabilities – historical and forecast



Both historically, and in its forecast, the Council's annual income exceeds its net financial liabilities, noting some pressure in the early years of 'The Big Project' between 2024-25 and 2029-30 (see Figure 5). 'The Big Project' commenced in 2016 and most of the expenditure in Phase 1 will conclude by 2024-25. It is a long-term project with a 35-year time frame that is master-planned to deliver economic growth, community infrastructure, and social and environmental outcomes. $17.0 million is committed to this project in 2025-26 capital investment.[38]

[36] UHY Haines Norton, The Big Project – Priority 1 Projects – 2023 Update, Prudential Review February 2024.
[37] CADS – Cash Advance Debentures, Meeting with the Council, 27 May 2025.
[38] Annual Business Plan and Budget, 2025/26, p. 22.

Figure 6: Cash and cash equivalents at year end – historical and forecast



Cash held at the end of the financial year averaged $10.2 million in the Historical Period. In the Forecast Period, the Council anticipates that cash held will decline to an average of $0.2 million, as it repays borrowings and funds capital projects (see Figure 6).

5.2.2 The Commission's recommendations on financial liabilities

The Commission recommends that the Council:

1. **Consider** its pace of repayment of debt for 'The Big Project' to balance financial costs and intergenerational equity.

5.3 Asset renewals expenditure

5.3.1 Key points

- The Council has a comprehensive IAMP that is aligned with budgets and the LTFP.
- The Council could improve transparency in its IAMP by including more information on current asset condition.
- The Council's historical and forecast ARFR ratios indicate that the Council has and is likely to renew its assets in a timely manner.
- The Council has strong governance processes around new asset infrastructure projects that include community consultation.

The Council maintains strong governance and prudent financial management of assets, with renewal and replacement aligned to budgets and long-term plans. Asset renewal funding is projected to stay within recommended ranges, despite variability and some reliance on younger assets due to recent major investments. The Council could further enhance transparency by updating and summarising asset condition data in its IAMP, especially as it undertakes significant projects like 'The Big Project'.

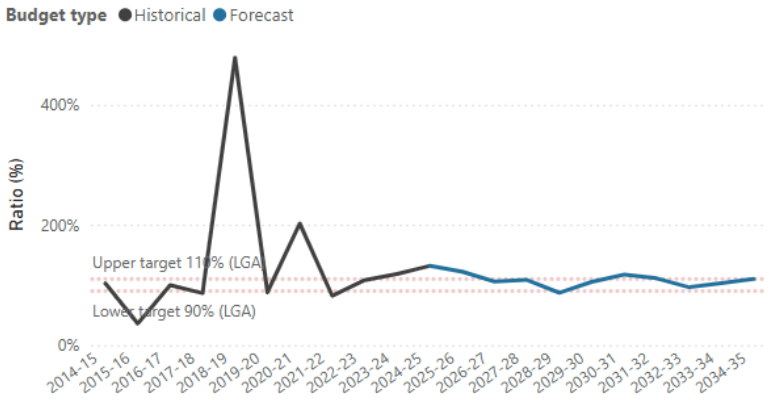
The Council has a comprehensive IAMP including all assets, that is reviewed every four years and updated as necessary. It promotes a systematic approach to managing assets however does not specify whether the figures presented are in real or nominal terms, nor any assumptions about its asset

values. It aligns its asset expenditure forecasts with annual budgets and the LTFP[39] (which does provide more detail about assumptions). Asset condition assessment and assessment of remaining useful life of the Council's assets is undertaken on a rolling basis depending on the asset class.[40] It is not clear from the Council strategic documents whether the remaining useful lives of assets are reviewed annually as required under Local Government Regulations and accounting standards.

The Council's IAMP notes that asset expenditure details and condition data are kept in a management information system and that system is integral to the IAMP and asset strategy. It could be helpful to report users to see a summary of condition data for each asset class within the IAMP. The Commission encourages the Council to continue to update condition data for all asset classes noting bridges and stormwater[41] assessments are outdated.

The Council advises it is working with State Government and developers on a possible major residential expansion project (Concordia growth area). The Commission notes that the Local Government Boundaries Commission has recommended that the Concordia growth area move to Gawler Council however, the Minister requested that the Commission amend its Report and recommendations.[42] Due to uncertainty, this project was not included in the current IAMP or LTFP. It is now more likely that the project will proceed and will therefore have a major impact on the LTFP and other strategic documents. The Commission recommends that all strategic plans are redeveloped to include the impact of the Concordia development as soon as a decision has been made.

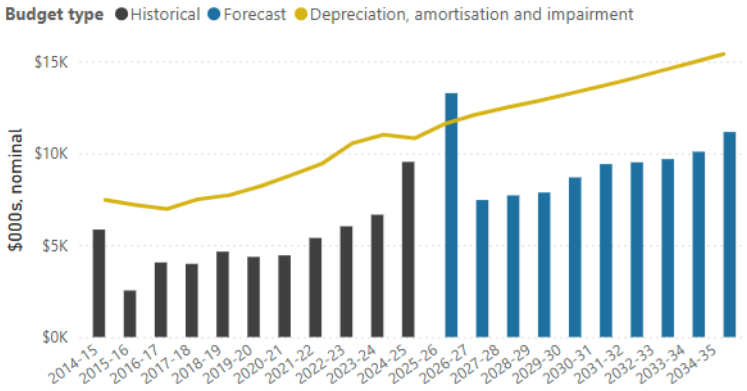
Figure 7: Asset renewal funding ratio (renewal expenditure net) – historical and forecast



The Council's net investment in infrastructure renewal averaged 101.4 percent in the Historical Period with some variability, however, indicates that on average, the Council is likely to have renewed its assets in a timely manner.[43] It advises that variability in historical renewal was a result of deficient information in its earlier IAMP and that it has since made a significant investment in updating the information.[44] In the Forecast Period, the Council anticipates that the ARFR (net) will average 106.7 percent, remaining within the LGA recommended range if achieved.

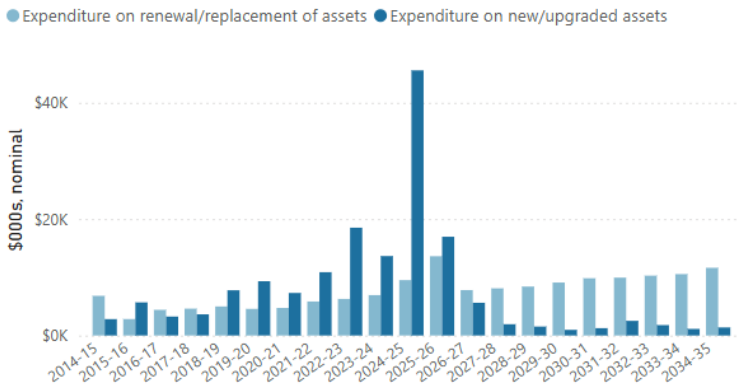
39 The Barossa Council Infrastructure Asset Management Plan 2024-2034 (adopted 19 November 2024), p. 21.
40 The Council response to ESCOSA questions, 30 April 2025.
41 The IAMP notes condition assessment for bridges in 2017 and Stormwater assets in 2009 and no condition profile for fleet plant and equipment.
42 Local Government Boundaries Commission, Boundary Proposal reform status available at: https://www.dit.sa.gov.au/local-government/boundaries-commission/current-proposals/town-of-gawler.
43 LGA SA Financial Indicators paper, p9, available at: https://dit.sa.gov.au/local-government/documents/office-of-local-government/financial_sustainability_information_paper_9.pdf
44 Correspondence with the Council, 9 September 2025.

Figure 8: Net asset renewal expenditure and depreciation – historical and forecast



In the Historical Period, the Council's ARFR on a depreciation basis averaged 56.5 percent, indicating that depreciation was high relative to the expenditure requirements set out in the IAMP. For the Forecast Period, this ratio is expected to be 70.3 percent, indicating that the depreciation expense continues to be higher than planned capital renewal expenditure. This may be due to the significant proportion of young long-life assets withing the Council's asset portfolio based on its historical and forecast new capital investments (further discussed below). The challenge for the Council will be to provide for future capital renewal, beyond the Forecast Period, ensuring that all Big Project renewals are not required simultaneously.

