

Strathbogie Shire Council

Council Meeting Agenda

**Extraordinary Council Meeting
5 May 2026**

Agenda

Extraordinary Council Meeting

5 May 2026 at 4:00 pm

**A Meeting to be held at the Euroa Community Conference Centre and
livestreamed on Council's website**

<https://www.strathbogie.vic.gov.au/council/our-council/council-meetings-and-minutes/>

Councillors

Mayor Cr Scott Jeffery
Deputy Mayor Claire Ewart-Kennedy
Cr Laura Binks
Cr Greg Carlson
Cr Vicki Halsall
Cr Clark Holloway
Cr Fiona Stevens

Officers

Rachelle Quattrocchi	Chief Executive Officer
Amanda Tingay	Director People and Governance
Vaughn Notting	Director Sustainable Infrastructure
Rachael Frampton	Director Community and Planning
Sharon Rainsbury	Executive Manager Communications, Advocacy and Customer Service
Kerry Lynch	Governance Officer

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Meeting Procedure

1 Welcome

Councillors Vision

We will be a Councillor group that delivers valuable outcomes for our community through teamwork characterised by:

- respectful debate
- collaboration, and
- the commitment to being inclusive and transparent.

Councillor Values

- Respect
- Integrity
- Accountability
- Transparency
- Responsiveness

2 Acknowledgement of Country

We acknowledge the Traditional Custodians of the places we live, work and play. We recognise and respect the enduring relationship they have with their lands and waters, and we pay respects to the Elders past, present and emerging.

Today we are meeting on the lands of the Taungurung peoples of the Eastern Kulin nation.

3 Privacy Notice

This public meeting is being streamed live via our website ([Council Meetings and Minutes | Strathbogie Shire](#)) and made available for public access on our website along with the official Minutes/Decisions of this meeting. All care is taken to maintain your privacy; however, as a visitor in the public gallery, it is assumed that your consent is given in the event that your image is broadcast to the public. It is also assumed that your consent is given to the use and disclosure of any information that you share at the meeting (including personal or sensitive information) to any person who accesses those recordings or Minutes/Decisions.

4 Governance Principles

Council considers that the recommendations contained in this Agenda give effect to the overarching governance principles stated in Section 9(2) of the *Local Government Act 2020*. These principles are as follows:

1. Council decisions are to be made and actions taken in accordance with the relevant law
2. priority is to be given to achieving the best outcomes for the municipal community, including future generations
3. the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted
4. the municipal community is to be engaged in strategic planning and strategic decision making
5. innovation and continuous improvement are to be pursued
6. collaboration with other Councils and Governments and statutory bodies is to be sought

7. the ongoing financial viability of the Council is to be ensured
8. regional, state and national plans and policies are to be taken into account in strategic planning and decision making
9. the transparency of Council decisions, actions and information is to be ensured.

5 Apologies/Leave of Absence

6 Disclosure of Conflicts of Interest

7 Public Question Time

Public Question Time

Questions for the Ordinary Council Meeting can be submitted to be read, and responded to, by the Chair, or a member of Council staff nominated by the Chair, during the Public Question Time. Questions must be submitted 30 hours prior to the Council meeting, by emailing info@strathbogie.vic.gov.au.

Public Question Time will be conducted as per Rule 35 of Strathbogie Shire Council's Governance Rules. The required [form](#) for completion and lodgement, and associated [Procedural Guidelines](#), can be found on Council's website at www.strathbogie.vic.gov.au.

As the questions are a permanent public record and to meet the requirements of the *Privacy and Data Protection Act 2014*, only the initials of the person asking the question will be used in the Minutes of the meeting, together with a Council reference number.

8 Officer Reports

8.1 Corporate

8.1.1 Draft 2026-27 Budget and Draft 2026-27 Fees and Charges

AUTHOR Chief Financial Officer

RESPONSIBLE DIRECTOR Director People and Governance

EXECUTIVE SUMMARY

In accordance with the requirements of sections 94 and 96 of the *Local Government Act 2020* Council has prepared a draft budget and fees and charges for the financial year ending 30 June 2027.

The draft budget and fees and charges have been developed in accordance with the *Local Government Act 2020* financial management principles in accordance with section 101(1)(a).

The 2026-27 Budget represents year two of Strathbogie Shire Council's four-year Council Plan 2025–2029 and sets out how Council will responsibly allocate resources to deliver on community priorities while responding to the significant and ongoing impacts of the January 2026 Longwood Berrys Lane Bushfire.

This Budget reflects Council's commitment to delivering on its strategic priorities of Connect, Sustain and Deliver — supporting a resilient, connected and thriving community while navigating the challenges of recovery and a constrained financial environment.

It should be noted that currently general rates, municipal charges service rates/charges and special charges/rates are to be declared under Part 8 of the *Local Government Act 1989* as these provisions are not included in the *Local Government Act 2020*.

The Audit and Risk Committee reviewed the draft 2026-27 Budget and draft 2026-27 Fees and Charges at their meeting held on 24 April 2026 and provided feedback, most of which has been incorporated in the draft budget.

It is proposed that consultation is undertaken on the draft Budget and Draft Fees and Charges through a 21-day consultation period in accordance with the Community Engagement Policy commencing 6 May 2026.

Written submissions will be accepted, and submitters may present verbally at a dedicated Council meeting to consider the budget. Council will also use Share Strathbogie to gather feedback on the draft 2026-27 Draft Budget and Fees and Charges.

Submission will close on 27 May 2026 and be considered by Council at a proposed additional Council Meeting to be held on Tuesday 9 June 2026.

RECOMMENDATION**That Council:**

- 1. Endorse the draft 2026-2027 Budget and draft 2026-2027 Fees and Charges prepared for the purposes of sections 93, 94 and 96 of the *Local Government Act 2020***
- 2. Authorise the Chief Executive Officer to undertake minor editorial changes to the draft 2026-2027 Budget and draft 2026-2027 Fees and Charges, if required**
- 3. Seek formal written submissions on the draft 2026-2027 Budget and draft 2026-2027 Fees and Charges for a period of 21 days commencing 6 May 2026 and closing at 11:59pm on 27 May 2026**
- 4. Will consider and hear (if requested) any formal written submissions on the draft 2026-2027 Budget and draft 2026-2027 Fees and Charges at an Additional Council Meeting proposed to be held at 4pm on Tuesday 9 June 2026 in the Euroa Community Conference Centre.**

PURPOSE AND BACKGROUND

In accordance with the requirements of section 94 of the *Local Government Act 2020*, Council has prepared a draft budget and fees and charges for the financial year ending 30 June 2027.

ISSUES, OPTIONS AND DISCUSSION

In preparing the draft 2026-27 Budget and Fees and Charges, Council has considered many factors to balance community expectations and benefits with financial responsibilities. In the current challenging financial environment, including the impacts of the Iran Conflict, Council has continued to place importance on strong financial management and good governance.

It has been developed through a rigorous process of Councillor and executive review, and informed by community engagement, the Budget reflects a careful balance between maintaining essential services, investing in infrastructure, and supporting community recovery during a period of considerable financial and environmental challenge.

The draft budget has been developed in line with the Council's Financial Plan 2025–35 and adheres to the financial management principles set out in the Local Government Act 2020 (Vic). These include prudent financial risk management, intergenerational equity, transparency, and maintaining stability in the rate burden.

Council has sought to minimise rate increases and has prepared the Budget based on a 2.75% average rate rise per property, in line with the State Government's Fair Go Rates cap following advice from the Minister for Local Government in December 2025.

The Valuer General has issued advice to the effect that the 2026 general valuation has a relevant date of 1 January 2026 and is based on market conditions at, and immediately before that date. Any market changes occurring now or in the future will be applicable to future valuation cycles. There will be adjustments to property values for fire affected properties, which are estimated currently, pending the finalisation of these supplementary valuation changes by the Valuer General.

Rate outcomes for individual properties will vary, depending on how that property's valuation has changed when compared to the average increase. The rate increase allows for maintenance of existing service levels, funding several significant new initiatives and the allocation of sufficient funds for the continuing strategic renewal of Council's infrastructure.

In relation to renewal measures, higher depreciation expense of over \$1.8 million annually, resulting from asset revaluations at the end of the 2024–25 financial year, has reduced Council's renewal ratio to around 90%, below the 100% target. Responses to this change will be considered in future budgets.

The draft budget outlines the resources needed to fund Council's services in the coming year, maintaining existing service levels whilst factoring in the recovery costs resulting from the Longwood Berrys Lane Fire which severely impacted parts of the Shire in January 2026.

This Budget provides a significant amount for renewal of existing assets as well as the creation of new assets. Addressing the community's feedback regarding the conditions of the road network has also been considered, with significant funding allocated to this area.

Included in the total 2026-27 Capital program of \$13.12 million are:

- Buildings - \$0.924 million
- Plant and machinery - \$1.550 million
- Roads - \$3.725 million
- Bridges - \$3.850 million – including Chinaman's Bridge (\$2.600 million) and Kirwans Bridge (\$1.000 million Council contribution for a grant application)
- Drainage - \$0.985 million
- Parks, open space and streetscapes - \$1.423 million

The 2026-27 Capital program includes \$3 million of projects that are carried forward from the 2025-26 financial year.

Future year capital works programs are currently estimated between \$7.982–\$8.343 million, however are subject to change depending on Federal and State infrastructure grant funding.

Council will continue funding renewal of ageing infrastructure in line with the Road Management Plan and Asset Plan, subject to financial constraints and available external grant funding.

LEGAL CONSIDERATIONS

The draft Budget and draft Fees and Charges have been developed in accordance with the *Local Government Act 2020* and the *Local Government Act 1989*.

CONFLICT OF INTEREST DECLARATION

No Council officers and/or contractors who have provided advice in relation to this report have declared a general or material conflict of interest regarding the matter under consideration.

TRANSPARENCY AND COMMUNITY ENGAGEMENT

In the interests of transparency and open and honest communication with our community, this report is presented to a public Council meeting.

The Strathbogie community helped Council shape this budget with residents providing input in late 2025 that identified key community priorities. Community engagement will also be undertaken to inform the draft budget commencing on 6 May 2026 and closing on 27 May

2026, and submissions will be heard (if requested) at an additional Council Meeting on 9 June 2026.

FINANCIAL VIABILITY CONSIDERATIONS

Strategic financial indicators largely meet targets in future years; however, liquidity needs improvement, and renewal measures require further focus, expected to improve once future State and Federal capital grant funding is confirmed.

In relation to renewal measures, due to higher depreciation expense of more than \$1.8 million annually, resulting from asset revaluations at the end of the 2024-25 financial year, Council's renewal ratio is currently reduced to around 90%, from the previous aim and target of 100%. Responses to this change will be developed for consideration in future budgets.

SUSTAINABILITY CONSIDERATIONS

The Budget includes funding for environmental and sustainability programs.

Social

The Budget provides funding for a range of programs which are designed to improve:

- d) sense of community – e.g., cultural activities, stakeholder participation, recognition of diversity, cultural heritage or social cohesion
- d) community services – e.g., range and quality of services for different groups (children and families, young people, elderly people and people with disabilities), accessibility of services or cost of services
- d) community health and well-being – e.g., recreation facilities, public safety, health services and facilities or public health implications
- d) transport – e.g., safety for travellers, emissions and fuel consumption, public transport usage, walking and cycling or transportation needs of all people.

Climate Change

The draft budget identifies resourcing to deliver and investigate actions in Council's Climate Change Action Plan 2022-27 and preparation of the 2027-32 Climate Action Plan.

HUMAN RIGHTS CONSIDERATIONS

The recommendation does not limit any human rights under the Victorian *Charter of Human Rights and Responsibilities Act 2006*.

CONCLUSION

This report seeks Council endorsement to place the draft 2026–27 Budget and draft 2026-2027 Fees and Charges on public exhibition for community feedback in accordance with the *Local Government Act 2020*.

ATTACHMENTS

1. Draft 2026-27 Budget
2. Draft 2026-27 Fees and Charges

Strathbogie Shire Council
Annual Budget Report
2026-27

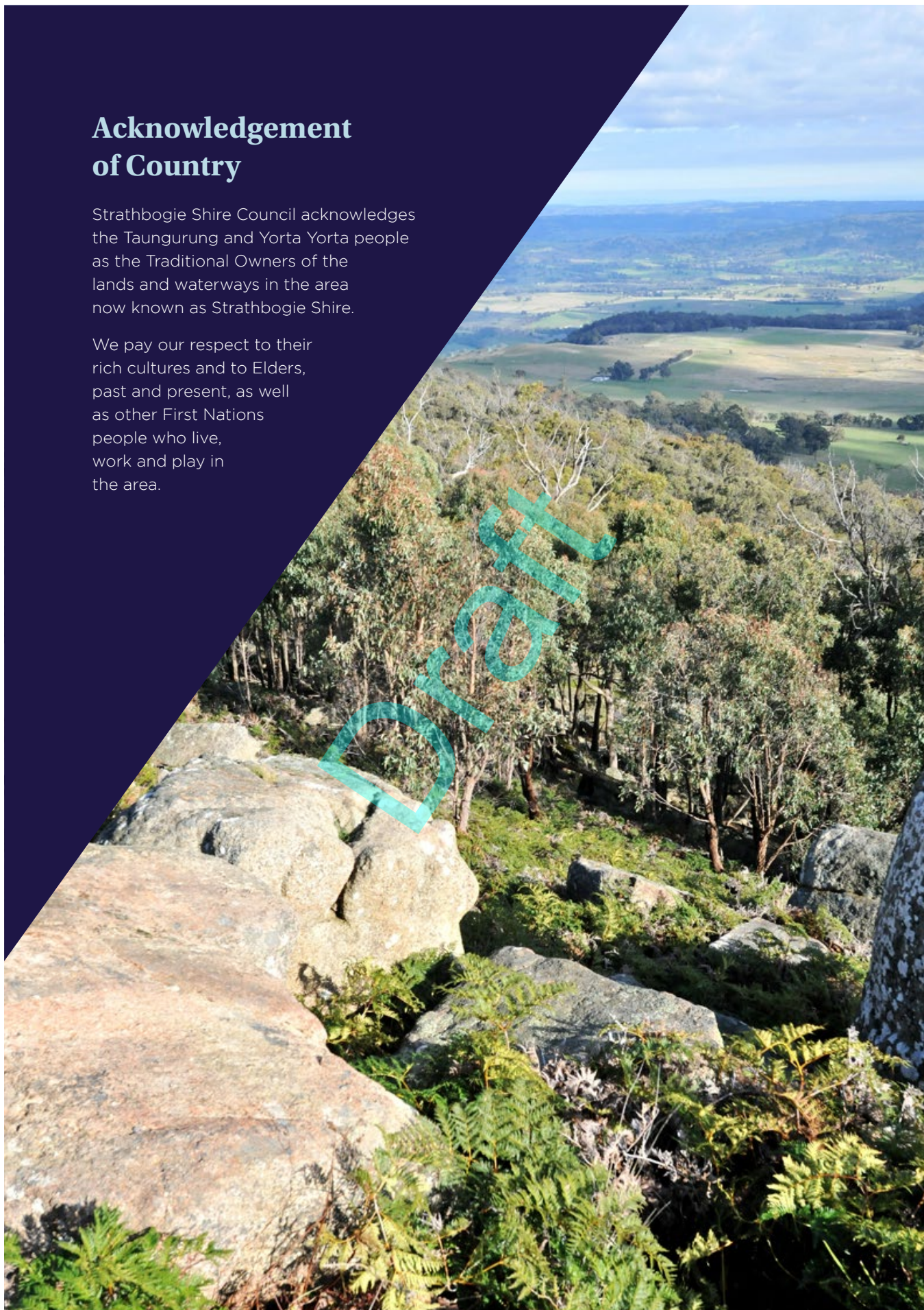
Draft

Strathbogie
SHIRE COUNCIL

Acknowledgement of Country

Strathbogie Shire Council acknowledges the Taungurung and Yorta Yorta people as the Traditional Owners of the lands and waterways in the area now known as Strathbogie Shire.

We pay our respect to their rich cultures and to Elders, past and present, as well as other First Nations people who live, work and play in the area.