Figure 9: Total capital expenditure by category – historical and forecast



The Council expended an average of $5.2 million annually on renewal and replacement of assets in the Historical Period, and $8.3 million annually on average for new or upgraded assets in the same period. New/upgraded expenditure included $20.0 million expenditure over 2022-23 and 2023-24 on building infrastructure and recreation assets.[45]

The Council forecasts capital renewal and replacement expenditure of approximately $9.9 million per annum to maintain its existing assets.

'The Big Project' is a major infrastructure project (currently in progress) to uplift community infrastructure over the next 35 years. The Council is continuing to work on phase one of this project over the next few years.[46] This project is largely responsible for the average forecast of $3.5 million

[45] The Barossa Council General Purpose Financial Statements for 2022-23 and 2023-24 (Note 7).
[46] See Note 29

expenditure per annum on new and upgraded assets. The Council consults extensively with ratepayers, including on infrastructure development and priorities, to ensure that community expectations are managed and met.[47]

The Council's practice is to embed new asset projects within its LTFP when funding is certain, to enable assessment of the project in the broader context of the Council business. It also undertakes independent feasibility studies and business case development before project approval, for example the prudential reports obtained in relation to 'The Big Project'.[48] All reports are available on the Council's website in line with its governance principle of transparency.

5.3.2 The Commission's recommendations on asset renewals expenditure

The Commission notes the Council's good practice of maintaining a comprehensive IAMP and asset system that is aligned with budgets and the LTFP. The Commission also notes the rigorous process for approval of new infrastructure projects.

The Commission recommends that the Council:

2. **Update** the condition data for all asset classes and ensure that asset useful lives are reviewed annually.
3. **Clarify underlying assumptions and include** summary information on asset condition within the IAMP to improve transparency.
4. **Update** all strategic plans to reflect the impact of the Concordia Development at the earliest opportunity.

[47] The Barossa Council Infrastructure Asset Management Plan 2024-2034 adopted 19 November 2024, p. 12.
[48] See Note 36.

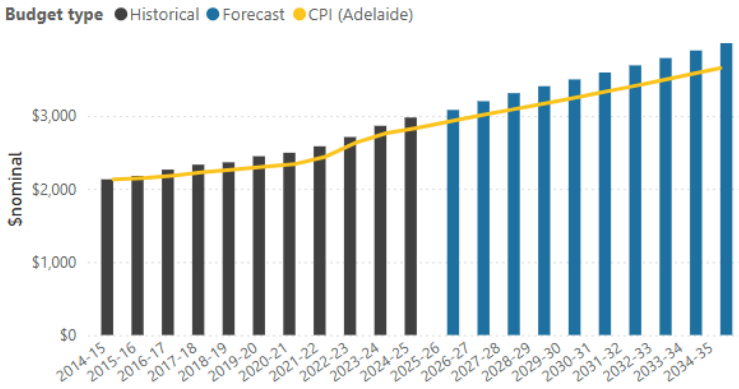
6 Advice on current and projected rate levels

6.1 Key points

⚠ Rates per property are forecast to increase by higher than inflation between 2025-26 and 2034-35.

✓ Rates affordability issues are unlikely.

Figure 10: Average rates revenue per property – historical and forecast



The Council had average rates income growth per annum (CAGR) of 4.1 percent in the Historical Period which was above CPI but incorporates 0.7 percent of growth in rateable properties. Rates per property average growth per annum for the historical period was 3.3 percent, also marginally above CPI of 2.9 percent. The Council's primary source of income was rates, averaging 78.3 percent of total income in the Historical Period and expected to be 80.9 percent of total income in the Forecast Period. The Council anticipates average rate income growth per annum (CAGR) to be 3.8 percent in the Forecast Period which includes growth in rateable properties at an average of 0.8 percent.

The proposed rate increase for 2025-26 is 3.4 percent for existing ratepayers,[49] which is above the forecast inflation for the year (3.1 percent[50]) but meets the Council's requirement for revenue to renew current infrastructure and provide service delivery at current standards.[51] It is unlikely that rates affordability will be an issue in the current, nor the Forecast Period, given the Council's SEIFA score.[52]

The Commission notes the Council's transparency demonstrated by its routine publication of detailed information including assumptions behind its decision-making.

[49] The Barossa Council Annual Business Plan and Budget 2025/26, p. 33.
[50] RBA data -forecast time series, available at: https://www.rba.gov.au/publications/smp/2025/aug/
[51] The Barossa Council Annual Business Plan and Budget 2025/26, p. 28.
[52] The Barossa area is ranked 62 among 71 South Australian '*local government areas*' (including Anangu Pitjantjatjara and Maralinga Tjarutja Aboriginal community areas and 'unincorporated SA') on the Australian Bureau of Statistics SEIFA Index of Economic Resources (2021), where a lower score (eg, 1) denotes relatively lower access to economic resources in general, compared with other areas, available at https://www.abs.gov.au/statistics/people/people-and-communities/socio-economic-indexes-areas-seifa-australia/latest-release

7 The Commission's next advice and focus areas

In the next cycle of the scheme, the Commission will review and report upon the Council's:

- achievement of plans to manage financial liabilities
- achievement of asset management plans
- implementation progress of 'The Big Project', and
- planning for the impact of the possible Concordia Growth area development, if the project is approved and proceeds.

8 Appendix: Glossary of terms

Term	Explanation
ABS	Australian Bureau of Statistics
AMP	Asset management plan (also called an IAMP)
ARFR	Asset Renewal Funding Ratio: renewal expenditure based (gross): Asset Renewal Expenditure / IAMP Renewal Expenditure (where IAMP expenditure includes sale of replaced assets) Asset Renewal Funding Ratio - renewal expenditure based (net) - if IAMP excludes sale of replaced assets: Asset Renewal Expenditure / IAMP Renewal Expenditure (where IAMP expenditure excludes sale of replaced assets) Asset Renewal Funding Ratio (depreciation based): Asset Renewal Expenditure / Depreciation (IAMP Renewal Expenditure is that required according to the IAMP.)
CAGR	Compound Annual Growth Rate: CAGR = $(V_{final} / V_{begin})^{1/t} - 1$ CAGR represents the mean annualized growth rate for compounding values over a given time period. CAGR smoothes the effect of volatility of periodic values that can render arithmetic means less meaningful. (Source: Wikipedia)
Commission	Essential Services Commission, established under the *Essential Services Commission Act 2002*
CPI	Consumer Price Index (Adelaide, All Groups)
Council	The Barossa Council
CWMS	Community Wastewater Management System
ESC Act	*Essential Services Commission Act 2002*
F&A	Local Government Advice: Framework and Approach – Final Report
FA Grants	Financial Assistance Grants (Commonwealth Government)
Forecast Period	10 years from 2025-26 to 2034-35
FTE	Full Time Equivalent
Historical Period	10 years from 2014-15 to 2023-24
IAMP	Infrastructure and asset management plan (also called an AMP)
LG Act	*Local Government Act 1999*

Term	Explanation
LGA SA Financial Indicators Paper	Local Government Association of South Australia, Financial Sustainability Information Pa per 9 - Financial Indicators Revised May 2019
LGGC	Local Government Grants Commission
LGPI	Local Government Price Index
LTFP	Long-term financial plan
NFLR	Net Financial Liabilities Ratio Net Financial Liabilities are defined as: Total Liabilities LESS Current Assets (Cash and Cash Equivalents) LESS Current Assets (Trade and Other Receivables) LESS Current Assets (Other Financial Assets) LESS Non-Current Assets (Financial Assets - excluding equity accounted investments in council businesses) The net financial liabilities ratio is: Net financial liabilities ÷ Total Operating Income
OSR	Operating Surplus Ratio The Operating Surplus (Deficit) is defined as: Total Operating Income LESS Total Operating Expenses The Operating Surplus Ratio is defined as: Operating Surplus (Deficit) ÷ Total Operating Income
Regulations	*Local Government (Financial Management) Regulations 2011*
RBA	Reserve Bank of Australia
SACES	The South Australian Centre for Economic Studies
SEIFA	Socio-Economic Indexes for Areas
SMP	Strategic management plan
SG	Superannuation Guarantee
The scheme or advice	Local Government Advice Scheme