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Mayor and Chief Executive Officer’s Introduction

Strathbogrie Shire Council has matured into an organisation now characterised by a profound commitment to our whole community, including ensuring long-term financial sustainability, which forms the core principle of this Budget.

This document reflects the commitments made by Councillors in the Council Plan 2025-29, which included focusing on essential services and responsible financial management. Further to this, the organisation has adopted a continuous improvement approach whereby each of the more than 80 services and all projects conducted by Council have, and will continue to be, scrutinised for cost savings and other efficiencies.

In addition, further revenue-generating opportunities will be pursued throughout the budget year. This approach ensures the most effective use of your rates and charges for the provision of local government services to our community. This Budget will deliver an underlying surplus of \$2.007 million.

As with most rural and regional councils, Strathbogrie Shire is operating in a highly constrained financial environment. Cost of living pressures continue to affect our community, and this organisation. Rising fuel prices, higher materials and labour costs, and ongoing inflation have placed sustained pressure on the budget in real terms and through higher depreciation expenses. The cumulative effect and cost of repeated natural disasters, including floods, droughts and fires, exacerbates these challenges during our planned two-to-three-year recovery from the January 2026 Longwood fire. While Council continues to advocate strongly to State and Federal Governments for long-term disaster recovery funding support, this budget reflects remaining uncertainty in this area, and that some of the bushfire recovery costs may not be recouped.

We have therefore made a deliberate decision to prioritise core services and infrastructure that deliver the greatest benefits to our community. Roads, bridges, buildings, community and sports facilities, and outdoor spaces are among the major contributors to a thriving community. As such, we are committed to the maintenance and upgrade of these assets. Furthermore, we have considered that the Strathbogrie Shire is in a growth corridor, which is reflected in the infrastructure investment allocated in this budget and the advocacy priorities set out in our 2025-29 Advocacy Strategy and this year’s Disaster Recovery Advocacy Strategy.

This budget has been delivered with an average 2.75 per cent rate increase, which is in line with the rate cap set by the Victorian Government under the Fair Go Rating system, but remains below current inflation. This approach balances the need to reduce impacts on ratepayers with the requirement to continue funding essential services.

Delivering a sustainable future for Strathbogrie Shire remains our priority, and this budget reflects the difficult but responsible decisions required to honour Councillors’ commitments to service delivery, financial responsibility and community benefit.

We would like to thank the senior leadership team and Councillors who have worked together to deliver a budget that is responsible, disciplined and considered.

We are pleased to present Council’s 2026-27 Annual Budget.

Cr Scott Jeffery
Mayor

Rachelle Quattrocchi
Chief Executive Officer



CEO Rachelle Quattrocchi and Mayor Scott Jeffery meet with Emergency Services Minister Vicki Ward.

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Executive Summary

The 2026-27 Budget represents Year two of Strathbogie Shire Council's four-year Council Plan 2025–2029 and sets out how Council will responsibly allocate resources to deliver on community priorities while responding to the significant and ongoing impacts of the January 2026 Longwood Berrys Lane Bushfire. This Budget reflects Council's commitment to delivering on its strategic priorities of Connect, Sustain and Deliver — supporting a resilient, connected and thriving community while navigating the challenges of recovery and a constrained financial environment.

Developed through a rigorous process of Councillor and Executive review, and informed by community engagement, the Budget reflects a careful balance between maintaining essential services, investing in infrastructure, and supporting community recovery during a period of considerable financial and environmental challenge.

The January 2026 bushfire had a profound and unprecedented impact on the municipality, particularly due to its movement through highly productive agricultural land. The fires resulted in widespread loss of homes, infrastructure, livestock and livelihoods, with a significant economic impact to the community. Recovery will be long-term and multifaceted, requiring sustained support for primary producers, local businesses and affected communities.

In this context, the 2026-27 Budget prioritises recovery, resilience and sustainability. It includes continued investment in asset renewal to address ageing infrastructure, alongside targeted support for fire-affected communities and industries. A review of service delivery is something Council will continue to explore to support long-term efficiency and effectiveness.

The Budget has been developed in line with Council's Financial Plan 2025–2035 and adheres to the financial management principles set out in the *Local Government Act 2020 (Vic)*. These include prudent financial risk management, intergenerational equity, transparency, and maintaining stability in the rate burden.

Council has applied the State Government's rate cap of 2.75 per cent for 2026-27, while carefully managing rising costs associated with inflation, construction, insurance and external economic pressures. Fees and charges have been adjusted in line with cost increases, and conservative grant funding assumptions.

The operating expenditure for 2026-27 is projected to be \$41.88 million (\$33.08 million excluding depreciation). The budget will deliver a \$13.18 million capital works program, focused on the delivery of previous project commitments and renewal of our existing assets. Major areas of investment throughout 2026-27 includes:

- strategic planning investment \$0.15 million to continue the work on the Rural Residential and Land Use Strategy
- roads capital improvements \$4.02 million and roads maintenance \$0.72 million
- Chinamans Bridge \$2.60 million and Kirwans Bridge \$1.00 million.
- Council is expected to maintain sufficient cash and cash equivalents throughout the year to fund both capital and operational expenditures

At the same time, Council continues to face the impacts of cost shifting from other levels of government, and the introduction of the Emergency Services Volunteers Fund, places additional financial pressure on ratepayers — particularly those in rural and fire-affected areas. Council is actively advocating for relief measures, including a proposed three-year waiver of the ESVF for properties directly impacted by the bushfire.

Cost shifting occurs when higher levels of government transfer responsibility for the provision of services or management of assets to Councils, but do not provide enough funding to cover the ongoing costs. This means Council must pay to meet those obligations. That's money we can't put towards the things we know are most important to our community.

To strengthen financial sustainability, Council is pursuing efficiency measures, investing in technology and innovation, and exploring alternative revenue opportunities, including more effective use of Council assets.

Compared to the Financial Plan 2025-2035, there is now higher depreciation expense of more than \$1.8 million in the 2026-27 financial year, compared to the previous forecast. This has resulted from asset revaluations totaling over \$80 million for roads, footpaths, drainage and kerb and channel assets at the end of the 2024-25 financial year, in Council's audited financial statements. Due to this higher depreciation expense, Council's renewal ratio is currently showing to reduce to around 90 percent in future years, from the previous aim and target of 100 percent. Responses to this change will be developed for consideration in future budgets.

The Strathbogie Shire community helped us shape this budget with residents providing input in late 2025 that identified key community priorities. Further feedback will be invited when the draft budget is approved for consultation in May 2026. Submissions will be formally considered at an extraordinary Council meeting in June 2026, prior to finalisation and adoption.

Overall, the 2026-27 Budget is a responsible and forward-focused plan that responds to immediate community needs while laying the groundwork for long-term recovery, growth and sustainability across Strathbogie Shire

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About Strathbogrie Shire and our community

Strathbogrie Shire is a small rural municipality situated in central Victoria, encompassing an area of 3300 square kilometres and home to 11,455 residents, which is forecast to continue to increase in coming years. Around 80 per cent of total land is used for agricultural and farming purposes, which is the primary driver of the local economy.

The Shire has several key townships spread across the Shire that support residents, visitors, businesses and rural industries, including Euroa and Nagambie. These are complemented by smaller communities including Avenel, Longwood, Violet Town and Strathbogrie.

The Shire is strategically located approximately 125 kilometers north of Melbourne's CBD and is surrounded by the key regional centres of Bendigo, Shepparton, Seymour, Benalla and Wangaratta, which provide access to employment, services and amenity for residents. Accessibility is provided via major transport routes, including the Hume Freeway and Goulburn Valley Freeway, in addition to rail transport and Mangalore Regional Airport.

The municipality provides a diverse range of natural assets that contribute to resident and visitor amenity. These include the Strathbogrie Ranges to the east and the Goulburn River to the west, which includes Lake Nagambie and its surrounding features. These assets support nature-based and outdoor recreation including cycling, walking, water sports and fishing.

Strategic Budget Principles

Financial management principles, as incorporated in Council's Financial Plan 2025-2035

In accordance with the *Local Government Act 2020 (Vic)* (the Act), financial management principles (s101) require councils to:

- manage finances in accordance with financial policies and strategic plans
- monitor and manage financial risks prudently
- provide stability and predictability in the financial impact of decisions
- explain the financial operations and financial position by keeping appropriate records

Council-specific financial principles, as incorporated in Council's Financial Plan 2025-2035

The 10-year financial plan included the financial principles listed below, to resource the delivery of the Council Plan objectives of Connect, Sustain and Deliver. These principles have been used to prepare the 2026-27 Budget, which is year to of the Council Plan and Financial Plan. These include:

- maintain investment in renewal of assets to reduce the escalating risk and maintenance of aging infrastructure.
- provide reasonable stability in the level of the rate burden
- prudently manage financial risks relating to debt, assets and liabilities
- consider the financial effects of Council decisions on future generations
- provide full, accurate and timely disclosure of financial information
- maintain current service levels for the coming years to enable Council sufficient time to complete a full review of its service delivery programs.

In developing forward budget projections, the following factors were considered:

Income

Rates

Council's average general rate increase will be in line with the State Government's rate cap of 2.75 per cent, as announced by the Minister for Local Government in late December 2025.

The rate cap is assumed to be 2.50 per cent for 2027-28 and onwards.

Holders of a State Government Pensioner Concession Card or Veterans Affairs Gold Card may also be eligible for a deduction on their rates (\$266 in 2025-26) and a further \$50 deduction toward the cost of the introduced State Government Emergency Services Volunteer Fund levy.

Fees and charges - have generally been increased by 3 per cent, in line with changes in employee costs, or informed by benchmarking with peer Councils.

Grants revenue - has been escalated by up to CPI unless advised otherwise. Grants revenue is lower in 2026-27 due to the temporary impact of prepayments and some grants not continuing. Grants are included where there is high probability of securing the grant for the budget and forecast years.

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Expenditure

- CPI is assumed to be 2.75 per cent for 2026-27, as forecast and used for the Rate Cap in late 2025, and 2.50 per cent for 2027-28 and onwards during budget development
- Council continues to face large cost escalations for certain non-discretionary items (such as insurance) due to the economic environment. These challenges have been exacerbated by the Iran conflict that commenced on 28 February 2026, which had an immediate impact on fuel prices and expected increases in materials costs and forecast inflation, which has already influenced the RBA in mid-March 2026.
- Construction and building material costs are forecast to increase in line with the Building Price Index.

In this challenging financial environment, Council has continued to place importance on strong financial management and good governance.

Areas of focus include the identification of efficiency and effectiveness initiatives focused on reducing expenditure, without impacting current services, and investment in technology and innovation. Council is also exploring possible alternative sources of income to reduce the dependence on rate income, which includes investigations to strategically unlock the potential of our assets to enhance Council's financial sustainability.

Bushfire Recovery - Recovery, Connection and Community Resilience

Recovery from the January 2026 Longwood Berrys Lane bushfire is being delivered through a coordinated, community-centred approach that supports both immediate needs and long-term resilience.

At the heart of this effort is the Recovery Hub, operating as a central, trusted point for information, support and connection. The Hub provides a welcoming and accessible space where residents can engage with service providers, access practical assistance, and receive guidance as they navigate the complexities of recovery.

This work is supported by a broader program of outreach, activities and partnerships delivered across the Shire to ensure support reaches all affected communities, including those in more isolated rural areas.

A strong focus has been placed on community connection and wellbeing, recognising that recovery is not only about rebuilding physical assets, but also restoring social networks and supporting mental health. A range of locally delivered events, workshops and initiatives help people reconnect, share experiences and reduce social isolation.

Council is also investing in community capacity building, supporting residents to play an active role in shaping their own recovery. This includes working with Community Recovery Committees, delivering training and workshops, and establishing pathways for local leadership and decision-making. Programs such as community leadership development, mental health and psychological first aid training, and agricultural and business support are helping build confidence, skills and long-term resilience.

Importantly, this approach is trauma-informed and place-based, ensuring recovery efforts are responsive to the lived experiences of individuals and tailored to the unique needs of each community.

Partnerships with local organisations, government agencies and service providers are central to this work, enabling a coordinated and integrated response that reduces duplication and improves access to support.

Recovery is a long-term process. By strengthening local capacity, supporting wellbeing, and enabling community-led initiatives, this work is laying the foundations for a more resilient and connected Strathbogie Shire into the future.

Council is estimating the following expenditure for Bushfire Recovery activities in the 2025-26 forecast and 2026-27 Budget. These expenditures are expected to be fully funded and offset by State Government grant funding, and recoveries under the joint Commonwealth-State Disaster Recovery Financial Arrangements (DRFA), for eligible expenditure after a declared Natural Disaster.

For the 2025-26 financial year, there is estimated expenditure of \$4.275M that will be incurred by 30 June 2026, which is forecast to be fully funded by State Government grants or DFRA recoveries. This is for initial emergency management responses, recovery activities, clean up and removal of bushfire damaged assets, and renewal of damaged Council assets.

For the 2026-27 financial year, there is estimated expenditure of \$2.498M that will be incurred, which is forecast to be fully funded by State Government grants or DFRA recoveries. This is for recovery activities and renewal and restoration of Council assets damaged by the fire event.

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Community Funding Program

Council has a long history of providing community funding to groups in the Municipality to support the delivery of important community-led projects and events. Council's Community Funding Model provides funding for groups to undertake projects that complement the Community Vision 2035 and strategic focus areas identified in the Council Plan 2025-2029.

When councils support and resource community groups in seeking funds and achieving outcomes, the relationship between local government and the community is strengthened.

In the draft budget 2026-27, there is an allocation of \$0.28 million to community funding to continue this vital funding stream for the community through event, community strengthening, quick response and community support funding programs, similarly to last year's model.

In 2025-26 Council delivered \$0.28 million in community funding. These funds supported 31 community groups to deliver 25 projects and 15 events, and 17 Action Groups and Committees of Management of Council owned facilities with insurance reimbursement and action group administration funding.

Emergency Services and Volunteer Fund (ESVF)

From 1 July 2025, the Victorian Government has required all ratepayers to pay the Emergency Services and Volunteers Fund levy (ESVF), as part of a decision announced in December 2024 as part of the 2024-25 State mid year Budget Update.

The ESVF replaced the current Fire Services Property Levy (FSPL) and will be included for a second year on the 2026-27 rates notice.

Like the FSPL, the ESVF is calculated based on a fixed charge that varies by property type, and a variable charge based on property type and value.

The \$50 pensioner and veteran concession, and the single farm enterprise exemption from the FSPL, will continue to apply under the ESVF.

Additionally, certain emergency services volunteers will be eligible for a rebate on their principal place of residence, farmland or single farming enterprise, up to certain limits/caps on property value, which have been increased for 2026-27. The Department of Government Services manages the process for these rebates.

With the amending legislation receiving royal assent in May 2025, there were increases in the variable rates for the ESVF, compared to the previous variable rates, of up to 100 per cent for residential and commercial and industrial properties, and up to 150 per cent for primary production land.

On 30 May 2025, the State Government announced that the increase in the rate charged on primary production land would be delayed until 2026-27, due to drought impacts. There had been significant community concern about this charge resulting in advocacy by individual Councils, including Strathbogie Shire Council, and peak bodies such as the Municipal Association of Victoria and the Victorian Farmers Federation.

This announcement meant that in 2025-26, Victorian farmers had to pay at the same variable rate that they did under the FSPL in 2024-25.

In its 2025-26 Mid-Year Budget Update in December 2025, the State Government further announced that the ESVF variable rate for primary production land would continue at the 2024-25 rate for the 2026-27 financial year.

ESVF charges vary from one property to another, depending on property value and property type.

Council is legislated, as a "Collection Agency" to collect the ESVF on behalf of the State Government and remit the revenue accordingly.

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Use of Council's Rates for Council's Services

For every \$100 of Rates and Waste Charge, Council will spend this much in each area:

2026-27 Budget/\$100 rates

Where do my rates go?