OFFICIAL

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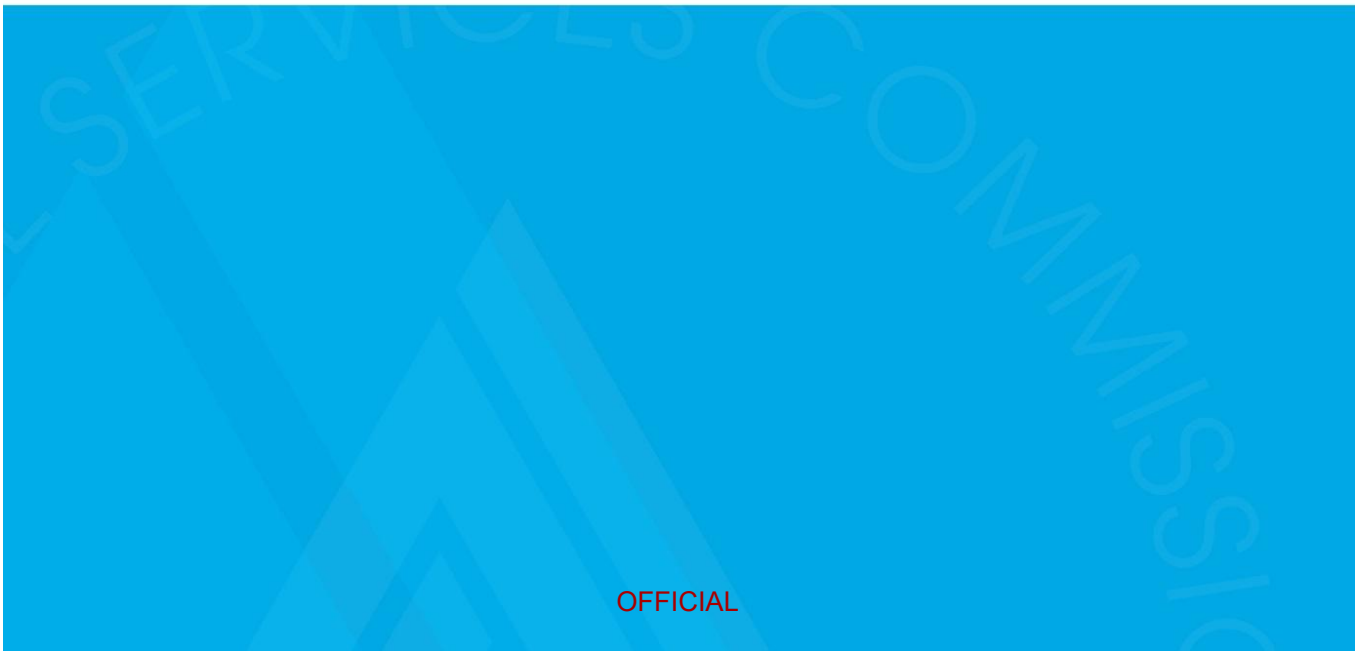


OFFICIAL

BUDGETED FINANCIAL STATEMENTS

The following pages contain Council's budgeted financial statements, including the Nuriootpa Centennial Park Authority (NCPA), in a format consistent with the requirements of Regulation 5B of *the Local Government (Financial Management) Regulations*, comprising for the year ending 30 June 2027:

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

STATEMENT OF COMPREHENSIVE INCOME

For the year ending 30 June 2027

	2025-26 Original Budget ($'000)	2025-26 Forecast* ($'000)	2026-27 Budget ($'000)
Income			
Rates	42,019	42,116	44,278
Statutory Charges	907	916	972
User Charges	4,178	4,194	4,481
Grants, subsidies and contributions - Operating	4,853	2,898	4,153
Grants, subsidies and contributions - Capital	0	1,628	2,662
Investment Income	166	166	93
Reimbursements	155	234	177
Other Income	622	807	623
Net Gain – Joint Ventures and Associates	0	0	0
TOTAL REVENUES	52,900	52,959	57,439
Expenses			
Employee Costs	20,211	20,464	21,643
Materials, Contracts and Other Expenses	19,354	20,158	21,521
Depreciation, Amortisation and Impairment	11,615	12,423	12,812
Finance Costs	1,898	1,792	2,111
Net Loss – Joint Ventures and Associations	0	0	0
TOTAL EXPENSES	53,078	54,837	58,087
Operating Surplus / (Deficit)	(178)	(1,878)	(648)
Asset Disposal & Fair Value Adjustments	(915)	(967)	(3,070)
Amounts Received Specifically for New or Upgraded Assets	5,673	1,252	3,955
Physical Resources Received Free of Charge	2,400	2,400	2,728
Net Surplus / (Deficit)	6,980	807	2,965
Transferred to Equity Statement	0	0	0
Other Comprehensive Income	0	0	0
Changes in revaluation surplus - infrastructure, property, plant & equipment	0	11,683	13,586
Total Other Comprehensive Income	0	11,683	13,586
Total Comprehensive Income	6,980	12,490	16,551

* Forecast uses the second quarter revised budget and estimates for operating and capital expenditure to 30 June 2026 using the latest information available at 31 December 2025 including material financial information received since the draft budget was placed on public consultation.

STATEMENT OF FINANCIAL POSITION

As at 30 June 2027

	2025-26 Original Budget ($'000)	2025-26 Forecast* ($'000)	2026-27 Budget ($'000)
Assets			
Current Assets			
Cash and Cash Equivalents	559	1,382	48
Trade and Other Receivables	3,237	2,963	2,952
Other Financial Assets	0	0	0
Inventories	125	239	245
Subtotal	3,921	4,584	3,245
Non-Current Assets Held for Sale	0	0	0
Total Current Assets	3,921	4,584	3,245
Non-current Assets			
Financial Assets	1,935	2,040	2,005
Equity Accounted Investments in Council Businesses	4,518	4,738	4,866
Infrastructure, Property, Plant and Equipment	501,518	527,414	558,086
Other Non-Current Assets	0	0	0
Total Non-current Assets	507,971	534,192	564,957
Total Assets	**511,892**	**538,776**	**568,202**
Liabilities			
Current Liabilities			
Trade and Other payables	5,382	4,482	4,522
Borrowings - Council	531	801	819
Borrowings - Community Organisations	306	207	207
Provisions	3,158	3,479	3,633
Total Current Liabilities	9,377	8,969	9,181
Non-Current Liabilities			
Trade and Other payables	0	1,636	1,597
Borrowings	40,460	33,392	42,736
Borrowings - Community Organisations	2,024	1,956	1,748
Provisions	722	815	850
Total Non-current Liabilities	43,206	37,799	46,931
Total Liabilities	**52,583**	**46,768**	**56,112**
Net Assets	**459,309**	**492,008**	**512,090**
Equity			
Accumulated Surplus	159,130	162,595	167,878
Asset Revaluation Reserve	287,098	314,112	327,698
Other Reserves	13,081	15,301	16,514
Total Equity	**459,309**	**492,008**	**512,090**

* Forecast uses the second quarter revised budget and estimates for operating and capital expenditure to 30 June 2026 using the latest information available at 31 December 2025 including material financial information received since the draft budget was placed on public consultation.

STATEMENT OF CHANGES IN EQUITY

For the year ending 30 June 2027

	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	Total Equity
	($'000)	($'000)	($'000)	($'000)
Budgeted balance at end of previous reporting period 30 June 2025	163,242	314,112	15,301	492,655
Restated opening balance	162,664	314,112	15,301	492,077
Net Surplus / (Deficit) for year	(648)			(648)
Other Comprehensive Income	3,613	0	0	3,613
Gain on revaluation of infrastructure, property, plant		13,586	0	13,586
Transfer to accumulated surplus on sale of infrastructure, property, plant and equipment and adjustments	3,462	0	0	3,462
Transfer between reserves and adjustments	(1,213)	0	1,213	0
Balance at the End of Period	167,878	327,698	16,514	512,090

* Forecast uses the second quarter revised budget and estimates for operating and capital expenditure to 30 June 2026 using the latest information available at 31 December 2025 including material financial information received since the draft budget was placed on public consultation.