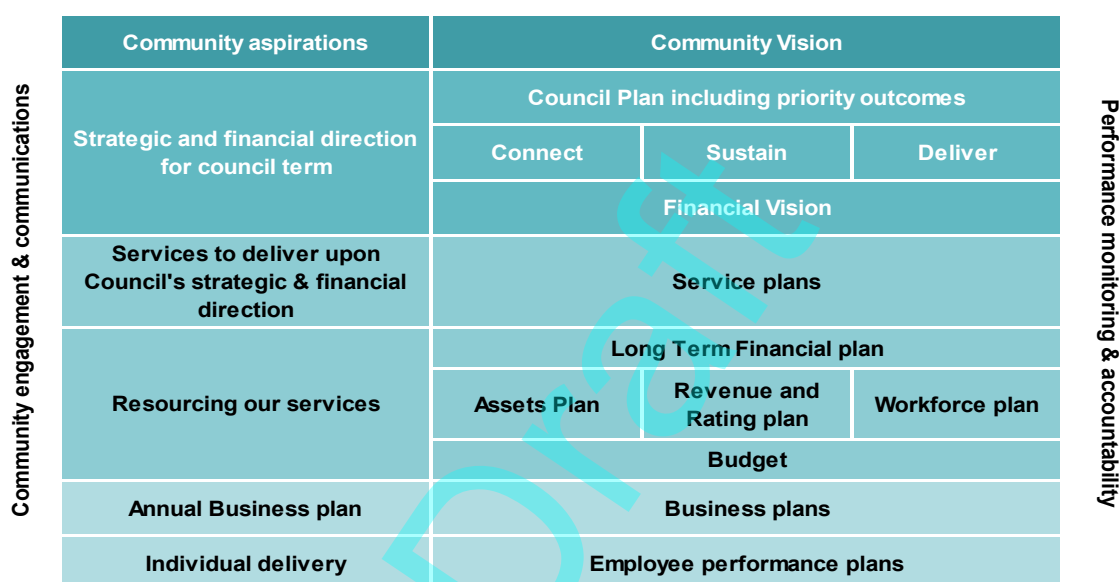
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1. Link to the Integrated Strategic Planning and Reporting Framework

This section describes how the Budget links to the achievement of the Community Vision 2035 and Council Plan 2025-29 within an overall integrated strategic planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision, Financial Plan and Asset Plan), medium term (Council Plan, Workforce Plan, and Revenue and Rating Plan) and short term (Budget) and then holding itself accountable (Annual Report).

1.1 Legislative planning and accountability framework

The Budget is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The diagram below depicts the integrated strategic planning and reporting framework that applies to local government in Victoria. At each stage of the integrated strategic planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



The timing of each component of the integrated strategic planning and reporting framework is critical to the successful achievement of the planned outcomes.

1.1.2 Key planning considerations

Service level planning

Although councils have a legal obligation to provide some services — such as animal management, local roads, food safety and statutory planning — most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change.

The cost of delivering services represents a significant commitment of council resources. Over time, community needs, priorities and expectations can change, affecting how services are used and the level of value they provide. As a result, councils need to regularly review services to ensure they remain affordable, efficient and aligned with current community needs, while making appropriate use of available resources.

Therefore, we need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works. All community consultation undertaken by Council is in accordance with its Community Engagement Policy and Public Transparency Policy.

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1.2 Our purpose

Our Vision

We will create a thriving place to live, work, and explore – where history and Country are honoured, innovation is welcomed, our collective spirit makes us stronger, and our natural environment is sustained for future generations.

Strategic Direction

Our Shire will be a destination of choice for rural enterprises, lifestyle living, businesses and investment.
Our Council will be socially, environmentally and financially sustainable, and future-focused on our community.

1.3 Strategic Objectives

Three strategic objectives will guide Council’s efforts to achieve the strategic directions. The strategies are the long-term goals Council wants to achieve, progress or contribute to.

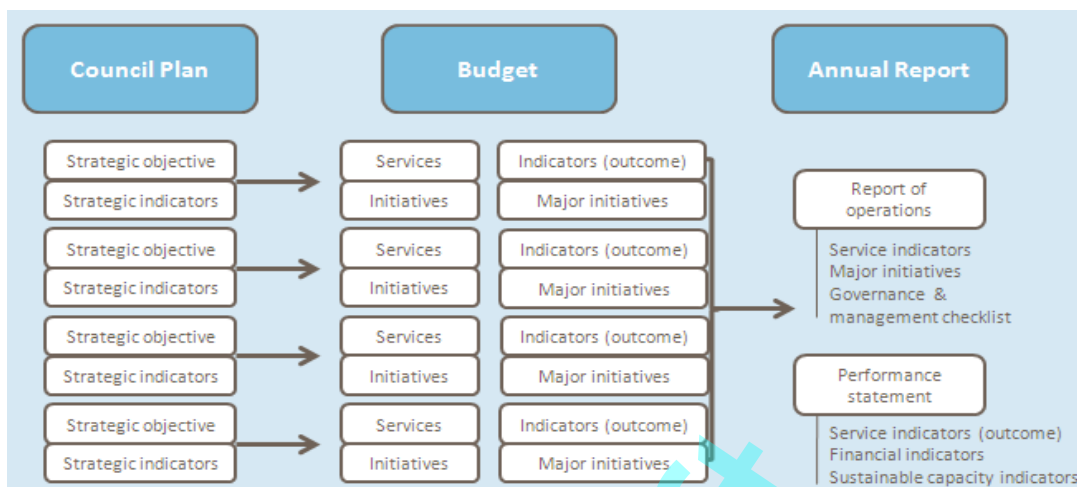
Strategic Objective	Description
1 Connect	We are committed to ensuring all residents are healthy and connected with opportunities to thrive and engage in community life.
2 Sustain	We aim to collaborate with others to foster a sustainable environment, a thriving economy and resilient communities.
3 Deliver	We are committed to delivering quality services and infrastructure that meets the needs of our community. We aim to strengthen the Council’s governance and provide improved, customer-focused experiences.

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2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the 2026-27 Budget and how these will contribute to achieving the strategic objectives outlined in the Council Plan 2025-29. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in its Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Government Services (Local Government Model Budget 2026-27 released in February 2026).

2.1 Strategic objective 1: Connect

We are committed to ensuring all residents are healthy and connected with opportunities to thrive and engage in community life.

Services

Service area	Description of services provided		2024/25	2025/26	2026/27
			Actual	Forecast	Budget
			\$'000	\$'000	\$'000
Euroa Community Cinema	Euroa Community Cinema regularly screens a mix of <i>Inc</i> mainstream, blockbuster and quality art-house movies. These screenings attract more than 2600 attendees each year. This service is supported by volunteers.		41	40	42
		<i>Exp</i>	(54)	(70)	(63)
		<i>Surplus / (deficit)</i>	(13)	(30)	(21)
Communications and Engagement	Manages Council's communications and media and oversees the delivery of community engagement programs, and Council's advocacy activities, as well as support for elected members and council events. This includes regular media releases and news articles on Council's website, as well as producing material to inform and advise the community of important information from Council. The increase represents a structural realignment of advocacy resources (from Council and Governance which has reduced).	<i>Inc</i>	0	0	0
		<i>Exp</i>	(585)	(547)	(730)
		<i>Surplus / (deficit)</i>	(585)	(547)	(730)
Community Development	Coordination of activities promoting access and inclusion, committee of management support, Grant Officer, community planning and other activities designed to strengthen communities, such as the Seniors Festival (210 attendees), International Women's Day (120 attendees), Volunteers week (100 attendees), and the Community Funding Program (\$275,000). The change from the previous financial year is due to an organisational structure realignment (from Youth, Art & Culture and Visitor Economy, which have all reduced).	<i>Inc</i>	73	11	0
		<i>Exp</i>	(829)	(1,066)	(1,244)
		<i>Surplus / (deficit)</i>	(755)	(1,055)	(1,244)
Arts and Culture	Includes library services at four locations to service the community, and ArtBox. The Art Box visits townships across the municipality featuring local artists exhibiting.	<i>Inc</i>	1	2	1
		<i>Exp</i>	(363)	(381)	(417)
		<i>Surplus / (deficit)</i>	(363)	(379)	(416)

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Service area	Description of services provided		2024/25 Actual \$'000	2025/26 Forecast \$'000	2026/27 Budget \$'000
Maternal and Child Health centres	Family outreach visiting and centre-based maternal and child health services, for initial visits for newborn babies, and then the key ages and stages visits through to 3.5 years old.	<i>Inc</i>	358	314	261
		<i>Exp</i>	(404)	(576)	(502)
		<i>Surplus/ (deficit)</i>	(46)	(262)	(241)
Youth services	Youth facilities and a range of recreation and education-based youth activities. Programs include Freeza/Amplify, as well as numerous events (10 in total), including Battle of the Bands, Kool Skools, Pool Party and Youth Movie series. There are more than 1000 attendees at these events. The change from the previous financial year is due to an organisational structure realignment (now in Community Development).	<i>Inc</i>	183	166	95
		<i>Exp</i>	(302)	(403)	(101)
		<i>Surplus/ (deficit)</i>	(119)	(237)	(6)
Aquatics	Operation and management of swimming pools and other aquatic facilities. With 12,500 visitations across the four outdoor pools for the 2025-26 summer season, which was lower than usual due to more closure days and the Longwood Berrys Lane Fire.	<i>Inc</i>	21	26	27
		<i>Exp</i>	(563)	(675)	(609)
		<i>Surplus/ (deficit)</i>	(543)	(649)	(582)

Major initiatives

1. Support community recovery from the 2026 Longwood Berrys Lane Bushfire.
2. Work with the First Nations people to promote mutual respect and understanding, including participation in the Taungurung Local Government Forum.
3. Grow relationships and networks within the community to raise awareness, support diversity, inclusion, safety and connections for those who find themselves disadvantaged, isolated, disabled, marginalised or experiencing family violence.
4. Support better health and wellbeing outcomes in collaboration with external service providers and agencies.

Other initiatives

1. Deliver the 2026-27 actions in the Health, Wellbeing and Disability Action Plan.
2. Encourage community groups to use Council's community grants program and philanthropic organisations to fund community projects to support health and wellbeing benefits and community strengthening.
3. Implementation of the Communications Strategy to improve transparency and promote Council Services.
4. Develop the Strathbogje Shire Sports Strategy to be adopted by Council.

Service performance outcome indicators

Domain	Indicator	2024/25	2025/26	2026/27	2025 Small Rural Council Average
		Actual	Forecast **	Budget***	
Art Centres and Libraries	Community Satisfaction Survey Rating - Art Centres and Libraries	69	69	72	72
Community Planning	Meetings conducted with the eight Action Groups collectively	4 meetings held	Two meetings per year	Two meetings per year	
Libraries	Participation - Library membership (percentage of the population that are registered library members)	31%	37%	37%	
Aquatic Facilities	Utilisation - Number of visits to aquatic facilities per head of population	1.57	1.13	1.5	
Animal Management	Health and safety - percentage of animal management prosecutions which are successful. There were no prosecutions undertaken or that are forecast.	0	0	0	
Food Safety	Health and safety - percentage of critical and major non-compliance outcome notifications that are followed up by Council	N/A	100%	100%	
Maternal and Child Health	Participation - percentage of children enrolled who participate in the MCH service	71%	75%	75%	
Maternal and Child Health	Participation - percentage of Aboriginal children enrolled who participate in the MCH service	62%	85%	85%	
Maternal and Child Health	Participation - percentage of infants enrolled in Maternal Child Health Services who participate in four-week key stage visits	100%	93%	93%	
Aquatic Facilities	Annual total attendance figures for all aquatic facilities	18,450	12,492	18,000	
Aquatic Facilities	Cost of aquatic facilities - The direct cost less any income received of providing aquatic facilities per visit.	\$29.42	\$51.93	\$32.36	
Environmental Health	Number of completed tobacco sale audits to under 18s (this program ending at the end of 2025-26)	1	2	0	

* refer to table at end of section 2.2 for information on the calculation of Service performance outcome indicators

** for the 2025-26 forecast, where the measure is externally sourced and not yet available - it is based on the 2024-25 actual outcome

*** for the 2026-27 budget, where the measure is externally sourced, the target for the outcome is based on the "small rural" result for 2024-25

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2.2 Strategic objective 2: Sustain

We aim to collaborate with others to foster a sustainable environment, a thriving economy and resilient communities.

Services

Service area	Description of services provided		2024/25	2025/26	2026/27
			Actual \$'000	Forecast \$'000	Budget \$'000
Waste management	Kerbside garbage and recycling collections (with a four-bin system) close to 5,000 eligible properties, management of transfer station operations, a roadside weeds and pest program, and waste management of public areas. Increase includes contractual adjustment, and fuel price impacts.	<i>Inc</i>	67	63	63
		<i>Exp</i>	(2,681)	(2,871)	(3,422)
		<i>Surplus/ (deficit)</i>	(2,614)	(2,808)	(3,359)
Resource recovery centres	Provides the community with rubbish disposal services and a recovery shop at multiple transfer station locations within the municipality. Fees have been increased to align with underlying costs and external benchmarking.	<i>Inc</i>	293	268	330
		<i>Exp</i>	(637)	(616)	(666)
		<i>Surplus/ (deficit)</i>	(344)	(348)	(336)
Environmental education programs	Run education programs to minimise waste and promote reuse and recycling, and diversion from landfill. Some planned activities have been deferred due to bushfire recovery efforts.	<i>Inc</i>	150	30	30
		<i>Exp</i>	(126)	(68)	(59)
		<i>Surplus/ (deficit)</i>	25	(38)	(29)
Emergency management planning and response	Emergency management planning, fire prevention activities and flood risk planning and mitigation.	<i>Inc</i>	437	90	90
		<i>Exp</i>	(305)	(202)	(167)
		<i>Surplus/ (deficit)</i>	132	(112)	(77)
Flood and storm recovery	Recovery programs and remaining works in responses to the emergency flood and storm damage from major events in late 2022 and early 2024. These programs will be completed in the 2025-26 financial year.	<i>Inc</i>	202	0	0
		<i>Exp</i>	(745)	(588)	0
		<i>Surplus/ (deficit)</i>	(542)	(588)	0
Fire recovery	Lead recovery for Council and support community led recovery from the January 2026 Longwood Berrys Lane Fire event. This will include the operation of a recovery hub and delivery of recovery programs to support affected community members, as well as advocating and engaging with other government agencies and support agencies, as well as the renewal and restoration of Council's assets impacted by the fire event.	<i>Inc</i>	0	4,275	2,498
		<i>Exp</i>	0	(4,275)	(2,498)
		<i>Surplus/ (deficit)</i>	0	0	0
Economic development	Supports business development and strategic economic opportunities across the Shire. This includes engagement with more than 1500 businesses, of which half are sole traders, regular economic monitoring, and engagement with utility providers to improve service reliability and mobile coverage.	<i>Inc</i>	164	0	0
		<i>Exp</i>	(330)	(417)	(271)
		<i>Surplus/ (deficit)</i>	(166)	(417)	(271)
Tourism and events	Facilitates local events, promotes the Shire and supports local tourism bodies. There are more than 105 event permit application processed each year, and a budget of \$50,000 for eligible event grants available in 2026-27.	<i>Inc</i>	50	49	37
		<i>Exp</i>	(396)	(643)	(450)
		<i>Surplus/ (deficit)</i>	(346)	(595)	(414)
Strategic and Statutory Planning	Provides strategic planning and statutory planning services (planning permit application processing), through administration and incorporation of long-term strategic documents into the planning scheme, and providing advice to prospective applicants, and processing more than 120 planning applications.	<i>Inc</i>	700	655	344
		<i>Exp</i>	(1,277)	(1,810)	(1,414)
		<i>Surplus/ (deficit)</i>	(578)	(1,156)	(1,070)
Caravan parks	The Euroa Caravan Park is managed by private operators under a lease agreement. There is also some expenditure in the Capital program.	<i>Inc</i>	206	136	165
		<i>Exp</i>	(33)	(45)	(8)
		<i>Surplus/ (deficit)</i>	173	90	157

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Service area	Description of services provided		2024/25	2025/26	2026/27
			Actual \$'000	Forecast \$'000	Budget \$'000
Local Laws	Management of domestic animals through registration, education and enforcement. Processing permit applications and enforcement of Council's Community Local Law No 2. Last financial year included more than 3100 animal registrations, impounding more than 240 animals, and 145 Food Act inspections, and 30 food samples.	<i>Inc</i>	286	312	489
		<i>Exp</i>	(981)	(1,004)	(1,199)
		<i>Surplus/ (deficit)</i>	(695)	(692)	(710)
Operations (Parks and Tree Maintenance)	Management and maintenance of parks, reserves and trees in the council area. This includes mowing, pruning, irrigation and landscaping in compliance with safety standard, delivering the upkeep of garden beds, 26 play spaces, 11 sports grounds and more than 15,000 street trees.	<i>Inc</i>	0	0	0
		<i>Exp</i>	(2,526)	(2,846)	(2,647)
		<i>Surplus/ (deficit)</i>	(2,526)	(2,846)	(2,647)

Major initiatives

1. Determine and implement Council's Advocacy Plan for council's priority projects and develop and implement an annual advocacy plan.
2. Adopt the Rural Residential and Land-use Strategy, and implementing a priority action from the Urban Growth Strategy.
3. Continue to participate in the Goulburn Region Tourism Incorporated and support the delivery of the Goulburn Region Destination Management Plan.
4. Pursue increased funding from the State and Federal Governments (or other funding partners).
5. Commence implementation of the Stormwater Strategy.