STATEMENT OF CASH FLOWS

For the year ending 30 June 2027

	2025-26 Original Budget ($'000)	2025-26 Forecast* ($'000)	2026-27 Budget ($'000)
Cash Flows from Operating Activities			
Receipts			
Operating Receipts	52,734	52,793	57,347
Investment Receipts	166	166	93
Payments			
Operating payments to Suppliers and Employees	(39,556)	(39,458)	(43,157)
LandFill rehabilitation expense	0	0	0
Finance Payments	(1,813)	(1,706)	(2,000)
Net Cash Provided by (or Used in) Operating Activities	11,531	11,795	12,283
Cash Flows from Investing Activities			
Receipts			
Amounts Specifically for New or Upgraded Assets	5,673	1,252	3,955
Sale of Replaced Assets	344	265	422
Repayments of Loans by Community Groups	118	108	101
Payments			
Expenditure on Renewal / Replacement of Assets	(13,623)	(8,821)	(12,821)
Expenditure on New / Upgraded Assets	(16,970)	(5,972)	(14,318)
Loans made to Community Groups	0	0	0
Net Cash Provided by (or Used in) Investing Activities	(24,458)	(13,168)	(22,661)
Cash Flows from Financing Activities			
Receipts			
Loans Received	10,000	2,700	9,650
Proceeds from Loans made to Community Groups	0	0	0
Receipt of Funds from Leases	0	0	0
Proceeds from Bonds and Deposits	0	0	0
Proceeds from Internal Borrowings	0	0	0
Payments			
Repayments of Borrowings	(787)	(787)	(607)
Repayment Lease Liabilities	(7)	(7)	0
Repayment of Bonds and Deposits	0	0	0
Repayment of Internal Borrowings	0	0	0
Net Cash Provided by (or Used in) Financing Activities	9,206	1,906	9,043
Net Increase / (Decrease) in Cash Held	(3,721)	533	(1,335)
Cash and Cash Equivalents at Beginning of Period	4,280	849	1,382
Cash and Cash Equivalents at End of Period	559	1,382	47

* Forecast uses the second quarter revised budget and estimates for operating and capital expenditure to 30 June 2026 using the latest information available at 31 December 2025 including material financial information received since the draft budget was placed on public consultation.

UNIFORM PRESENTATION OF FINANCES

For the year ending 30 June 2027

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.

	2025-26 Original Budget ($'000)	2025-26 Forecast* ($'000)	2026-27 Budget ($'000)
Income	52,900	52,959	57,439
Less Expenses	(53,078)	(54,837)	(58,087)
Operating Surplus / (Deficit)	(178)	(1,878)	(648)
Less Net Outlays on Existing Assets			
Capital Expenditure on Renewal and Replacement of Existing Assets	(13,623)	(8,821)	(12,821)
Less Depreciation, Amortisation and Impairment	11,615	12,423	12,812
Less Proceeds from Sale of Replaced Assets	344	265	422
	(1,664)	3,867	413
Less Net Outlays on New and Upgraded Assets			
Capital Expenditure on New and Upgraded Assets	(16,970)	(5,972)	(14,318)
Less Amounts Received Specifically for New and Upgraded Assets	5,673	1,252	3,955
Less Proceeds from Sale of Surplus Assets	0	0	0
	(11,297)	(4,720)	(10,363)
Net Lending / (Borrowing) for Financial Year	(13,139)	(2,731)	(10,598)

* Forecast uses the second quarter revised budget and estimates for operating and capital expenditure to 30 June 2026 using the latest information available at 31 December 2025 including material financial information received since the draft budget was placed on public consultation.

New header page – Long Term Financial Plan 2026-27 to 2035-36

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 reflects the annual review of Council's LTFP and acts as a starting reference point in the formulation of Council's Annual Business Plan and Budget 2026-27.

The LTFP 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 LTFP 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 driven the formulation of the LTFP.

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 November 2024, 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 LTFP.

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 IAMP and the LTFP, to ensure the LTFP provides for the necessary capital outlays (as identified in the IAMP) for the renewal and replacement of existing community assets – herein referred to as 'non-discretionary' capital expenditure.

GENERAL ASSUMPTIONS

- The LTFP has 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 has now been updated to include the Concordia growth area development financial estimates.
- 92% of the capital program is achieved and the remaining 8% is carried forward as works in progress or not commenced. The cash flow estimates align to the 92% capital program spend. Historically this is the upper performance outcome.
- The LTFP makes provision for ongoing Financial Assistance Grants and indexation at the trimmed RBA indexation rate.
- The LTFP investment in new infrastructure under The Big Project (Councils intergeneration community infrastructure strategy) assumes a 60% Council and 40% third party funding split for capital development costs.

OPERATIONS

- General rate revenue and service charge increments have been reviewed to ensure funding and service level provision is maintained in line with sustainability requirements.
- Operating costs for employees, 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 at $235,000 per annum.
- The Roads to Recovery (RTR) grant funded program will continue for the forward estimates.
- Full Cost Attribution - an allocation of internal services to relevant charge areas has been allocated in the LTFP. This allocation from internal to external service areas does not affect the overall net result.
- Provisions have been estimated for the forward years of salary and wage growth due to increased population and support costs for growth infrastructure that is being or planned to be built.
- An efficiency and saving dividend of 1% has been applied to those expenses not linked to a contract indexed annually by CPI.

CAPITAL

- Asset renewal and/or replacement expenditure is provided for on various buildings, recreation, transport, stormwater, bridge, CWMS and plant & equipment assets providing for future needs. The estimates are based upon the November 2024 adopted IAMP.
- Infrastructure programs for upgrading existing assets including roads, recreation and open space, bike path, bridges, carparks, footpath program, stormwater and the continuous improvement program is budgeted at $13.169m in 2026-27.
- 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 is budgeted at $15.043m in 2026-27.
- 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 $48.899m in 2033-34.
- Council is budgeted to be guarantor to an additional $1.955m in loans to community groups in 2026-27.
- Total outstanding loans at the end of the 10-year long term financial plan period as at 30 June 2037 is $35.503m, of which $0.151m is for loans Council acts as guarantor on for community groups based on the current assumptions and service level policy settings of Council.
- Financing cost will increase in 2026-27 from the current interest cover percentage of 3.38% of revenue in 2025/26 to 3.68% of revenue in 2026/27 in support of growth infrastructure development and will reduce to 1.79% by 30 June 2037.

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

- KPI 1: Operating surplus:
    - A operating deficit is budgeted for three years of the LTFP 2026-27, 2027-28 and 2028-29 with a combined total of $1.312m against revenue over the same period of $180.846m.
    - The LTFP returns to an operating surplus in 2029-30, with a surplus of $742,000 budgeted.
    - All future years are budgeting an operating surplus, with an accumulated surplus over 10 years as at the end of the 2036-37 financial year totalling $12.284m.
    - The general rate increase for 2026-27 is outlined in the business plan and budget above, 2027-28 and 2028-29 is 4.25%, 3.00% for 2029-30, 2.75% for 2030-31, 2.50% for the remainder of the

plan. Growth in future revenues from new property development is estimated at between 1.5% and 0.5% excluding Concordia growth.

  - Concordia growth area revenues over the life of the plan commence in the 2027-28 financial year and total $50.802m

- KPI 2: Operating surplus ratio average over 3 years:
  - Council's forecast retrospective operating result ranges from (1.9%) deficit to 2.8% surplus during this plan.
  - Annual surplus ratios range from (1.1%) deficit to 3.6% surplus.
- KPI 3: Net financial liabilities.
  - The forecast is 89.0% in 2026-27 and is budgeted to decrease to 46.5% by 2036-37.
- KPI 4: Asset Renewal Funding Ratio.
  - The average being 118.6% over the budget year and forward ten-year plan when measured against the adopted Infrastructure and Asset Management Plans.
- 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.