Other initiatives

1. Implement the interim and permanent Flood Controls in Nagambie, through submitting the planning scheme amendment to the Minister.
2. Prepare Council's Climate Change Action Plan 2027-2032.
3. Commence reviewing the Economic Development Strategy.
4. Protect and support community safety and amenity through the Local Law enforcement and education, and adoption of Local Law 2 by Council.
5. Deliver waste education, to reduce waste to landfill.
6. Continue development of a Transfer Station Optimisation Plan.
7. Review the Heatwave Plan.

Service performance outcome indicators

Domain	Indicator	2024/25	2025/26	2026/27	2025 Small Rural Council Average
		Actual	Forecast **	Budget ***	
Waste management	Waste diversion - Kerbside collection waste diverted from landfill (percentage of recyclables and green organics collected from kerbside bins that is diverted from landfill).	69%	70%	70%	
Waste management	Contamination rate in our organics stream	1.37%	1.35%	1.35%	
Environment	Community Satisfaction Survey rating - environmental sustainability	58	58	58	58
Environment	Delivery of progress report - Climate Change Action Plan (CCAP) Implementation. Delivery in 2025-26 has been impacted by the Longwood bushfire event, as the CCAP has been put on hold. Some actions may continue to be suspended in 2026-27, so the target will be 100% of active actions, except those deemed as superceded or on hold.	83%	75% of actions to be delivered during 2025-26 delivered	All actions - still active - planned for 2026-27 to be delivered	
Tourism and events	Community Satisfaction Survey rating - tourism development	59	59	62	62
Tourism and events	Average monthly visitation to the Nagambie Lakes and Euroa Visitor Information Centres	750	780	800	
Statutory Planning	Planning applications decided within required timeframes (percentage of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits) ^ there is a reduction expected for this measure in 2026-27 to large volume of applications projected for bushfire recovery/rebuild and proposed planning reforms.	84%	85%	75%^	
Statutory Planning	Median number of days to decide on a planning permit application	57	65	65	
Asset management	Asset renewal and asset upgrade as a percentage of depreciation	108%	129%	144%	
Parks and Gardens	Community Satisfaction Survey rating - appearance of public areas	72	72	70	70
Recreational facilities	Community Satisfaction Survey rating - recreational facilities	64	64	66	66

* refer to table at end of section 2.2 for information on the calculation of Service performance outcome indicators

** for the 2025-26 forecast, where the measure is externally sourced and not yet available - it is based on the 2024-25 actual outcome

*** for the 2026-27 budget, where the measure is externally sourced, the target for the outcome is based on the "small rural" result for 2024-25

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2.2 Strategic Objective 3: Deliver

We are committed to delivering quality services and infrastructure that meets the needs of our community. We aim to strengthen the Council's governance and provide improved, customer-focused experiences.

Services

Service area	Description of services provided		2024/25	2025/26	2026/27
			Actual \$'000	Forecast \$'000	Budget \$'000
Asset management	Manages Council's assets, undertakes drainage and infrastructure studies and conditions assessments to inform ongoing asset management plans for Council's infrastructure assets (>\$600M) and multi-year capital works programs.	<i>Inc</i>	143	153	597
		<i>Exp</i>	(2,108)	(1,233)	(1,307)
		<i>Surplus/ (deficit)</i>	(1,965)	(1,080)	(710)
Operations (roads and maintenance)	Maintains Council roads, drains, parks, buildings and other Council assets. Grading, pot hole repair, drainage maintenance, signage and line marking for the road network - 1465km of unsealed roads, and 748km of sealed roads. Cleaning and maintenance of eight public toilets and other high use community spaces. Support for operations and maintenance of five aquatic facilities, including the Splash Park, and maintenance of Council's buildings.	<i>Inc</i>	6,314	7,443	5,991
		<i>Exp</i>	(8,459)	(8,067)	(8,025)
		<i>Surplus/ (deficit)</i>	(2,145)	(624)	(2,033)
Project design and delivery	Design and delivery of new community assets and major projects, as contained in Council's annual capital works program.	<i>Inc</i>	2,939	2,012	1,895
		<i>Exp</i>	(612)	(598)	(205)
		<i>Surplus/ (deficit)</i>	2,327	1,415	1,690
Procurement	Oversight and facilitation of procurement and tender process for goods and services purchased by Council, with over 45 tenders/EOI processes each year.	<i>Inc</i>	0	0	0
		<i>Exp</i>	(142)	(146)	(157)
		<i>Surplus/ (deficit)</i>	(142)	(146)	(157)
Customer Service	Delivers our frontline customer service response, payment collection and management of customer requests, in line with Council's Customer Service Charter. This includes receiving and responding to more than 16,000 phone calls per year, and assisting more than 16,500 community member visiting the Customer Service Centres each year.	<i>Inc</i>	4	3	0
		<i>Exp</i>	(505)	(554)	(572)
		<i>Surplus/ (deficit)</i>	(501)	(552)	(572)
People and Culture	Management of recruitment, employment matters, staff development and training, maintenance of our risk management framework and oversight of our Workforce Plan and Gender Equality Action Plans.	<i>Inc</i>	0	0	0
		<i>Exp</i>	(898)	(1,121)	(1,050)
		<i>Surplus/ (deficit)</i>	(898)	(1,121)	(1,050)
Records Management	Management of Council's Corporate information, development of Council's electronic document and records management system (EDRMS), including the Staff, Councillor and Audit and Risk Committee information portals. This includes handling more than 25,000 new records each year, as well as maintaining existing Council records, both digital, onsite and offsite.	<i>Inc</i>	0	0	0
		<i>Exp</i>	(246)	(286)	(221)
		<i>Surplus/ (deficit)</i>	(246)	(286)	(221)
Freedom of Information Function	Provision of advice around access to Council information and processing of Freedom of Information (FOI) requests, to comply with State Government legislation. Council averages around 20 FOI requests each year.	<i>Inc</i>	0	0	1
		<i>Exp</i>	(49)	(50)	(52)
		<i>Surplus/ (deficit)</i>	(49)	(50)	(51)
Governance and Council	Office of the Chief Executive Officer, Mayor and Councillors, Council meeting Agenda management, Council plan development and reporting, policy and procedure development, regulatory reporting, delegation management, and other Executive Management costs that cannot be easily attributed to direct service provision areas.	<i>Inc</i>	129	8	5
		<i>Exp</i>	(1,611)	(1,398)	(1,320)
		<i>Surplus/ (deficit)</i>	(1,482)	(1,390)	(1,315)

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Service area	Description of services provided		2024/25	2025/26	2026/27
			Actual	Forecast	Budget
			\$'000	\$'000	\$'000
Finance	Financial advice and support for the organisation, budget preparation, long term financial planning, financial reporting and processing of debtor and creditor payments, as well as the Rates administration function and central management of some organisational-wide costs and internal recoveries. This supports the processing of more than 5000 supplier invoices, maintaining more than 8150 rateable assessments, and processing more than 800 Land Information Certificates each year.	<i>Inc</i>	6,949	6,413	5,418
		<i>Exp</i>	(762)	(802)	(399)
		<i>Surplus/ (deficit)</i>	6,186	5,611	5,019
Operational Efficiency Target	An operational efficiency target incorporated in the 2026-27 Budget to capture operational savings and underspends that occur during the year, to improve Council's ongoing financial position and to have capacity to respond to any unexpected events and requirements that arise in the coming financial year.	<i>Inc</i>	0	0	0
		<i>Exp</i>	0	0	320
		<i>Surplus/ (deficit)</i>	0	0	320
Information and Communication Technology and Geographical Information Systems	Maintenance and development of Council's information technology systems, including telephones, Wi-Fi connections to remote offices, aerial photography and geographic information development.	<i>Inc</i>	0	0	0
		<i>Exp</i>	(1,436)	(1,787)	(1,702)
		<i>Surplus/ (deficit)</i>	(1,436)	(1,787)	(1,702)
Audit and Risk Committee support	Management of the Audit and Risk Committee meetings and agenda process. Coordinates and prepares audit and risk committee biannual and annual reports. Manages the Internal Audit Service provider and coordinates Internal audits. Coordinates external audits by the Victorian Auditor General's Office (VAGO). Preparation and maintenance of all audit and risk and statutory registers. There are at least five Audit and Risk Committee meetings, four internal audits and one external audit per year.	<i>Inc</i>	0	0	0
		<i>Exp</i>	(49)	(54)	(55)
		<i>Surplus/ (deficit)</i>	(49)	(54)	(55)
Risk management and Insurance	Maintenance and development of our risk management framework including Strategic and Operational risk registers, development and implementation of our occupational health and safety systems, and oversight of insurance matters. This includes insurance premiums.	<i>Inc</i>	170	125	125
		<i>Exp</i>	(1,011)	(1,011)	(1,115)
		<i>Surplus/ (deficit)</i>	(841)	(886)	(990)
Saleyards	Operational management and user support of the Euroa Saleyard.	<i>Inc</i>	496	378	474
		<i>Exp</i>	(254)	(284)	(315)
		<i>Surplus/ (deficit)</i>	241	94	159

Major initiatives

1. Update Asset Management Plans and prioritise asset renewal and existing strategies toward the development of council's annual capital works program.
2. Commence the implementation of an asset management system.
3. Implement the Customer Service Charter.
4. Deliver the Information Communication Technology Strategy, and invest in information technology systems to enhance efficient and effective service delivery.

Other initiatives

1. Implement customer-focused improvements to online communications platforms.
2. Deliver council's Gender Equality Action Plan 2026-2029.
3. Govern responsibly by managing finances sustainably, addressing legislative compliance and managing strategic risks.

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Service performance outcome indicators

Service	Indicator	2024/25 Actual	2025/26 Forecast **	2026/27 Budget ***	2025 Small Rural Council Average
Communications & Engagement	Community Satisfaction Survey Rating - Lobbying	49	49	51	51
Communications & Engagement	Community Satisfaction Survey Rating - Community Decisions	46	46	50	50
Governance	Community Satisfaction Survey Rating - Consultation and Engagement	50	50	51	51
Communications & Engagement	Community Satisfaction Survey Rating - Informing the Community	52	52	57	57
Roads	Condition - Sealed local roads below the intervention level (percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal).	81%	95%	95%	
Roads and footpaths	Community Satisfaction Survey rating - local streets and footpaths	48	51	53	53
Project design and delivery	Percentage completion - projects delivered in capital expenditure budget	65%	80%	80%	
Asset management	Infrastructure per head of municipal population	\$36,804	\$39,563	\$39,117	
Asset management	Asset renewal and asset upgrade as a percentage of depreciation	108%	129%	144%	
Communications & Engagement	Success of Top Five asks in Council's Advocacy Ask document	N/A	1	3	
Customer Service	Community Satisfaction Survey Rating - Customer Service	68	66	65	65
Procurement	Percentage of staff with procurement responsibilities that have completed procurement and probity training	90%	90%	90%	
Governance & Council	Community Satisfaction Survey Rating - Overall performance	48	48	54	54
Governance & Council	Community Satisfaction Survey Rating - Value for Money	40	40	47	47
Governance & Council	Community Satisfaction Survey Rating - Community Decisions	46	46	50	50
Finance	Expenses per head of municipal population	\$3,358	\$3,825	\$3,436	
Finance	Recurrent grants per head of municipal population	\$1,108	\$1,124	\$890	

* refer to table at end of section 2.2 for information on the calculation of Service performance outcome indicators

** for the 2025-26 forecast, where the measure is externally sourced and not yet available - it is based on the 2024-25 actual outcome

*** for the 2026-27 budget, where the measure is externally sourced, the target for the outcome is based on the "small rural" result for 2024-25

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* Service performance outcome indicators

Domain	Indicator	Performance measure	Computation	2025 Small Rural Council Average
Governance	Community engagement	Satisfaction with the opportunities offered by Council to be consulted on or engaged in Council decisions (community satisfaction rating out of 100 with the consultation and engagement efforts of Council)	Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	51
	Financial decisions	Total unpaid rates and charges (total unpaid rates and charges and unpaid interest on rates and charges for all financial years as a percentage of all rates and charges for the financial year)	[Sum of unpaid rates and charges and unpaid interest on rates and charges for all financial years / Sum of all rates and charges for the financial year] x100	
Community	Library services	Library membership (Percentage of the population that are registered library members)	[Number of registered library members / Population] x100	
	Maternal and child health services	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service) Participation in the MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the financial year) / Number of children enrolled in the MCH service] x100 [Number of Aboriginal children who attend the MCH service at least once (in the financial year) / Number of Aboriginal children enrolled in the MCH service] x100	
Environment	Roads	Sealed local roads below the intervention level (percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)	[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	
	Waste management	Kerbside collection waste to landfill per serviced property (amount of waste collected from kerbside waste collection services that is sent to landfill per serviced property)	Amount of waste in tonnes (t) collected from kerbside waste collection services that is sent to landfill / Number of serviced properties	
Responsiveness	Food safety	Critical and major non-compliance outcome notifications. (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100	
	Statutory planning	Planning applications decided within the relevant required time (percentage of regular and VicSmart planning application decisions made within the relevant required time)	[Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made] x100	
Cost	Library services	Cost of library services (direct cost of library services per head of population)	Direct cost of library services / Population	
	Waste management	Cost of kerbside waste collection services (direct cost of kerbside waste collection services per serviced property)	Direct cost of kerbside waste collection services / Number of serviced properties	

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2.3 Reconciliation with budgeted operating result

	Surplus/ (Deficit) \$'000	Expenditure \$'000	Income / Revenue \$'000
Strategic Objective 1: Connect	(3,240)	(3,667)	426
Strategic Objective 2: Sustain	(8,757)	(12,801)	4,045
Strategic Objective 3: Deliver	(1,669)	(16,175)	14,506
Total	(13,665)	(32,643)	18,978
Expenses added in:			
Depreciation	(9,045)		
Finance costs	(195)		
Surplus/(Deficit) before funding sources	(22,906)		
Funding sources added in:			
Rates and charges revenue		21,126	
Waste charge revenue		3,787	
Total funding sources		24,913	
Operating surplus/(deficit) for the year			2,007

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3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2026-27 has been supplemented with projections to 2029-30

This section includes the following financial statements prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources

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Comprehensive Income Statement