This years annual business plan and long term financial plan has incorporated the best estimates available at the conclusion of the March 2026 financial year quarter 3 for the Concordia Development Area. The Concordia Growth Area is a significant property development of 12,000 allotments with the first properties estimated to be released in 2027-28.

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 for 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 a LTFP and IAMP (minimum 10 years) as part of future planning.

The LTFP is designed as a high-level summarised document for 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 LTFP each year.

The financial sustainability of Council is measured by the surplus/deficit (before capital revenues) disclosed in the Statement of Comprehensive Income, 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 2026-27, as outlined in the Annual Business Plan and Budget above.
- For year 2027-28 at 4.25%
- For the year 2028-29 at 4.25%.
- For the year 2029-30 at 3.00%.
- For the year 2030-31 at 2.75%
- For the years 2031-31 to 2036-37 at 2.50%
- The above estimates do not include new properties - the growth estimates for additional income are 1% with this decreasing to 0.5% from 2035-36.

Selected service areas use services charges and service rates to recover the cost, including - Waste services for Refuse, Recycling and Green Organic future years range from 4% to 3.5%; and CWMS service charges will increase in future years ranging from 3.5% to 2.75%.

Other income changes funding the expenditure of Council are:

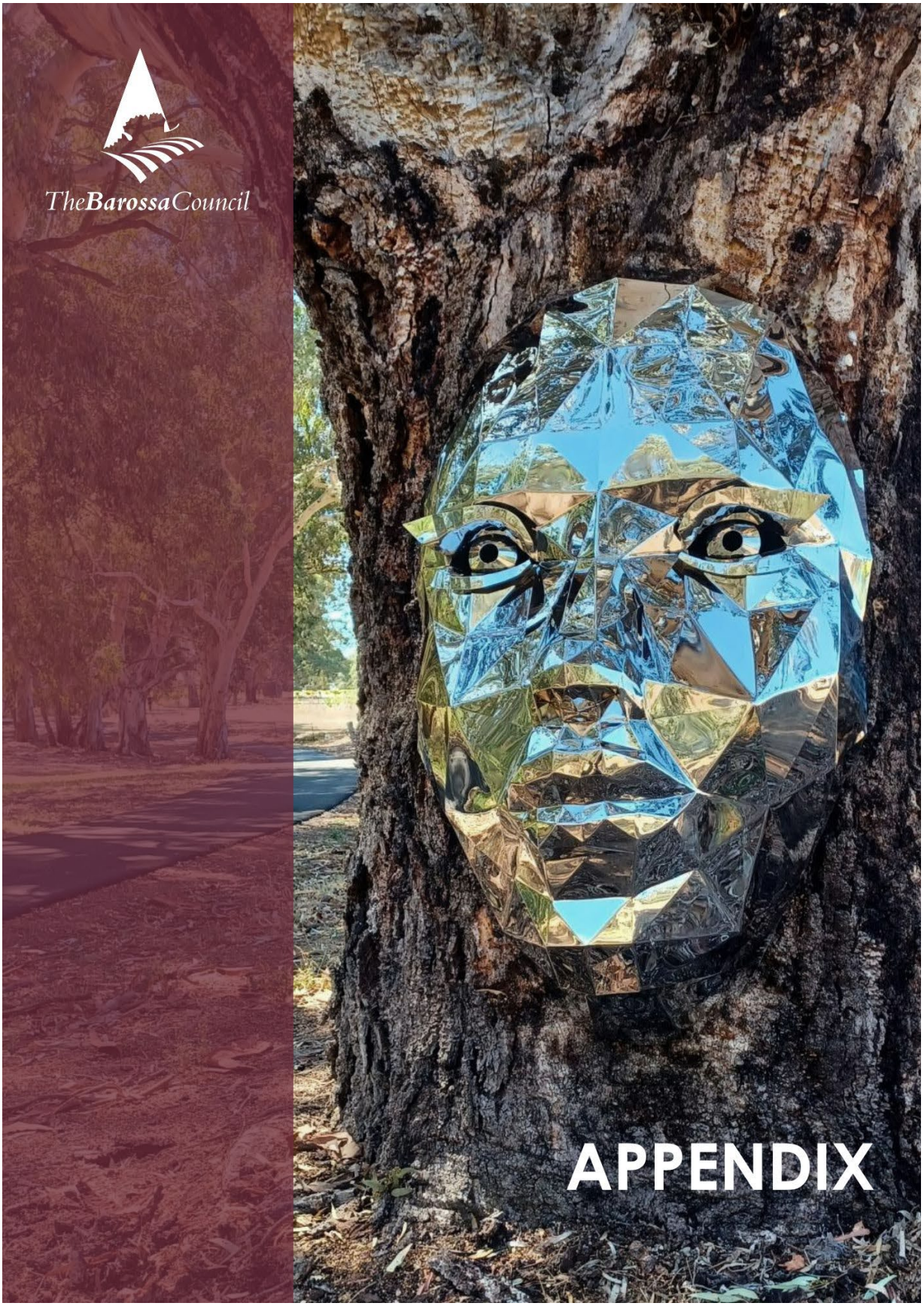
- General income from commercial activities and user charges such as caravan park, development fees and the like are estimated to increase at 2.7%.
- Recurrent grants are based on known factors. Where the grant is subject to indexation 2.7% has been applied.

Council is planning to spend an average of $21.224m per annum (including indexation) on capital expenditure and projects and an average of $53.164m per annum on day-to-day services (operational expenditure, excluding interest and depreciation but including indexation) over the next 10 years to 2036-37.

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 Elected 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 LTFP.
- 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.


TheBarossaCouncil
APPENDIX

APPENDIX 1: KEY PERFORMANCE INDICATORS AND FINANCIAL PARAMETERS 2026-27 TO 2036-37

Consolidated Results: Key Performance Indicators and Financial Parameters		2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
		Q2 Review	Budget	LTFP	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 %	$'000 or %
Key Performance Indicators (KPI's) - Summary	Adopted target												
KPI 1 - Operating Surplus cumulative forward 10 year period	**Surplus year 10**	(1,878)	(648)	(1,227)	(1,312)	(570)	457	1,856	3,150	4,908	6,339	8,990	12,284
KPI 2 - Operating Surplus Ratio - Rolling 3 year - retrospective average	**(2%) to 10%**	(1.7%)	(1.2%)	(1.9%)	(0.7%)	0.0%	0.8%	1.5%	1.7%	2.0%	1.9%	2.3%	2.8%
KPI 2 - Operating Surplus Ratio - Rolling 5 year - retrospective average	**(2%) to 10%**	3.0%	(0.8%)	(1.4%)	(1.0%)	(0.9%)	0.1%	0.7%	1.2%	1.7%	1.8%	2.1%	2.5%
KPI 2 - Operating Surplus Ratio - Annual	**(4%) to 10%**	(3.5%)	(1.1%)	(1.0%)	(0.1%)	1.1%	1.5%	1.9%	1.7%	2.2%	1.7%	3.1%	3.6%
KPI 3 - Net Financial Liabilities ratio	**0-100%**	76.2%	89.0%	84.8%	87.2%	79.6%	68.4%	76.5%	73.0%	70.7%	64.1%	56.3%	46.5%
KPI 4 - Asset Renewal Funding Ratio - Annual - Using Asset Management Plan Forecast	**80% to 110%**	97.6%	157.9%	134.2%	113.5%	134.0%	136.0%	130.9%	100.6%	104.1%	95.3%	91.9%	106.0%
Financial parameters - Indexation													
RATE REVENUE INCREASES													
General - Rate Revenue Net Increase (excl growth)				4.25%	4.25%	3.00%	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Growth -Development - General rates				1.50%	1.50%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	0.50%	0.50%
CWMS - Service Charge & Rates Increase (+ growth 0.5-1.5%)				3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	2.75%	2.75%	2.75%
Refuse, Recycling and Green Organic Services Charge Net Increase (excl growth)				4.00%	4.00%	4.00%	4.00%	4.00%	3.50%	3.50%	3.50%	4.00%	3.50%
OPERATING REVENUE													
Operating Grants				3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Statutory Charges				2.8%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
User Charges				2.8%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Investment Income				1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%
Reimbursements				2.8%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Other Revenue				2.8%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
OPERATING EXPENSES													
Service Cost Natural Growth				0.2%	0.2%	0.2%	0.3%	0.4%	0.5%	0.5%	0.5%	0.5%	0.5%
Employee Costs				4.5%	3.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Contracts, Materials & Other - General Budget				2.8%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Contracts, Materials & Other - Waste Services				3.2%	3.0%	3.0%	3.2%	3.2%	3.2%	4.0%	4.0%	3.3%	3.3%
Energy Costs				3.3%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%
Water Costs				3.3%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%
Debenture & Cash Advance Loan interest rate				6.1%	5.9%	5.6%	5.4%	5.1%	4.9%	4.9%	4.9%	4.9%	4.9%
Insurance				3.2%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%
ASSET REVALUATION													
Land Assets				3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Building Assets				2.8%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Recreation Assets				2.8%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Infrastructure Assets				2.8%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
CWMS				2.8%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Stormwater Assets				2.8%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Equipment Assets				2.8%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
ASSET RENEWAL EXPENDITURE													
Infrastructure renewal increments				2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%
Office fleet vehicles				2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%

Not Applicable

Included in Draft Budget

APPENDIX 2: LONG-TERM PLAN FINANCIAL STATEMENTS 2026-27 TO 2036-37

A2-1 Consolidated Results: Budgeted Statement of Comprehensive Income	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
	Q2 Review	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	42,116	44,278	47,253	50,538	53,293	56,052	58,808	61,652	64,611	67,548	71,188	75,044
Statutory Charges	916	972	1,119	1,346	1,571	1,634	1,657	1,706	1,760	1,796	2,003	2,338
User Charges	4,194	4,481	4,672	4,795	4,921	5,051	5,184	5,320	5,460	5,604	5,752	5,903
Grants, subsidies and contributions - Operating	2,898	4,153	4,312	4,490	4,669	4,849	5,035	5,228	5,427	5,589	5,755	5,927
Grants, subsidies and contributions - Capital	1,628	2,662	2,250	970	970	966	966	966	966	966	966	966
Investment Income	166	93	95	98	101	104	107	110	113	116	120	123
Reimbursements	234	177	90	79	68	58	47	35	24	14	7	5
Other Income	807	623	638	662	687	712	738	766	794	822	862	903
Net Gain - Joint Venture	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCOME	52,959	57,439	60,429	62,978	66,280	69,426	72,542	75,783	79,155	82,455	86,653	91,209
EXPENSES												
		3.68%										
Employee Costs	20,464	21,643	22,790	23,929	24,867	25,792	26,754	27,776	28,830	29,870	31,355	32,953
Materials, Contracts & Other expenses	20,158	21,521	22,322	22,560	23,535	24,830	25,765	26,886	28,081	29,790	30,699	32,254
Depreciation, Amortisation & Impairment	12,423	12,812	13,305	14,019	14,656	15,686	16,520	17,576	18,235	19,233	20,015	21,072
Finance Costs	1,792	2,111	2,591	2,555	2,480	2,091	2,104	2,251	2,251	2,131	1,933	1,636
Net loss - Joint Venture	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENSES	54,837	58,087	61,008	63,063	65,538	68,399	71,143	74,489	77,397	81,024	84,002	87,915
OPERATING SURPLUS / (DEFICIT)	(1,878)	(648)	(579)	(85)	742	1,027	1,399	1,294	1,758	1,431	2,651	3,294

APPENDIX 2: LONG TERM PLAN FINANCIAL STATEMENTS 2026-27 TO 2036-37

A2-2 Consolidated Results: Budgeted Statement of Financial Position	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
	Q2 Review	Budget	LTFP	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	1,382	47	65	25	52	42	34	64	56	99	62	105
Trade & other receivables	2,963	2,952	2,941	2,930	2,920	2,909	2,897	2,886	2,876	2,869	2,867	2,866
Inventories	239	245	252	258	265	272	279	286	293	301	308	316
	4,584	3,244	3,258	3,213	3,237	3,223	3,210	3,236	3,225	3,269	3,237	3,287
Non-Current Assets held for Sale	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	4,584	3,244	3,258	3,213	3,237	3,223	3,210	3,236	3,225	3,269	3,237	3,287
Non-Current Assets												
Financial Assets	2,040	2,005	1,975	1,956	1,946	1,948	1,961	1,986	2,021	2,064	2,110	2,157
Equity accounted investments in Council businesses	4,738	4,866	5,002	5,133	5,266	5,403	5,543	5,687	5,835	5,987	6,143	6,302
Infrastructure, Property, Plant & Equipment	527,414	558,086	573,158	593,262	612,314	628,064	662,223	684,394	709,821	731,533	755,261	773,693
Other Non-Current Assets and Works In Progress	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	534,192	564,957	580,135	600,351	619,526	635,415	669,727	692,067	717,677	739,584	763,514	782,152
TOTAL ASSETS	538,776	568,201	583,393	603,564	622,763	638,638	672,937	695,303	720,902	742,853	766,751	785,439
LIABILITIES												
Current Liabilities												
Trade & Other Payables	4,482	4,522	4,561	4,599	4,637	4,674	4,711	4,747	4,782	4,817	4,850	4,884
Borrowings - Council	801	819	617	2,270	5,481	217	212	205	3,100	4,202	6,448	-
Borrowings - Commnity Organisations	207	207	196	201	206	217	212	205	150	52	48	49
Provisions	3,479	3,633	3,793	3,922	4,019	4,118	4,219	4,323	4,430	4,539	4,651	4,766
Total Current Liabilities	8,969	9,181	9,167	10,992	14,343	9,226	9,354	9,480	12,462	13,610	15,997	9,699
Non-Current Liabilities												
Trade & Other Payables	1,636	1,597	1,559	1,522	1,486	1,451	1,416	1,382	1,349	1,317	1,286	1,255
Borrowings (Internal from CWMS)	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings - Council	33,392	42,736	43,086	45,073	39,793	39,782	47,886	47,894	45,799	41,746	35,351	35,399
Borrowings - Commnity Organisations	1,956	1,748	1,541	1,345	1,144	938	722	509	305	155	103	55
Provisions	815	850	888	917	940	963	986	1,010	1,035	1,061	1,087	1,113
Total Non-Current Liabilities	37,799	46,931	47,074	48,857	43,363	43,134	51,010	50,795	48,488	44,279	37,827	37,822
TOTAL LIABILITIES	46,768	56,112	56,241	59,849	57,706	52,360	60,364	60,275	60,950	57,889	53,824	47,521
NET ASSETS	492,008	512,089	527,152	543,715	565,057	586,278	612,573	635,028	659,952	684,964	712,927	737,918
EQUITY												
Accumulated Surplus	162,595	167,877	167,973	169,495	174,180	180,567	192,027	197,191	202,938	208,128	214,917	218,701
Asset Revaluation Reserve	314,112	327,698	342,619	357,054	372,047	387,590	403,593	420,542	438,112	456,405	475,310	494,885
Other Reserves	15,301	16,514	16,560	17,166	18,830	18,121	16,953	17,295	18,902	20,431	22,700	24,332
TOTAL EQUITY	492,008	512,089	527,152	543,715	565,057	586,278	612,573	635,028	659,952	684,964	712,927	737,918