For the four years ending 30 June 2030

	NOTES	Forecast	Budget	Projections		
		Actual 2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
Income / Revenue						
Rates and charges	4.1.1	24,053	24,913	25,592	26,544	27,264
Statutory fees and fines	4.1.2	748	778	792	817	833
User fees	4.1.3	853	1,067	1,093	1,121	1,149
Grants - operating	4.1.4	14,470	11,000	8,954	8,743	8,962
Grants - capital	4.1.4	5,400	4,346	3,532	3,532	3,026
Contributions - monetary	4.1.5	522	346	267	269	271
Contributions - non-monetary	4.1.5	-	-	-	-	-
Net gain (or loss) on disposal of property, infrastructure, plant and equipment		50	492	50	50	51
Other income	4.1.6	928	949	904	919	935
Total income / revenue		47,024	43,890	41,185	41,995	42,490
Expenses						
Employee costs	4.1.7	15,298	15,648	15,683	15,525	15,859
Materials and services	4.1.8	20,652	16,541	14,394	14,623	14,951
Depreciation	4.1.9	8,707	8,702	8,722	8,746	8,788
Amortisation - intangible assets	4.1.10	100	100	100	100	100
Depreciation - right of use assets	4.1.11	244	244	183	178	178
Allowance for impairment losses		1	1	2	2	3
Borrowing costs		156	146	137	127	116
Finance costs - leases		56	49	42	34	26
Other expenses	4.1.12	543	453	465	671	488
Total expenses		45,756	41,884	39,727	40,005	40,509
Surplus/(deficit) for the year		1,268	2,007	1,458	1,990	1,981
Other comprehensive income		-	-	-	-	-
Total comprehensive result		1,268	2,007	1,458	1,990	1,981

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Balance Sheet

For the four years ending 30 June 2030

	NOTES	Forecast	Budget	Projections		
		Actual 2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
Assets						
Current assets						
Cash and cash equivalents		10,268	8,965	10,389	12,864	15,696
Trade and other receivables		4,779	5,257	5,286	5,361	5,394
Inventories		15	19	20	21	22
Other assets		1,281	749	761	773	785
Total current assets	4.2.1	16,343	14,991	16,456	19,019	21,897
Non-current assets						
Trade and other receivables		12	8	4	2	-
Other financial assets		2	2	2	2	2
Investments in associates, joint arrangement and subsidiaries		271	271	271	271	271
Property, infrastructure, plant and equipment		473,248	476,811	476,061	475,369	474,272
Right-of-use assets	4.2.4	1,228	984	801	623	445
Intangible assets		169	169	169	169	169
Total non-current assets	4.2.1	474,931	478,246	477,308	476,436	475,158
Total assets		491,274	493,237	493,764	495,455	497,055
Liabilities						
Current liabilities						
Trade and other payables		2,869	3,173	2,579	2,628	2,614
Trust funds and deposits		993	1,043	1,053	1,063	1,073
Contract and other liabilities		25	27	28	30	31
Provisions		2,915	2,931	2,946	2,962	2,977
Interest-bearing liabilities	4.2.3	186	196	206	217	228
Lease liabilities	4.2.4	233	174	175	183	191
Total current liabilities	4.2.2	7,221	7,542	6,987	7,081	7,114
Non-current liabilities						
Provisions		1,407	1,413	1,419	1,425	1,431
Interest-bearing liabilities	4.2.3	2,807	2,611	2,405	2,188	1,960
Lease liabilities	4.2.4	1,027	853	678	495	303
Total non-current liabilities	4.2.2	5,242	4,878	4,503	4,109	3,695
Total liabilities		12,463	12,420	11,489	11,190	10,810
Net assets		478,810	480,817	482,275	484,265	486,246
Equity						
Accumulated surplus		129,730	131,736	133,194	135,184	137,165
Reserves		349,081	349,081	349,081	349,081	349,081
Total equity		478,810	480,817	482,275	484,265	486,246

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Statement of Changes in Equity

For the four years ending 30 June 2030

	NOTES	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2026 Forecast Actual					
Balance at beginning of the financial year		477,542	128,461	348,636	445
Surplus/(deficit) for the year		1,268	1,268	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		478,810	129,730	348,636	445
2027 Budget					
Balance at beginning of the financial year		478,810	129,730	348,636	445
Surplus/(deficit) for the year		2,007	2,007	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves	4.3.1	-	-	-	-
Transfers from other reserves	4.3.1	-	-	-	-
Balance at end of the financial year	4.3.2	480,817	131,736	348,636	445
2028					
Balance at beginning of the financial year		480,817	131,736	348,636	445
Surplus/(deficit) for the year		1,458	1,458	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		482,275	133,194	348,636	445
2029					
Balance at beginning of the financial year		482,275	133,194	348,636	445
Surplus/(deficit) for the year		1,990	1,990	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		484,265	135,184	348,636	445
2030					
Balance at beginning of the financial year		484,265	135,184	348,636	445
Surplus/(deficit) for the year		1,981	1,981	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		486,246	137,165	348,636	445

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Statement of Cash Flows

For the four years ending 30 June 2030

Notes	Forecast	Budget	Projections		
	Actual 2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	24,379	24,281	25,474	26,374	27,137
Statutory fees and fines	748	778	792	817	833
User fees	1,942	1,122	1,088	1,115	1,141
Grants - operating	14,077	11,026	8,981	8,770	8,988
Grants - capital	4,651	4,346	3,532	3,532	3,026
Contributions - monetary	522	346	267	269	271
Interest received	346	345	291	291	291
Net Trust funds and deposits taken/(repaid)	98	50	10	10	10
Other receipts	1,522	1,149	614	629	645
Net GST refund / payment	72	72	74	76	78
Employee costs	(15,058)	(15,617)	(15,652)	(15,494)	(15,828)
Materials and services	(20,375)	(16,254)	(15,001)	(14,587)	(14,977)
Other payments	(367)	(459)	(476)	(682)	(500)
Net cash provided by/(used in) operating activities	12,557	11,185	9,994	11,121	11,114
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(12,557)	(13,178)	(8,261)	(8,343)	(7,982)
Proceeds from sale of property, infrastructure, plant and equipment	240	1,305	240	240	242
Net cash provided by/ (used in) investing activities	(12,317)	(11,873)	(8,021)	(8,103)	(7,740)
Cash flows from financing activities					
Finance costs	(156)	(146)	(137)	(127)	(116)
Repayment of borrowings	(177)	(186)	(196)	(206)	(217)
Interest paid - lease liability	(56)	(49)	(42)	(34)	(26)
Repayment of lease liabilities	(223)	(233)	(174)	(175)	(183)
Net cash provided by/(used in) financing activities	(612)	(615)	(549)	(542)	(542)
Net increase/(decrease) in cash and cash equivalents	(372)	(1,302)	1,424	2,475	2,831
Cash and cash equivalents at the beginning of the financial year	10,639	10,268	8,965	10,389	12,864
Cash and cash equivalents at the end of the financial year	10,268	8,965	10,389	12,864	15,696

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Statement of Capital Works

For the four years ending 30 June 2030

	NOTES	Forecast	Budget	Projections		
		Actual				
		2025/26	2026/27	2027/28	2028/29	2029/30
		\$'000	\$'000	\$'000	\$'000	\$'000
Property						
Buildings		640	924	360	360	248
Total property		640	924	360	360	248
Plant and equipment						
Plant, machinery and equipment		1,725	1,550	969	919	900
Computers and telecommunications		324	229	236	244	400
Intangible assets		547	100	100	100	100
Total plant and equipment		2,596	1,879	1,305	1,263	1,400
Infrastructure						
Roads		6,208	3,725	4,628	4,666	4,644
Bridges		1,225	3,850	400	400	400
Footpaths and cycleways		507	392	394	395	202
Drainage		308	985	482	384	411
Parks, open space and streetscapes		1,072	1,423	691	875	678
Total infrastructure		9,320	10,375	6,596	6,720	6,335
Total capital works expenditure	4.5.1	12,557	13,178	8,261	8,343	7,982
Represented by:						
New asset expenditure		1,145	355	239	240	160
Asset renewal expenditure		10,963	11,794	7,622	7,803	7,209
Asset expansion expenditure		41	-	-	-	83
Asset upgrade expenditure		408	1,028	400	300	530
Total capital works expenditure	4.5.1	12,557	13,178	8,261	8,343	7,982
Funding sources represented by:						
Grants		5,400	4,346	3,532	3,532	3,026
Contributions		240	271	240	240	242
Council cash		6,917	8,560	4,489	4,571	4,714
Total capital works expenditure	4.5.1	12,557	13,178	8,261	8,343	7,982

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Statement of Human Resources

For the four years ending 30 June 2030

	Forecast	Budget	Projections		
	Actual				
	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	15,298	15,648	15,683	15,525	15,859
Employee costs - capital	-	200	200	200	200
Total staff expenditure	15,298	15,848	15,883	15,725	16,059
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	136.7	135.7	135.9	132.9	133.1
Total staff numbers	136.7	135.7	135.9	132.9	133.1

A summary of human resources expenditure categorised according to the organisational structure of Council is included below.

Department	Budget	Comprises			
	2026/27	Permanent			
	\$'000	Full Time	Part time	Casual	Temporary
	\$'000	\$'000	\$'000	\$'000	\$'000
People & Governance	2,943	2,079	864	-	-
Sustainable Infrastructure	7,437	6,773	613	50	-
Corporate Leadership	1,453	1,082	371	-	-
Community & Planning	3,814	2,364	890	-	561
Total permanent staff expenditure	15,647	12,298	2,738	50	561
Other employee related expenditure	-				
Capitalised labour costs	200				
Total expenditure	15,847				

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below.

Department	Budget	Comprises			
	2026/27	Permanent			
		Full Time	Part time	Casual	Temporary
People & Governance	23.6	15.3	8.3	-	-
Sustainable Infrastructure	69.8	63.3	6.1	0.5	-
Corporate Leadership	11.1	7.3	3.9	-	-
Community & Planning	31.2	18.4	7.9	1.0	3.9
Total staff	135.7	104.2	26.3	1.5	3.9

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**Summary of Planned Human Resources Expenditure
For the four years ending 30 June 2030**

	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
People & Governance				
Permanent - Full-time	2,079	2,084	2,119	2,165
Women	1,362	1,365	1,388	1,418
Men	718	719	732	747
Persons of self-described gender	0	0	0	0
Permanent - Part-time	864	866	880	899
Women	756	758	771	787
Men	108	108	110	112
Persons of self-described gender	0	0	0	0
Total People & Governance	2,943	2,950	2,999	3,064
Sustainable Infrastructure				
Permanent - Full-time	6,773	6,789	6,902	7,051
Women	927	929	945	965
Men	5,846	5,859	5,958	6,086
Persons of self-described gender	0	0	0	0
Permanent - Part-time	613	615	625	639
Women	284	285	290	296
Men	329	330	335	343
Persons of self-described gender	0	0	0	0
Total Sustainable Infrastructure	7,386	7,403	7,528	7,690
Corporate Leadership				
Permanent - Full-time	1,082	1,084	1,102	1,126
Women	962	964	980	1,001
Men	120	120	122	125
Persons of self-described gender	0	0	0	0
Permanent - Part-time	371	372	378	387
Women	371	372	378	387
Men	0	0	0	0
Persons of self-described gender	0	0	0	0
Total Corporate Leadership	1,453	1,456	1,481	1,513
Community & Planning				
Permanent - Full-time	2,364	2,369	2,409	2,461
Women	1,369	1,372	1,395	1,425
Men	995	997	1,014	1,036
Persons of self-described gender	0	0	0	0
Permanent - Part-time	890	892	907	926
Women	816	818	832	850
Men	74	74	75	77
Persons of self-described gender	0	0	0	0
Total Community & Planning	3,254	3,261	3,316	3,387
Casuals, temporary and other expenditure	611	612	201	205
Capitalised labour costs	200	200	200	200
Total staff expenditure	15,847	15,883	15,725	16,059

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	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE
People & Governance				
Permanent - Full-time	15.3	15.3	15.6	15.6
Women	10.3	10.3	10.5	10.5
Men	5.0	5.0	5.1	5.1
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part-time	8.3	8.4	8.5	8.5
Women	7.1	7.1	7.3	7.3
Men	1.2	1.2	1.2	1.2
Persons of self-described gender	0.0	0.0	0.0	0.0
Total People & Governance	23.6	23.7	24.1	24.1
Sustainable Infrastructure				
Permanent - Full-time	61.3	61.3	60.4	60.5
Women	9.0	9.0	9.2	9.2
Men	52.3	52.3	51.2	51.3
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part-time	6.1	6.1	6.2	6.2
Women	2.7	2.7	2.7	2.7
Men	3.4	3.4	3.5	3.5
Persons of self-described gender	0.0	0.0	0.0	0.0
Total Sustainable Infrastructure	67.3	67.4	66.6	66.7
Corporate Leadership				
Permanent - Full-time	7.3	7.3	7.4	7.4
Women	6.3	6.3	6.4	6.4
Men	1.0	1.0	1.0	1.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part-time	3.9	3.9	4.0	4.0
Women	3.9	3.9	4.0	4.0
Men	0.0	0.0	0.0	0.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Total Corporate Leadership	11.1	11.2	11.3	11.4
Community & Planning				
Permanent - Full-time	18.4	18.4	18.7	18.7
Women	10.4	10.4	10.6	10.6
Men	8.0	8.0	8.1	8.2
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part-time	7.9	8.0	8.1	8.1
Women	7.4	7.4	7.5	7.5
Men	0.6	0.6	0.6	0.6
Persons of self-described gender	0.0	0.0	0.0	0.0
Total Community & Planning	26.3	26.4	26.8	26.9
Casuals and temporary staff	5.3	5.3	2.1	2.1
Capitalised labour	2.0	2.0	2.0	2.0
Total staff numbers	135.7	135.9	132.9	133.1

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4. Notes to the financial statements

This section presents detailed information on material components of the financial statements. Council needs to assess which components are material, considering the dollar amounts and nature of these components.

4.1 Comprehensive Income Statement

4.1.1 Rates and charges

Rates and charges are required by the Act and the Regulations to be disclosed in Council's budget.

In accordance with the *Local Government Act 2020*, Council is required to have a Revenue and Rating Plan, which is a four year plan for how Council will generate income to deliver the Council Plan 2025-29, program and services and capital works commitments over a four-year period.

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2026-27 the FGRS cap has been set at 2.75 per cent. The cap applies to both general rates and municipal charges, and is calculated on the basis of Council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community.

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 2.75 per cent in line with the rate cap.

This will raise total rates and charges for 2026-27 to \$25,170,906.

4.1.1(a) The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	2025/26 Forecast Actual \$'000	2026/27 Budget \$'000	Change	
			\$'000	%
General rates*	20,761	21,384	623	3.00%
Service rates and charges - Waste	3,251	3,787	536	16.48%
Supplementary rates and rate adjustments **	41	(258)	(299)	-729.27%
Interest on rates and charges	276	285	8	3.04%
Total rates and charges	24,329	25,197	868	3.57%

*General rates are subject to the rate cap established under the FGRS

** At estimate has been made as a Rates Adjustment for the impacts of reduced valuations of fire affected properties

4.1.1(b) The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year.

The finalisation of the 2026 general revaluation is still pending, so estimates are included here. Once Council's valuers have completed the required property valuations, there will be an actual end of year position in respect to the total number of properties and the total revalued CIV. From this, the cents/\$CIV factors will need to be recalculated to ensure that Strathbogie Shire Council remains compliant with the 2.75 per cent rate cap for 2026-27. This will be updated in the final version of the 2026-27 Budget.

Type or class of land	2025/26 cents/\$CIV*	2026/27 cents/\$CIV*	Change
General rate for rateable residential properties	0.00318893	0.00324418	1.73%
General rate for rateable vacant residential properties	0.00669675	0.00681278	1.73%
General rate for rateable farm properties	0.00255114	0.00259535	1.73%
General rate for rateable commercial properties	0.00382672	0.00389302	1.73%
General rate for rateable vacant commercial properties	0.00669675	0.00681278	1.73%

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4.1.1(c) The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year

Type or class of land	2025/26	2026/27	Change	
	\$'000	\$'000	\$'000	%
Residential	9,276	9,838	562	6.06%
Residential - vacant	1,011	978	(32)	-3.20%
Farm	9,415	9,420	5	0.05%
Commercial	1,030	1,116	87	8.41%
Commercial - Vacant	30	32	2	6.44%
Total amount to be raised by General rates	20,761	21,384	623	3.00%

4.1.1(d) The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year

Type or class of land	2025/26	2026/27	Change	
	Number	Number	Number	%
Residential	5,079	5,122	43	0.85%
Residential - vacant	382	364	(18)	-4.71%
Farm	2,315	2,320	5	0.22%
Commercial	334	338	4	1.20%
Commercial - vacant	7	9	2	28.57%
Total number of assessments	8,117	8,153	36	0.44%

4.1.1(e) The basis of valuation to be used is the Capital Improved Value (CIV).

4.1.1(f) The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year

The finalisation of the 2026 general revaluation is still pending, so estimates are included here. This will be updated in the final version of the 2026/27 Budget.

Type or class of land	2025/26	2026/27	Change	
	\$'000	\$'000	\$'000	%
Residential	2,909,757	3,032,431	122,674	4.22%
Residential - vacant	150,925	143,612	(7,313)	-4.85%
Farm	3,691,681	3,629,514	(62,167)	-1.68%
Commercial	269,039	286,691	17,652	6.56%
Commercial - vacant	4,453	4,659	206	4.63%
Total value of land	7,025,855	7,096,907	71,052	1.01%

4.1.1(g) The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year and detailed disclosure of the actual service/s rendered for the amount levied.

The waste charges calculated for 2026-27 include estimates for fuel price impacts known to Council as at 15 April 2026.

Type of Charge	Per Rateable	Per Rateable	Change	
	Property	Property		
	2025/26	2026/27	\$	%
Kerbside Collection - 80Litre	432	495	63	14.58%
Kerbside Collection - 120Litre	432	495	63	14.58%
Kerbside Collection - 240Litre	860	970	110	12.79%
Recycling & Glass (from 2025-26) - 120Litre	205	245	40	19.51%
Recycling & Glass (from 2025-26) - 240Litre	205	245	40	19.51%
Recycling & Glass (from 2025-26) - 360Litre	205	245	40	19.51%
Kerbside/Recycling/Organics	637	740	103	16.17%

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4.1.1(h) The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year

Full details of the 2026 allocations by category are still pending, so the total is shown. This will be updated in the final version of the 2026-27 Budget.

Type of Charge	2025/26	2026/27	Change	
	\$	\$	\$	%
Kerbside/Recycling/Organics	2,443,166	3,786,660	1,343,494	54.99%
Kerbside	596,459	-	(596,459)	-100.00%
Recycling	211,198	-	(211,198)	-100.00%
Total	3,250,823	3,786,660	535,837	16.48%

4.1.1(i) The estimated total amount to be raised by all rates and charges compared with the previous financial year

	2025/26	2026/27	Change	
	\$'000	\$'000	\$'000	%
General Rates	20,761	21,384	623	3.00%
Kerbside Collection/Recycling/Organics	3,251	3,787	536	16.48%
Total Rates and charges	24,012	25,171	1,159	4.83%

4.1.1(j) Fair Go Rates System Compliance

Strathbogie Shire Council must comply with the State Government's Fair Go Rates System (FGRS). The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

	2025/26	2026/27
Total Rates	20,761,180	\$ 21,384,246
Number of rateable properties	8,117	8,153
Base Average Rate	2,484	2,553
Maximum Rate Increase (set by the State Government)	3.00%	2.75%
Capped Average Rate	\$ 2,559	\$ 2,623
Maximum General Rates	\$ 20,771,269	\$ 21,384,470
Budgeted General Rates	\$ 20,761,180	\$ 21,384,246
Budgeted Supplementary Rates	\$ 41,000	\$ 42,000
Budgeted Total Rates	\$ 20,802,180	\$ 21,426,246

4.1.1(k) Any significant changes that may affect the estimated amounts to be raised by rates and charges

There are no known significant changes which may affect the estimated amounts to be raised by Rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- the making of supplementary valuations (2026-27: estimated \$41,000 and 2025/26: \$45,000)
- the making of supplementary valuations on properties affected by the January 2026 Longwood Berrys Lane Bushfire event - not yet known
- the variation of returned levels of value (e.g. valuation appeals)
- changes of use of land such that rateable land becomes non-rateable land and vice versa
- changes of use of land such that residential land becomes business land and vice versa

4.1.1(l) Differential rates

The Strathbogie Shire Council rating structure comprises five differential rates (residential or general, residential vacant, commercial/industrial, commercial/industrial vacant and farm). Differentials applied based on the purpose for which the property is used. That is, whether the property is used for residential, commercial/industrial, or farming purposes. This distinction is based on the concept that different property categories should pay a fair and equitable contribution, taking into account the benefits those properties derive from the local community. These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the *Local Government Act 1989*, s.94(2) of the *Local Government Act 2020*, and the Ministerial Guidelines for Differential Rating 2013.

The differential rates are currently proposed as follows:

- Residential 100%
- Residential Vacant 210%
- Commercial / Industrial 120%
- Commercial/Industrial vacant 210%
- Farm land 80%.

The formula for calculating General Rates, excluding any additional charges, arrears or additional supplementary rates is: Valuation (Capital Improved Value) x Rate in the Dollar (Differential Rate Type).

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4.1.2 Statutory fees and fines

	Forecast	Budget	Change	
	Actual	2026/27		
	2025/26	2026/27	\$'000	%
	\$'000	\$'000	\$'000	%
Building fees	107	106	(1)	-0.56%
Planning fees	318	319	2	0.57%
Health registrations	162	147	(15)	-9.26%
Animal registrations	119	152	33	27.62%
Land information certificates	23	23	0	0.00%
Infringements and other fees	20	31	11	51.59%
Total statutory fees and fines	748	778	30	3.96%

4.1.3 User fees

	Forecast	Budget	Change	
	Actual	2026/27		
	2025/26	2026/27	\$'000	%
	\$'000	\$'000	\$'000	%
Tip fees	238	300	62	26.05%
Nagambie Lakes events	33	20	(13)	-39.39%
Saleyard operations revenue	358	440	82	22.96%
Swimming pools revenue	5	5	0	0.00%
Rent/lease charges	136	216	80	58.84%
Euroa Cinema	40	40	0	0.00%
Other user charges and contributions	43	46	3	6.96%
Total user fees	853	1,067	214	25.10%

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4.1.4 Grants

Grants are required by the Act and the Regulations to be disclosed in Council's budget.

	Forecast	Budget	Change	
	Actual	2026/27		
	2025/26	2026/27	\$'000	%
	\$'000	\$'000	\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	13,006	10,255	(2,750)	-21.15%
State funded grants	6,864	5,090	(1,774)	-25.84%
Total grants received	19,870	15,346	(4,524)	-22.77%
(a) Operating Grants				
Recurrent - Commonwealth Government				
Financial Assistance Grants	9,385	7,723	(1,662)	-17.71%
Recurrent - State Government				
Roadside weeds and pest management	68	68	0	0.00%
Early years	314	261	(53)	-16.82%
Youth	88	95	8	8.57%
VicRoads L2P	29	-	(29)	-100.00%
MAV tobacco	15	15	0	0.00%
Municipal emergency management	60	60	0	0.00%
ESVF administration	100	100	0	0.00%
Other Grants	4	-	(4)	-100.00%
Total recurrent grants	10,061	8,322	(1,739)	-17.29%
Non-recurrent - State Government				
Strategic planning	38	-	(38)	-100.00%
Emergency & disaster management	4,275	2,498	(1,777)	-41.57%
LEAPing into Safer Communities	30	30	0	0.00%
Victorian Health Promotion	50	-	(50)	-100.00%
Business Acceleration	-	150	150	
Other grants	16	-	(16)	-100.00%
Total non-recurrent grants	4,409	2,678	(1,731)	-39.26%
Total operating grants	14,470	11,000	(3,470)	-23.98%
(b) Capital grants				
Recurrent - Commonwealth Government				
Roads to recovery	3,387	2,532	(855)	-25.24%
Recurrent - State Government				
Add additional grants by type as appropriate	-	-	0	
Total recurrent grants	3,387	2,532	(855)	-25.24%
Non-recurrent - Commonwealth Government				
Local Roads & Community Infrastructure	233	-	(233)	-100.00%
Non-recurrent - State Government				
Flood Recovery - Chinamans Bridge	-	1,500	1,500	
Euroa Lawn Tennis Club	-	130	130	
Road Safety Improvements	1,779	-	(1,779)	-100.00%
Greening Euroa	-	183	183	
Total non-recurrent grants	2,012	1,814	(199)	-9.88%
Total capital grants	5,400	4,346	(1,054)	-19.52%
Total grants	19,870	15,346	(4,524)	-22.77%

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4.1.5 Contributions

	Forecast Actual 2025/26 \$'000	Budget 2026/27 \$'000	Change	
			\$'000	%
Monetary	522	346	(175)	-33.56%
Non-monetary	-	-	0	
Total contributions	522	346	(175)	-33.56%

4.1.6 Other income

	Forecast Actual 2025/26 \$'000	Budget 2026/27 \$'000	Change	
			\$'000	%
Interest on investments	346	350	4	1.16%
Interest on rates	276	285	8	3.04%
Diesel rebate	89	89	0	0.00%
Income protection recovery	75	75	0	0.00%
Other income	143	151	8	5.54%
Total other income	928	949	20	2.19%

4.1.7 Employee costs

	Forecast Actual 2025/26 \$'000	Budget 2026/27 \$'000	Change	
			\$'000	%
Wages and salaries	12,809	13,143	334	2.61%
WorkCover	443	372	(70)	-15.90%
Superannuation	1,583	1,684	101	6.40%
Fringe benefits tax	150	125	(25)	-16.67%
Other	312	323	10	3.28%
Total employee costs	15,298	15,648	350	2.29%

There are additional expenditures of \$401k (2025/26 forecast) and \$414k (2026/27 Budget) for Bushfire Recovery activities.

4.1.8 Materials and services

	Forecast Actual 2025/26 \$'000	Budget 2026/27 \$'000	Change	
			\$'000	%
Building maintenance	539	654	115	21.30%
General maintenance	4,920	4,301	(619)	-12.59%
Utilities	322	322	0	0.00%
Office administration and service delivery	3,659	2,965	(694)	-18.95%
Information technology	1,367	1,209	(158)	-11.58%
Insurance	685	804	119	17.37%
Consultants and professional services	1,586	971	(615)	-38.78%
Legal fees	224	182	(42)	-18.80%
Emergency expense	4,534	2,123	(2,411)	-53.18%
Waste management	2,816	3,330	514	18.27%
Operational efficiency target	-	(320)	(320)	-100.00%
Total materials and services	20,652	16,541	(4,111)	-19.91%

There are additional expenditures of \$3,874k (2025/26 forecast) and \$2,084k (2026/27 Budget) for Bushfire Recovery activities.

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4.1.9 Depreciation

	Forecast Actual 2025/26 \$'000	Budget 2026/27 \$'000	Change	
			\$'000	%
Property	1,162	1,162	0	0.00%
Plant & equipment	588	583	(5)	-0.85%
Infrastructure	7,056	7,056	0	0.00%
Total depreciation	8,807	8,802	(5)	-0.06%

4.1.10 Amortisation - Intangible assets

	Forecast Actual 2025/26 \$'000	Budget 2026/27 \$'000	Change	
			\$'000	%
Intangible assets	100	100	0	0.00%
Total amortisation - intangible assets	100	100	0	0.00%

4.1.11 Depreciation - Right of use assets

	Forecast Actual 2025/26 \$'000	Budget 2026/27 \$'000	Change	
			\$'000	%
Right of use assets	244	244	0	0.00%
Total depreciation - right of use assets	244	244	0	0.00%

4.1.12 Other expenses

Add additional tables for each material component of the Comprehensive Income Statement

	Forecast Actual 2025/26 \$'000	Budget 2026/27 \$'000	Change	
			\$'000	%
Auditors' remuneration - external	63	56	(7)	-11.11%
Auditors' remuneration - internal	54	55	1	1.85%
Councillors' allowances	270	289	19	6.98%
Other Councillor expenses	140	54	(87)	-61.84%
Election expenses	16	-	(16)	-100.00%
Total other expenses	543	453	(90)	-16.54%

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4.2 Balance Sheet

4.2.1 Assets

Total assets value is expected to increase by \$1.54 million. Investment in property, infrastructure, plant and equipment is expected to increase by \$3.39 million while total current assets are expected to decrease by \$1.60 million.

4.2.2 Liabilities

Liabilities are expected to be maintained at current level in 2026-27. Borrowings are expected to decrease due to repayments.

4.2.3 Borrowings

The table below shows information on borrowings specifically required by the Regulations.

	Forecast	Budget	Projections		
	Actual	2026/27	2027/28	2028/29	2029/30
	2025/26				
	\$	\$	\$	\$	\$
Amount borrowed as at 30 June of the prior year	3,171	2,994	2,807	2,611	2,405
Amount proposed to be borrowed	0	0	0	0	0
Amount projected to be redeemed	(177)	(186)	(196)	(206)	(217)
Amount of borrowings as at 30 June	2,994	2,807	2,611	2,405	2,188

4.2.4 Leases by category

As a result of the introduction of AASB 16 Leases, right-of-use assets and lease liabilities have been recognised as outlined in the table below.

	Forecast	Budget
	Actual	2026/27
	2025/26	
	\$	\$
Right-of-use assets		
Plant and equipment	1,228	984
Total right-of-use assets	1,228	984
Lease liabilities		
Current lease liabilities		
Plant and equipment	233	174
Total current lease liabilities	233	174
Non-current lease liabilities		
Plant and equipment	1,027	853
Total non-current lease liabilities	1,027	853
Total lease liabilities	1,260	1,027

Where the interest rate applicable to a lease is not expressed in the lease agreement, Council applies the average incremental borrowing rate in the calculation of lease liabilities. The current incremental borrowing rate is 4.42 per cent.

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4.3 Statement of changes in Equity

4.3.1 Reserves

There are no material changes.

4.3.2 Equity

The movement in equity reflects the budgeted operating surplus for 2025-26.

4.4 Statement of Cash Flows

4.4.1 Net cash flows provided by/used in operating activities

Net cash provided by operating activities is budgeted to be \$10.79 million.

4.4.2 Net cash flows provided by/used in investing activities

Net cash used in the investing activities is budgeted to be \$11.70 million. This includes capital works program spending \$13.00 million.

4.4.3 Net cash flows provided by/used in financing activities

Financing activities budgeted to be outflow of \$0.61 million. This includes repayment of borrowings.

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4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2026-27 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

4.5.1 Summary

	Forecast Actual 2025/26 \$'000	Budget 2026/27 \$'000	Change \$'000	%
Property	640	924	284	44.3%
Plant and equipment	2,596	1,879	(718)	-27.6%
Infrastructure	9,320	10,375	1,055	11.3%
Total	12,557	13,178	621	4.9%

	Project Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
Property	924	178	546	200	-	130	31	762	-
Plant and equipment	1,879	100	1,779	-	-	-	240	1,639	-
Infrastructure	10,375	77	9,469	828	-	4,215	-	6,159	-
Total	13,178	355	11,794	1,028	-	4,346	271	8,560	-

*Total projects cost (\$13,177,550) include new projects (\$10,177,510) and carry forward projects from 2025-26 financial year (\$3,000,040).