APPENDIX 2: LONG TERM PLAN FINANCIAL STATEMENTS 2026-27 TO 2036-37

A2-3 Consolidated Results: Budgeted Statement of Cash Flows	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
	Q2 Review	Budget	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP
	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000
CASH FLOWS FROM OPERATING ACTIVITIES												
Receipts:												
Operating receipts	52,793	57,347	60,334	62,880	66,180	69,321	72,434	75,672	79,043	82,339	86,534	91,086
Investment receipts	166	93	95	98	101	104	107	110	113	116	120	123
Payments:												
Operating payments to suppliers & employees	(39,458)	(43,157)	(45,101)	(46,480)	(48,395)	(50,616)	(52,512)	(54,654)	(56,903)	(59,652)	(62,047)	(65,200)
Finance payments	(1,706)	(2,000)	(2,423)	(2,568)	(2,506)	(2,226)	(2,100)	(2,200)	(2,251)	(2,173)	(2,002)	(1,739)
Net cash provided by (or used in) Operating Activities	11,795	12,283	12,905	13,930	15,380	16,583	17,929	18,928	20,002	20,630	22,605	24,270
CASH FLOW FROM INVESTING ACTIVITIES												
Receipts:												
Amounts specifically for new or upgraded assets	1,252	3,955	500	20	3,770	4,043	6,289	3,068	2,998	2,766	3,363	20
Sale of replaced assets	265	422	566	716	668	512	424	589	447	459	471	653
Repayment of loans by community organisations	108	101	90	79	68	58	47	35	24	14	7	5
Payments:												
Expenditure on renewal/replacement of assets	(8,821)	(12,821)	(11,068)	(11,063)	(10,752)	(10,956)	(11,539)	(10,710)	(10,962)	(11,283)	(11,233)	(13,149)
Expenditure on new/upgraded assets	(5,972)	(14,318)	(2,907)	(7,158)	(6,837)	(4,769)	(21,041)	(11,668)	(13,112)	(9,443)	(11,048)	(5,308)
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	(13,168)	(22,661)	(12,819)	(17,406)	(13,083)	(11,112)	(25,820)	(18,686)	(20,605)	(17,487)	(18,440)	(17,779)
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts:												
Proceeds from borrowings for Council	2,700	9,650	550	3,950	0	0	8,100	0	800	0	0	0
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	0	0	0	0	0	0	0	0	0	0	0	0
Payments:												
Repayment of borrowings	(787)	(607)	(618)	(514)	(2,270)	(5,481)	(217)	(212)	(205)	(3,100)	(4,202)	(6,448)
Repayment of Lease	(7)	0	0	0	0	0	0	0	0	0	0	0
Repayment of Bonds and Deposits	0	0	0	0	0	0	0	0	0	0	0	0
Net cash provided by (or used in) Financing Activities	1,906	9,043	(68)	3,436	(2,270)	(5,481)	7,883	(212)	595	(3,100)	(4,202)	(6,448)
Net Increase/(Decrease) in Cash held	533	(1,335)	18	(40)	27	(10)	(8)	30	(8)	43	(37)	43
Cash at beginning of period	849	1,382	47	65	25	52	42	34	64	56	99	62
CASH AT END OF PERIOD	1,382	47	65	25	52	42	34	64	56	99	62	105

APPENDIX 2: LONG TERM PLAN FINANCIAL STATEMENTS 2026-27 TO 2036-37

A2-4 Consolidated Results: Budgeted Statement of Changes in Equity	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
	Q2 Review	**Budget**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
	$ '000	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**
Accumulated Surpluses												
Opening Balance	137,829	162,595	167,877	167,973	169,495	174,180	180,567	192,027	197,191	202,938	208,128	214,917
Net Surplus / (Deficit) for the Financial Year	807	2,965	6,495	8,352	10,847	10,111	12,760	10,816	11,191	9,679	20,050	17,585
Net Transfers In/(Out) of Reserve and Adjustments	23,959	2,317	(6,399)	(6,830)	(6,162)	(3,724)	(1,300)	(5,652)	(5,443)	(4,489)	(13,261)	(13,801)
Closing Balance	162,595	167,877	167,973	169,495	174,180	180,567	192,027	197,191	202,939	208,128	214,917	218,701
Asset Revaluation Reserve												
Opening Balance	302,429	314,112	327,698	342,619	357,054	372,047	387,590	403,593	420,542	438,112	456,405	475,310
Net Changes in Asset Valuations Increase / (Decrease)	11,683	13,586	14,921	14,436	14,993	15,543	16,003	16,949	17,570	18,293	18,906	19,574
Closing Balance	314,112	327,698	342,619	357,054	372,047	387,590	403,593	420,542	438,112	456,405	475,310	494,885
Other Reserves												
Opening Balance	17,042	15,301	16,514	16,560	17,166	18,830	18,121	16,953	17,295	18,902	20,431	22,700
Net Transfers In/(Out) of Reserve	(1,741)	1,213	46	606	1,664	(709)	(1,168)	342	1,607	1,529	2,269	1,632
Closing Balance	15,301	16,514	16,560	17,166	18,830	18,121	16,953	17,295	18,902	20,431	22,700	24,332
Total Equity at the End of the Financial Year	492,008	512,089	527,152	543,715	565,057	586,278	612,573	635,028	659,953	684,964	712,927	737,918

APPENDIX 2: LONG TERM PLAN FINANCIAL STATEMENTS 2026-27 TO 2036-37

A2-5 Consolidated Results: Budgeted Uniform Presentation of Finances	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
	Q2 Review	**Budget**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
	$ '000	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**
Operating Revenues	52,959	57,439	60,429	62,978	66,280	69,426	72,542	75,783	79,155	82,455	86,653	91,209
less Operating Expenses	(54,837)	(58,087)	(61,008)	(63,063)	(65,538)	(68,399)	(71,143)	(74,489)	(77,397)	(81,024)	(84,002)	(87,915)
Operating Surplus / (Deficit)	(1,878)	(648)	(579)	(85)	742	1,027	1,399	1,294	1,758	1,431	2,651	3,294
***less* Net outlays on existing Assets**												
Capital expenditure on renewal and replacement of existing assets	(8,821)	(12,821)	(11,068)	(11,063)	(10,752)	(10,956)	(11,539)	(10,710)	(10,962)	(11,283)	(11,233)	(13,149)
less Depreciation, Amortisation and Impairment	12,423	12,812	13,305	14,019	14,656	15,686	16,520	17,576	18,235	19,233	20,015	21,072
less Proceeds from Sale of Replaced Assets	265	422	566	716	668	512	424	589	447	459	471	653
	3,867	413	2,803	3,672	4,572	5,242	5,405	7,455	7,720	8,409	9,253	8,576
***less* Net outlays on New and Upgraded Assets**												
Capital expenditure on New and Upgraded Assets	(5,972)	(14,318)	(2,907)	(7,158)	(6,837)	(4,769)	(21,041)	(11,668)	(13,112)	(9,443)	(11,048)	(5,308)
less Amounts received specifically for New and Upgraded Assets	1,252	3,955	500	20	3,770	4,043	6,289	3,068	2,998	2,766	3,363	20
less Proceeds from Sale of Surplus Assets	0	0	0	0	0	0	0	0	0	0	0	0
	(4,720)	(10,363)	(2,407)	(7,138)	(3,067)	(726)	(14,752)	(8,600)	(10,114)	(6,677)	(7,685)	(5,288)
Net Lending / (Borrowing) for Financial Year	(2,731)	(10,598)	(183)	(3,551)	2,247	5,543	(7,948)	149	(636)	3,163	4,219	6,582

APPENDIX 3: CAPITAL EXPENDITURE 2026-27 TO 2036-37

A3 Consolidated Results: Budgeted Capital Expenditure	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
	Q2 Review	**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	2,171	5,246	2,351	3,222	3,088	1,379	1,407	1,432	1,457	1,705	1,787	2,046
Recreation	463	293	452	469	485	503	529	552	577	601	631	858
Transport - Roads & Footpaths	3,931	3,976	5,454	4,797	4,989	6,880	7,155	5,996	6,237	6,313	6,549	7,175
Stormwater, Bridges & Floodplain	613	1,532	2	96	359	374	396	416	437	458	485	707
CWMS	1,418	419	1,079	873	428	433	963	1,069	966	991	497	1,012
Equipment - Plant & Vehicles	934	1,644	1,518	1,546	1,316	1,345	1,077	1,110	1,245	1,176	1,211	1,246
Other Assets	58	58	58	59	59	60	62	63	65	66	68	270
	9,588	13,169	10,914	11,062	10,724	10,974	11,589	10,638	10,984	11,310	11,228	13,314
New/Upgrade Capital summary: Discretionary												
Land	0	0	0	0	0	0	3,475	0	3,658	0	578	0
Buildings (includes TBP program)	1,123	13,323	0	5,625	5,625	682	0	0	2,432	2,242	3,900	0
Recreation (includes TBP program)	1,087	387	64	66	68	70	14,551	7,187	2,236	2,078	2,112	367
Transport - Roads & Footpaths	695	856	783	291	299	308	300	309	3,175	3,011	2,746	1,178
Stormwater, Bridges & Floodplain	122	322	257	265	405	416	427	439	451	464	477	690
CWMS	2,053	130	784	533	35	2,531	2,581	1,081	81	81	81	350
Equipment - Plant & Vehicles	555	0	0	0	250	280	811	844	877	912	949	987
Other	855	26	26	747	128	303	310	994	327	335	344	1,237
	6,490	15,043	1,914	7,527	6,810	4,590	22,455	10,854	13,237	9,123	11,187	4,809
Total Capital Expenditure	16,078	28,213	12,828	18,589	17,534	15,564	34,044	21,492	24,221	20,433	22,415	18,123
Note: includes internal allocation												