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4.5.2 Current Budget

Capital Works Area	Project Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY									
Buildings									
Community facilities	416	-	416	-	-	130	31	254	-
Council offices	80	-	80	-	-	-	-	80	-
Caravan park	60	60	-	-	-	-	-	60	-
TOTAL PROPERTY	556	60	496	-	-	130	31	394	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Plant and equipment	1,550	-	1,550	-	-	-	240	1,310	-
Computers and telecommunications									
Information technology	229	-	229	-	-	-	-	229	-
Intangibles	100	100	-	-	-	-	-	100	-
TOTAL PLANT AND EQUIPMENT	1,879	100	1,779	-	-	-	240	1,639	-

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Capital Works Area	Project Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
INFRASTRUCTURE									
Roads									
Reseals	1,703	-	1,703	-	-	1,332	-	371	-
Reseal preparation	378	-	378	-	-	300	-	78	-
Rehabilitation	547	-	547	-	-	500	-	47	-
Resheets	736	-	736	-	-	400	-	336	-
Special Charges Scheme	50	-	50	-	-	-	-	50	-
Various locations identified on priority	310	-	310	-	-	-	-	310	-
Bridges									
Bridges & Major Culverts Program	250	-	250	-	-	-	-	250	-
Kirwans Bridge	290	-	290	-	-	-	-	290	-
Chinamans Bridge	1,500	-	1,500	-	-	1,500	-	-	-
Footpaths and Cycleways									
Footpaths and Cycleways Program	392	77	315	-	-	-	-	392	-
Drainage									
Pit & Pipe Replacement Program	680	-	80	600	-	-	-	680	-
Parks, Open Space and Streetscapes									
Parks and Open Space Program	723	-	713	10	-	-	-	723	-
Greening Euroa	183	-	183	-	-	183	-	-	-
TOTAL INFRASTRUCTURE	7,743	77	7,056	610	-	4,215	-	3,527	-
TOTAL NEW CAPITAL WORKS	10,178	237	9,331	610	-	4,346	271	5,560	-

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4.5.3 Works carried forward from the 2025-26 year

Capital Works Area	Project Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY									
Buildings									
Community facilities	250	-	50	200	-	-	-	250	-
Caravan park	118	118	-	-	-	-	-	118	-
TOTAL PROPERTY	368	118	50	200	-	-	-	368	-
INFRASTRUCTURE									
Bridges									
Chinamans Bridge	1,100	-	1,100	-	-	-	-	1,100	-
Kirwans Bridge	710	-	710	-	-	-	-	710	-
Footpaths and Cycleways									
Footpaths and Cycleways Program	-	-	-	-	-	-	-	-	-
Drainage									
Pit & Pipe Replacement Program	305	-	125	180	-	-	-	305	-
Parks, Open Space and Streetscapes									
Parks and Open Space	517	-	479	38	-	-	-	517	-
TOTAL INFRASTRUCTURE	2,632	-	2,414	218	-	-	-	2,632	-
TOTAL CARRIED FORWARD CAPITAL WORKS 2025-26	3,000	118	2,464	418	-	-	-	3,000	-

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**Summary of Planned Capital Works Expenditure
For the years ending 30 June 2028, 2029 & 2030**

2027/28	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Buildings	360	60	300	0	0	360	0	0	360	0
Total Property	360	60	300	0	0	360	0	0	360	0
Plant and Equipment										
Plant, machinery and equipment	969	0	969	0	0	969	0	240	729	0
Computers and telecommunications	336	100	236	0	0	336	0	0	336	0
Total Plant and Equipment	1,305	100	1,205	0	0	1,305	0	240	1,065	0
Infrastructure										
Roads	4,628	0	4,628	0	0	4,628	3,532	0	1,096	0
Bridges	400	0	400	0	0	400	0	0	400	0
Footpaths and cycleways	394	79	315	0	0	394	0	0	394	0
Drainage	482	0	82	0	400	482	0	0	482	0
Recreational, leisure and community facilities	0	0	0	0	0	0	0	0	0	0
Parks, open space and streetscapes	691	0	691	0	0	691	0	0	691	0
Total Infrastructure	6,596	79	6,117	0	400	6,596	3,532	0	3,064	0
Total Capital Works Expenditure	8,261	239	7,622	0	400	8,261	3,532	240	4,489	0

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2028/29	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Buildings	360	60	300	0	0	360	0	0	360	0
Total Property	360	60	300	0	0	360	0	0	360	0
Plant and Equipment										
Plant, machinery and equipment	919	0	919	0	0	919	0	240	679	0
Computers and telecommunications	344	100	244	0	0	344	0	0	344	0
Total Plant and Equipment	1,263	100	1,163	0	0	1,263	0	240	1,023	0
Infrastructure										
Roads	4,666	0	4,666	0	0	4,666	3,532	0	1,134	0
Bridges	400	0	400	0	0	400	0	0	400	0
Footpaths and cycleways	395	80	315	0	0	395	0	0	395	0
Drainage	384	0	84	0	300	384	0	0	384	0
Parks, open space and streetscapes	875	0	875	0	0	875	0	0	875	0
Total Infrastructure	6,720	80	6,340	0	300	6,720	3,532	0	3,188	0
Total Capital Works Expenditure	8,343	240	7,803	0	300	8,343	3,532	240	4,571	0

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2029/30	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Buildings	248	60	188	0	0	248	0	0	248	0
Total Property	248	60	188	0	0	248	0	0	248	0
Plant and Equipment										
Plant, machinery and equipment	900	0	900	0	0	900	0	242	658	0
Computers and telecommunications	500	100	400	0	0	500	0	0	500	0
Total Plant and Equipment	1,400	100	1,300	0	0	1,400	0	242	1,158	0
Infrastructure										
Roads	4,644	0	4,644	0	0	4,644	3,026	0	1,618	0
Bridges	400	0	400	0	0	400	0	0	400	0
Footpaths and cycleways	202	0	119	83	0	202	0	0	202	0
Drainage	411	0	91	0	320	411	0	0	411	0
Parks, open space and streetscapes	678	0	468	0	210	678	0	0	678	0
Total Infrastructure	6,335	0	5,722	83	530	6,335	3,026	0	3,309	0
Total Capital Works Expenditure	7,982	160	7,209	83	530	7,982	3,026	242	4,714	0

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5. Performance and financial indicators

5a. Targeted performance indicators (Council selected)

The following table highlights Council's current and projected performance across eight targeted performance indicators selected by Council from the range of prescribed performance measures contained in the *Local Government (Planning and Reporting) Regulations 2020*. These indicators provide a useful analysis of Council's intentions and performance and should be interpreted in the context of the organisation's objectives. Results against these indicators and targets will be reported in Council's Performance Statement included in the Annual Report.

Domain / Indicator	Measure	Notes	Actual	Forecast	Target	Target Projections			Trend
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	+ / o / -
Library membership	The percentage of the population that are registered library members.	1	31.2%	32.2%	33.2%	34.2%	35.2%	36.2%	+
Cost of kerbside waste collection services	The direct cost of the kerbside waste collection services per serviced property.	2	\$503	\$469	\$532	\$545	\$559	\$573	+
Satisfaction with Council decisions	The community satisfaction rating out of 100 with how council has performed in making decisions in the best interests of the community.	3	46	46	50	51	52	53	+
Utilisation of aquatic facilities	The number of visits to aquatic facilities per head of population.	4	1.57	1.13	1.50	1.50	1.50	1.60	o
Library visits per head of population	The number of library visits per head of population.	5	4.45	4.47	4.49	4.51	4.53	4.55	+
Satisfaction with sealed local roads	The community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.	6	39	39	44	44	45	45	+
Population density per length of road	Population per kilometre of local road.	7	5.35	5.30	5.24	5.19	5.14	5.09	+
Time taken to decide planning applications	The median number of days taken between receipt of a planning application and a decision on the application.	8	57	65	65	65	65	65	o

Key to target trend:
 + increase in Council's overall targets
 o maintaining Council's overall targets
 - decrease in Council's overall targets

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5b. Targeted performance indicators (Mandatory)

The following tables highlight Council’s current and projected performance across a selection of targeted service and financial performance indicators. These indicators provide a useful analysis of Council’s intentions and performance and should be interpreted in the context of the organisation’s objectives.

The targeted performance indicators below are the prescribed performance indicators contained in Schedule 4 of the *Local Government (Planning and Reporting) Regulations 2020*. Results against these measures and targets will be reported in Council’s Performance Statement included in the Annual Report.

Targeted service performance indicators - Mandatory

Domain / Indicator	Measure	Notes	Actual	Forecast	Target	Target Projections			Trend
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	+ / o / -
Governance									
Community engagement (council decisions made and implemented with community input)	Satisfaction with the opportunities offered by Council to be consulted on or engaged in Council decisions Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	9	50	51	52	53	54	54	+
Environment									
Roads (sealed local roads are maintained and renewed to ensure a safe network)	Sealed local roads below the intervention level Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	10	81%	95%	95%	95%	95%	95%	0
Responsiveness									
Statutory planning (Councils decide on planning applications and fulfill their legislative duties in a timely manner)	Planning applications decided within the relevant required time Number of planning application decisions made within the relevant required time / Number of planning application decisions made	11	84%	88%	88%	88%	88%	88%	0
Environment									
Waste management (waste is minimised and sustainability is promoted)	Kerbside collection waste to landfill per serviced property Waste in tonnage collected from kerbside waste collection services sent to landfill / Number of serviced properties	12	0.00959	0.00911	0.00893	0.00875	0.00857	0.00840	-

Key to target trend:
 + increase in Council's overall targets
 o maintaining Council's overall targets
 - decrease in Council's overall targets

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Targeted financial performance indicators - Mandatory

Domain / Indicator	Measure	Notes	Actual	Forecast	Target	Target Projections			Trend
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	+/-
Financial management									
Liquidity (sufficient working capital and cash is available to cover expenses)	Current assets compared to current liabilities Current assets / current liabilities	13	265%	226%	199%	236%	269%	308%	+
Financial forecasting									
Asset renewal and upgrade (renewal and upgrade of assets is planned and delivered)	Asset renewal and upgrade compared to depreciation Asset renewal and upgrade expenses / Asset depreciation	14	108%	129%	146%	91%	92%	87%	-
Financial management									
Rates concentration (revenue is generated from a range of sources)	Rates compared to adjusted underlying revenue Rate revenue / adjusted underlying revenue	15	57%	54%	60%	64%	65%	66%	+
Financial management									
Expenditure and revenue level (resources are used efficiently in the delivery of services)	Expenses per property assessment Total expenses / no. of property assessments	16	\$4,857	\$5,603	\$5,053	\$4,820	\$4,829	\$4,866	0

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5c. Financial performance indicators

The following table highlights Council’s current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council’s financial position and performance and should be interpreted in the context of the organisation’s objectives.

The financial performance indicators below are the prescribed financial performance indicators contained in Part 2 of Schedule 3 of the *Local Government (Planning and Reporting) Regulations 2020*. Results against these indicators will be reported in Council’s Performance Statement included in the Annual Report.

Domain / Indicator	Measure	Notes	Actual	Forecast	Budget	Projections			Trend
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	+/-
Financial forecasting									
Indebtedness (level of long term liabilities is appropriate to the size and nature of a Council’s activities)	Non-current liabilities compared to own-source revenue Non-current liabilities / own source revenue	17	17%	20%	18%	16%	14%	12%	-
Loans and borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council’s activities)	Loans and borrowings compared to own-source revenue Interest bearing loans and borrowings / own-source revenue	18	12%	11%	10%	9%	8%	7%	-
	Loans and borrowings repayments compared to own-source revenue Interest and principal repayments on interest bearing loans and borrowings / own-source revenue	19	1%	1%	1%	1%	1%	1%	o
Population (population is a key driver of a Council’s ability to fund the delivery of services to the community)	Expenses per head of population Total expenses/ Population	20	\$3,358	\$3,825	\$3,436	\$3,198	\$3,161	\$3,141	o
	Infrastructure per head of population Value of infrastructure / Population	21	\$36,804	\$39,563	\$39,117	\$38,327	\$37,558	\$36,773	o
Revenue and grants (revenue is generated from a range of sources to fund the delivery of services to the community)	Own-source revenue per head of population Own source revenue / Population	22	\$2,238	\$2,222	\$2,273	\$2,285	\$2,323	\$2,340	+
	Recurrent grants per head of population Recurrent grants / Population	23	\$1,108	\$1,124	\$890	\$891	\$891	\$852	-
Financial management									
Liquidity (sufficient working capital and cash is available to cover expenses)	Cash compared to current liabilities Cash / current liabilities	24	150%	142%	119%	149%	182%	221%	+
Operating position (an adjusted underlying surplus is generated in the ordinary course of business)	Adjusted underlying surplus (or deficit) Adjusted underlying surplus (deficit) / Adjusted underlying revenue	25	5%	-2.8%	-0.4%	0.5%	1.8%	1.7%	+

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Domain / Indicator	Measure	Notes	Actual	Forecast	Budget	Projections			Trend
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	+ / o / -
Rates effort (rating level is set based on the community's capacity to pay)	Rates compared to property value Rate revenue / CIV of rateable properties in the municipal district	26	0.33%	0.34%	0.35%	0.35%	0.34%	0.34%	o
Expenditure and revenue level (resources are used efficiently in the delivery of services)	Average rate per property assessment General rates and municipal charges / no. of property assessments	27	\$2,476	\$2,550	\$2,579	\$2,644	\$2,734	\$2,795	+
Rates collection (rates and charges are being responsibly collected)	Rates and charges debt Unpaid rates and charges / all rates and charges	28	18%	16%	18%	18%	18%	18%	o

Key to forecast trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

5d. Additional indicators

The following table presents additional indicators that are not prescribed indicators in the *Local Government (Planning and Reporting) Regulations 2020*. These indicators are used by the Department of Treasury and Finance to conduct credit assessments of councils under the Treasury Corporation of Victoria (TCV) loans framework. Subject to these financial covenants being satisfied over the prior three years to the budget year, the budget year, and subsequent three projected financial years, a borrowing limit will be determined under the framework.

Indicator	Measure	Notes	Actual	Forecast	Budget	Projections			Trend
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	+ / o / -
TCV loans framework indicators									
Interest Cover Ratio	EBITDA : interest expenses	29	23 : 1	72 : 1	70 : 1	78 : 1	84 : 1	100 : 1	
Interest bearing liabilities to own source revenue	Interest bearing liabilities / own source revenue	30	12%	11%	10%	9%	8%	7%	

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Notes to measures**5a****1. Library membership**

We expect this measure to increase slightly each year. New Library corporation governance structure may affect the ratio.

2. Cost of kerbside waste collection services

We expect this measure to increase in line with CPI. Higher cost in 2026/27 due to estimated fuel price impacts.

3. Satisfaction with Council decisions

One of Council's key objectives in the 2025-2029 Council Plan is to improve governance, as part of the Deliver Strategic Objective.

4. Utilisation of aquatic facilities

2025/26 summer season outcome was lower than usual due to more closure days and the Longood Berrys Lane bushfire event. We expect use of aquatic facilities to rebound from next season.

5. Library visits per head of population

We expect this measure to increase slightly each year. New Library corporation governance structure may affect the ratio.

6. Satisfaction with sealed local roads

Council has initiatives underway to improve asset maintenance, which is aimed to improve the overall condition of the road network.

7. Population density per length of road

We expect this measure to decrease slightly each year, based on the estimated population growth for the municipality being higher than the change in the length of the road network.

8. Time taken to decide planning applications

We expect this measure to slightly increase and remain at same level over next four years. It may be impacted by proposed planning reforms, and increased activity after the bushfire event.

5b**9. Satisfaction with the opportunities offered by Council to be consulted on or engaged in Council decisions**

We expect a sustained increase in this indicator as our focus on meaningful community engagement, guided by our Community Engagement Policy, becomes embedded in our operations.

10. Sealed local roads below the intervention level

Council is committed to focusing on funding improved asset maintenance and understands this must be funded through capital works budgets in future years as a means of implementing our Asset Plan.

11. Planning applications decided within the relevant required time

We expect sustained improvements in this indicator, particularly given the introduction of new planning permit application software and online lodgement capabilities through our Regional Council Digital Transformation Project. New software was installed in the 2025-26 financial year and is expected to increase efficiencies.

12. Kerbside collection waste to landfill per serviced property

We expect continuous improvement in this indicator as community engagement programs continue and the rollout of the State government's mandated four bin system is completed. A 2 per cent decrease per year is estimated, in line with the commitments in Council's Kerbside Collection Services Policy.

13. Current assets compared to current liabilities

We expect to maintain working capital at current levels, with improvements in later years, as part of a multiyear plan to improve Council's financial position.

14. Asset renewal and upgrade compared to depreciation

We expect to maintain assets renewal at or above 90 per cent in the outer years. There has been a large increase in depreciation expenses after fair value revaluations in June 2025, which has decreased this ratio from the previous target of 100 per cent, as asset renewal and upgrade expenditure has not increased in the same proportion.

15. Rates compared to adjusted underlying revenue

We expect this ratio to increase given reductions in government grants in outer years, noting the higher grants in 2025-26 and 2026-27 with bushfire recovery activities, and the temporary impact of prepayment of some grants is not ongoing.

16. Expenses per property assessment

No major variance and the current expense pattern will continue with CPI increase.

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5c

17. Non-current liabilities compared to own-source revenue

We expect this ratio to improve given no new borrowings are proposed in the 2026-27 Budget, or the subsequent three financial years.

18. Loans and borrowings compared to own-source revenue

We expect this ratio to improve given no new borrowings are proposed in the 2026-27 Budget, or the subsequent three financial years.