APPENDIX 4: RECONCILIATION OF CAPITAL INVESTMENT WITH INFRASTRUCTURE AND ASSET MANAGEMENT PLAN 2026-27 TO 2036-37

A4 - 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	10 Year Forecast + Budget
LONG TERM FINANCIAL PLAN SETTINGS	**$' 000**	**$' 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**
Buildings	2,171	5,246	2,351	3,222	3,088	1,379	1,407	1,432	1,457	1,705	1,787	2,046	**25,120**
Recreation	463	293	452	469	485	503	529	552	577	601	631	858	**5,950**
Transport - Roads & Footpaths	3,931	3,976	5,454	4,797	4,989	6,880	7,155	5,996	6,237	6,313	6,549	7,175	**65,521**
Stormwater, Bridges & Floodplain	613	1,532	2	96	359	374	396	416	437	458	485	707	**5,262**
CWMS	1,418	419	1,079	873	428	433	963	1,069	966	991	497	1,012	**8,730**
Equipment - Plant & Vehicles	934	1,644	1,518	1,546	1,316	1,345	1,077	1,110	1,245	1,176	1,211	1,246	**14,434**
Other Assets including Technology and Carparks	58	58	58	59	59	60	62	63	65	66	68	270	**888**
Sub-total Renewal and Replacement	9,588	13,169	10,914	11,062	10,724	10,974	11,589	10,638	10,984	11,310	11,228	13,314	**125,906**
Upgrade Capital summary													
Land	0	0	0	0	0	0	0	0	0	0	0	0	**0**
Buildings (includes TBP program)	-241	453	0	0	0	682	0	0	0	0	0	0	**1,135**
Recreation (includes TBP program)	647	387	64	66	68	70	1,676	74	76	78	81	283	**2,923**
Transport - Roads & Footpaths	95	500	500	0	0	0	0	0	0	0	0	200	**1,200**
Stormwater, Bridges & Floodplain	122	322	257	265	405	416	427	439	451	464	477	690	**4,613**
CWMS	2,053	130	784	533	35	31	81	81	81	81	81	350	**2,268**
Equipment - Plant & Vehicles	90	0	0	0	0	0	0	0	0	0	0	0	**0**
Other Assets including Technology and Carparks	443	26	26	747	28	201	205	886	217	222	228	1,118	**3,904**
Sub-total Upgrade	3,208	1,818	1,631	1,611	536	1,400	2,389	1,480	825	845	867	2,641	**16,043**
Total Capital Expenditure on Existing Assets	12,796	14,987	12,545	12,673	11,260	12,374	13,978	12,118	11,809	12,155	12,095	15,955	**141,949**
New Capital summary													
Land	0	0	0	0	0	0	3,475	0	3,658	0	578	0	**7,712**
Buildings (includes TBP program)	1,364	12,870	0	5,625	5,625	0	0	0	2,432	2,242	3,900	0	**32,695**
Recreation (includes TBP program)	440	0	0	0	0	0	12,875	7,113	2,160	2,000	2,031	84	**26,263**
Transport - Roads & Footpaths	600	355	283	291	299	308	300	309	3,175	3,011	2,746	978	**12,053**
Stormwater, Bridges & Floodplain	0	0	0	0	0	0	0	0	0	0	0	0	**0**
CWMS	0	0	0	0	0	2,500	2,500	1,000	0	0	0	0	**6,000**
Equipment - Plant & Vehicles	465	0	0	0	250	280	811	844	877	912	949	987	**5,911**
Other Assets - Including IT Renewal	412	0	0	0	100	103	105	108	110	113	116	119	**874**
Total Capital Expenditure on New Assets	3,282	13,226	283	5,916	6,274	3,190	20,066	9,373	12,413	8,279	10,321	2,168	**91,508**
Total Capital Expenditure provisioned in Long Term Financial Plan	16,078	28,213	12,828	18,589	17,534	15,564	34,044	21,491	24,222	20,434	22,416	18,123	**233,457**

A4 - 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	10 Year Forecast + Budget
INFRASTRUCTURE AND ASSET MANAGEMENT PLAN SETTINGS	**$' 000**	**$' 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**
Buildings	710	690	865	823	846	870	896	921	947	1,218	1,253	1,289	**10,618**
Carparks	0	0	0	150	38	0	0	0	282	0	0	0	**470**
Footpaths	679	680	699	719	353	0	190	805	829	849	874	899	**6,897**
Kerbing	118	188	58	0	0	0	0	0	0	563	579	596	**1,984**
Transport - Sealed Roads	1,030	1,092	1,189	2,291	2,441	2,598	2,766	2,945	3,135	3,712	3,818	3,927	**29,916**
Transport - Unsealed Roads	1,555	1,555	1,600	1,644	1,694	1,740	1,792	1,841	1,896	2,072	2,131	2,192	**20,156**
Stormwater and Bridges*	735	1,854	259	361	764	790	823	855	888	922	948	975	**9,440**
CWMS*	3,471	549	1,863	1,406	463	464	1,044	1,150	1,047	1,072	1,103	1,134	**11,295**
Equipment - Plant & Vehicles*	1,024	1,644	1,518	1,546	1,316	1,345	1,077	1,110	1,245	1,176	1,210	1,244	**14,431**
Other Assets - Including IT Renewal	501	84	84	806	87	261	267	949	282	288	296	305	**3,709**
Total Capital Expenditure requirement forecast in Infrastructure and Asset Management Plan	9,822	8,338	8,135	9,746	8,002	8,069	8,854	10,576	10,551	11,872	12,212	12,561	**108,916**
Net Capital Expenditure Against IAMP (Surplus)/Deficit - Existing Assets	(2,974)	(6,649)	(4,410)	(2,927)	(3,258)	(4,305)	(5,124)	(1,542)	(1,258)	(283)	117	(3,394)	**(33,033)**
Net Capital Expenditure Against IAMP (Surplus)/Deficit - Renew and Replacement only of Existing Assets	234	(4,831)	(2,779)	(1,316)	(2,722)	(2,905)	(2,735)	(62)	(433)	562	984	(753)	**(16,990)**
Net Capital Expenditure Against IAMP (Surplus)/Deficit - All Assets	(6,256)	(19,875)	(4,693)	(8,843)	(9,532)	(7,495)	(25,191)	(10,914)	(13,671)	(8,561)	(10,204)	(5,562)	**(124,541)**
* Based on current projections these are currently under new modelling in 2025-26													
KPI 4 - Existing Assets - All	130.3%	179.7%	154.2%	130.0%	140.7%	153.3%	157.9%	114.6%	111.9%	102.4%	99.0%	127.0%	**130.3%**
KPI 4 - Existing Assets - Renewal and Replacement Only	97.6%	157.9%	134.2%	113.5%	134.0%	136.0%	130.9%	100.6%	104.1%	95.3%	91.9%	106.0%	**115.6%**
KPI 4 - Total Assets	163.7%	338.4%	157.7%	190.7%	219.1%	192.9%	384.5%	203.2%	229.6%	172.1%	183.6%	144.3%	**214.3%**
Please note this statement is based on budget allocations and 100% capital program delivery, the corresponding cash flow reflects 92% capital program delivery.													