19. Loans and borrowings repayments compared to own-source revenue

Repayments are insignificant compared to own-source revenue. We expect this ratio to improve given no new borrowings are proposed in the 2026-27 Budget, or the subsequent three financial years.

20. Expenses per head of population

No major variance is forecast in the outer years, noting there is an impact from additional bushfire recovery expenditure in the 2025-26 and 2026-27 financial years.

21. Infrastructure per head of population

No major variance and the current pattern of minor variations between capital expenditure, depreciation and disposals each year will continue, and slightly change this measure.

22. Own-source revenue per head of population

No major variance and the current expense pattern will continue.

23. Recurrent grants per head of population

We expect this to reduce given reduction in government grants, as the temporary impact of prepayment of some grants is not ongoing.

24. Cash compared to current liabilities

We expect this ratio to improve over the coming years, as part of a multiyear plan to improve Council's financial position.

25. Adjusted underlying surplus (or deficit)

We expect this ratio to improve over the coming years, as part of a multiyear plan to improve Council's financial position.

26. Rates compared to property value

No major variance is forecast and the current rates and valuation patterns will continue.

27. Average rate per property assessment

We expect this ratio to increase in line with rate cap imposed by the Minister for Local Government and the Essential Services Commission.

28. Rates and charges debt

No major variance and the current expense pattern will continue.

5d

29. Interest cover ratio

No new borrowings are proposed in the coming financial years, which is why this ratio is improving.

30. Interest bearing liabilities to own source revenue

No new borrowings are proposed in the coming financial years, which is why this ratio is improving.

Strathbogie Shire Council
Fees and charges schedule
2026-27

Draft

Strathbogie
SHIRE COUNCIL

Strathbogie Shire Council

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Fees and Charges 2026-27

6. Schedule of Fees and Charges.

This appendix presents the fees and charges of a statutory/non-statutory nature which will be charged in respect to various goods and services during the financial year 2026-27. Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation.

2026/27 - Council Fees & Charges	Fee Unit	GST Applicable	2025/26		2026/27		% Increase
			Existing Fee (Excluding GST)	Existing Fee (Including GST)	Proposed Fee (Excluding GST)	Proposed Fee (Including GST)	
Animal							
Domestic Animal Registration Fees							
Initial Registration Cat/Dog	No fee		No fee		No fee		
Entire Dog/Cat	Animal	No	212.00	212.00	220.00	220.00	3.77%
Entire Dog/Cat - Concession	Animal	No	106.00	106.00	110.00	110.00	3.77%
Desexed Dog/Cat	Animal	No	48.00	48.00	58.00	58.00	20.83%
Desexed Dog/Cat - Concession	Animal	No	24.00	24.00	29.00	29.00	20.83%
Dog/Cat Discounted Registration (Defined by Domestic Animals Act 1994)	Animal	No	48.00	48.00	58.00	58.00	20.83%
Dog/Cat Discounted Registration (Defined by Domestic Animals Act 1994) - Concession	Animal	No	24.00	24.00	29.00	29.00	20.83%
Declared dangerous, menacing or restricted breed dogs	Animal	No	430.00	430.00	440.00	440.00	2.33%
Declared Dogs-property inspection fee for dangerous, menacing or	Per hour	No	60.00	60.00	60.00	60.00	0.00%
Replacement registration tag	Animal	No	5.00	5.00	5.00	5.00	0.00%
Pound Fees							
Domestic Animals (Dogs/Cats)	Day	No	30.00	30.00	30.00	30.00	0.00%
Domestic Animals (Dogs/Cats) Release fee	Per head	No	80.00	80.00	85.00	85.00	6.25%
Livestock - Small (Guinea Pigs, Chickens, Rabbits etc)	Head/Day	No	5.00	5.00	5.00	5.00	0.00%
Livestock - Small Release fee	Per head	No	10.00	10.00	10.00	10.00	0.00%
Livestock - Medium (Sheep, Goats, alpacas etc)	Head/Day	No	25.00	25.00	25.00	25.00	0.00%
Livestock - Medium Release fee	Per head	No	55.00	55.00	55.00	55.00	0.00%
Livestock - Large (Horses, Cattle etc)	Head/Day	No	30.00	30.00	30.00	30.00	0.00%
Livestock - Large Release Fee	Per head	No	80.00	80.00	80.00	80.00	0.00%
Livestock - Administration Fee (Accounting/Advertising etc)	per event	No	155.00	155.00	160.00	160.00	3.23%
Livestock - Surrendered	Head	No	60.00	60.00	60.00	60.00	0.00%
Rehousing Fees							
Cat (any age)	Animal	No	40.00	40.00	50.00	50.00	25.00%
Dog (7 years+)	Animal	No	100.00	100.00	50.00	50.00	-50.00%
Dog (6 months to 7 years)	Animal	No	200.00	200.00	200.00	200.00	0.00%
Dog (under 6 months)	Animal	No	400.00	400.00	400.00	400.00	0.00%
Impound/Call Out Fees							
After hours staff impound/Call out fee	Per collection	No	150.00	150.00	150.00	150.00	0.00%
Transport fee	Per collection	No	Cost + 25%		Cost + 25%		
Surrender of Animals							
Suggested Donation	Animal	No	150.00	150.00	150.00	150.00	0.00%
Other Animal Fees							
Vet Fees (all animals)	Animal	Yes	Cost+25%		Cost+25%		
Microchipping Impounded animals	Animal	Yes	Cost+25%		Cost+25%		
Lost or not returned animal cage	Animal	Yes	Cost+25%		Cost+25%		
Domestic Animal Business							
Registration or Renewal		No	295.00	295.00	300.00	300.00	1.69%
Breeding and Rearing annual registration (Per 5 animals)		No	295.00	295.00	300.00	300.00	1.69%
Additional Inspections		No	145.00	145.00	150.00	150.00	3.45%
New Business Establishment Fee		No	295.00	295.00	300.00	300.00	1.69%
Dog Training Establishment		No	295.00	295.00	300.00	300.00	1.69%
Building Fees							
Domestic Building Works:							
New Dwellings up to \$180,000	App'n	Yes	3,450.00	3,795.00	4,999.00	5,498.90	44.90%
New Dwellings over \$180,000	App'n	Yes	3,800.00	4,180.00	5,500.00	6,050.00	44.74%
Additions to Dwelling, Garage, Decks, Pergolas, Fencing, Masts etc. \$0 -	App'n	Yes	1,070.00	1,177.00	2,000.00	2,200.00	86.92%
Additions over \$30,000 to \$180,000	App'n	Yes	1,580.00	1,738.00	2,500.00	2,750.00	58.23%
Industrial / Commercial							
Minor Works to \$10,000	App'n	Yes	2,600.00	2,860.00	4,000.00	4,400.00	53.85%
Minor Works \$10,000 to \$30,000 (Cost of works x 0.0145+\$2,000)	App'n	Yes	Cost of works x 0.0145+\$2,000		Cost of works x 0.0145+\$4,000		
Building Works \$30,000 to \$500,000 (Cost of works x 0.0145+\$2,000)	App'n	Yes	Cost of works x 0.0145+\$2,000		Cost of works x 0.0145+\$4,000		
Building Works above \$500,000 (cost of works x 0.0145+\$2000)	App'n	Yes	Cost of works x 0.0145+\$2,000		Cost of works x 0.0145+\$4,000		
Service Fees							
Building Permit Extension (12 Months)	App'n	Yes	260.00	286.00	400.00	440.00	53.85%
Essential Safety Measures Report per hour (Minimum 2 hour charge)	Hour	Yes	230.00	253.00	400.00	440.00	73.91%
Occupancy Inspection per hour (Minimum 2 hour charge)	Hour	Yes	230.00	253.00	400.00	440.00	73.91%
Building Permit Amendments per hour (Minimum 2 hour charge)	Hour	Yes	230.00	253.00	400.00	440.00	73.91%
Preparation of Reports per hour (Minimum 2 hour charge)	Hour	Yes	230.00	253.00	400.00	440.00	73.91%
P.O.P.E. Places Of Public Entertainment Approval	App'n	Yes	2,090.00	2,299.00	2,150.00	2,365.00	2.87%
P.O.P.E. Siting MBS approvals (Min 2 hours)	Hour	Yes	230.00	253.00	235.00	258.50	2.17%

Strathbogie Shire Council

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Fees and Charges 2026-27

2026/27 - Council Fees & Charges	Fee Unit	GST Applicable	2025/26		2026/27		% Increase
			Existing Fee (Excluding GST)	Existing Fee (Including GST)	Proposed Fee (Excluding GST)	Proposed Fee (Including GST)	
Building Regulations/Act Fees (Subject to change - fee unit value set by State Government (updated annually))							
Request for information (Reg. 51(1), (2) & (3))	3.19	No	53.60	53.60	53.60	53.60	0.00%
Legal Point of Discharge (Reg. 133(2))	14.17	No	238.20	238.20	238.20	238.20	0.00%
Report & consent for demolition (Sec. 29A)	5.75	No	96.70	96.70	96.70	96.70	0.00%
Siting Matters - Part 5	27.45	No	461.40	461.40	461.40	461.40	0.00%
Lodgement Fee (Sec 30)	8.23	No	138.30	138.30	138.30	138.30	0.00%
Build over easement (Reg 130)	n/a	No	329.60	329.60	329.60	329.60	0.00%
Septic Installations (Reg 132)	19.61	No	329.60	329.60	329.60	329.60	0.00%
Flooding (Reg 153)	19.61	No	329.60	329.60	329.60	329.60	0.00%
Designated (Reg 154)	19.61	No	329.60	329.60	329.60	329.60	0.00%
Public Protection (Reg. 116(4))	19.9	No	334.52	334.52	334.52	334.52	0.00%
Projections (differ or other) (Reg 109)	19.61	No	329.60	329.60	329.60	329.60	0.00%
Building Above/Below (Reg 134)	19.61	No	329.60	329.60	329.60	329.60	0.00%
Pool/spa registration (Reg. 147P)	2.15	No	36.10	36.10	36.10	36.10	0.00%
Pool/spa Search Fee	3.19	No	53.60	53.60	53.60	53.60	0.00%
Pool/spa Certificate of Compliance lodgement (Reg. 147X)	1.38	No	23.20	23.20	23.20	23.20	0.00%
Pool/spa Certificate of Non Compliance lodgement (Reg 147ZJ)	26.00	No	437.10	437.10	437.10	437.10	0.00%
Health Fees							
Food Premises							
Class 1 Food Premises (includes one routine inspection and audit)	Permit	No	660.00	660.00	680.00	680.00	3.03%
Class 2 Food Premises (includes one routine inspection and compliance)	Permit	No	660.00	660.00	680.00	680.00	3.03%
Class 2 with 3rd party FSP (includes one routine inspection and compliance)	Permit	No	660.00	660.00	680.00	680.00	3.03%
Class 3 Food Premises (includes one routine inspection)	Permit	No	290.00	290.00	300.00	300.00	3.45%
New Business Establishment Fee	Permit	No	50% Sched	50% Sched	50% Sched	50% Sched	
Sporting Clubs/Community Groups (not for profit)	Permit	No	65.00	65.00	65.00	65.00	0.00%
Food Vehicle & Temporary Food Stalls							
Class 2	Permit	No	370.00	370.00	380.00	380.00	2.70%
Class 3	Permit	No	230.00	230.00	240.00	240.00	4.35%
Not for Profit Groups	Permit	No	65.00	65.00	65.00	65.00	0.00%
Inspections							
Additional inspections (all categories)	Each	No	145.00	145.00	150.00	150.00	3.45%
Pre Inspection of Premise being sold (Rename Transfer Fee)	Each	No	145.00	145.00	150.00	150.00	3.45%
Priority inspection request (within 5 days)	Each	No	220.00	220.00	225.00	225.00	2.27%
Urgent inspection request (within 48 hrs)	Each	No	375.00	375.00	380.00	380.00	1.33%
Public Health & Wellbeing Act Premises							
Beauty salon, skin penetration, hairdresser or similar	Permit	No	205.00	205.00	210.00	210.00	2.44%
Category 1 Swimming Pool, as listed under 68 of the Act	Permit	No	205.00	205.00	210.00	210.00	2.44%
Prescribed Accommodation (no kitchen)	Permit	No	260.00	260.00	270.00	270.00	3.85%
New Business Establishment Fee		No	50% Sched	50% Sched	50% Sched	50% Sched	
Transfer of ownership fees							
Public Health & Wellbeing Act premises - 50% of applicable registration	Per transfer	No	50% Sched	50% Sched	50% Sched	50% Sched	
Septic Tank Application Fees (Subject to change - fee unit value set by State Government (updated annually))							
New Installation - 48.88 fee units	Permit	No	821.70	821.70	821.70	821.70	0.00%
Additional assessment cost exceeding 8.2hrs - 6.12 fee units for each hour	Permit	No	102.90	102.90	102.90	102.90	0.00%
Minor alteration - 37.25 fee units	Per application	No	626.20	626.20	626.20	626.20	0.00%
Amend a permit - 10.38 fee units	Per application	No	174.50	174.50	174.50	174.50	0.00%
Transfer a permit - 9.93 fee units	Per application	No	166.90	166.90	166.90	166.90	0.00%
Renew a Permit - 8.31 fee units	Per application	No	139.70	139.70	139.70	139.70	0.00%
Caravan Parks and Moveable Dwelling fees - Value set at fee unit price (Subject to change - fee unit value set by State Government)							
Up to 25 sites - 17 fee units		No	285.80	285.80	285.80	285.80	0.00%
26 - 50 sites - 34 fee units		No	571.60	571.60	571.60	571.60	0.00%
51 to 100 sites - 68 fee units		No	1,143.10	1,143.10	1,143.10	1,143.10	0.00%
101 to 150 sites - 103 fee units		No	1,731.40	1,731.40	1,731.40	1,731.40	0.00%
151 - 200 sites - 137 fee units		No	2,303.00	2,303.00	2,303.00	2,303.00	0.00%
201 - 250 sites - 171 fee units		No	2,874.50	2,874.50	2,874.50	2,874.50	0.00%
250 - 300 sites - 205 fee units		No	3,446.00	3,446.00	3,446.00	3,446.00	0.00%
All others above 300 - refer to schedule 2 of the Regulations for fee units							
Transfer of ownership of caravan park - 5 fee units		No	84.00	84.00	84.00	84.00	0.00%

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2026/27 - Council Fees & Charges	Fee Unit	GST Applicable	2025/26		2026/27		% Increase
			Existing Fee (Excluding GST)	Existing Fee (Including GST)	Proposed Fee (Excluding GST)	Proposed Fee (Including GST)	
Local Laws							
Permits							
Permit for Droving of livestock (New fee)	Permit	No			55.00	55.00	100.00%
Permit to graze livestock by resident owner	Permit	No	53.00	53.00	55.00	55.00	3.77%
Other Permits (Administration Fee)	Permit	No	106.00	106.00	110.00	110.00	3.77%
Annual Permits - A-Frame - footpath trading	Permit	No	106.00	106.00	110.00	110.00	3.77%
Annual Permits - Outdoor dining - footpath trading	Permit	No	175.00	175.00	180.00	180.00	2.86%
Annual Permits - Combination of A frame and outdoor dining - footpath trading	Permit	No	212.00	212.00	220.00	220.00	3.77%
Permit to trade from the road	Permit	No	106.00	106.00	110.00	110.00	3.77%
Permit to keep excess animals	Permit	No	106.00	106.00	110.00	110.00	3.77%
Permit to keep livestock in residential area	Permit	No	106.00	106.00	110.00	110.00	3.77%
Permit to use incinerators or burn in the open air	Permit	No	106.00	106.00	110.00	110.00	3.77%
Permit to operate recreational vehicle on council land	Permit	No	106.00	106.00	110.00	110.00	3.77%
Permit to occupy temporary dwellings	Permit	No	106.00	106.00	110.00	110.00	3.77%
Permit to place shipping container/s on private land	Permit	No	106.00	106.00	110.00	110.00	3.77%
Permit to busk	Permit	No	106.00	106.00	50.00	50.00	-52.83%
Permit to place a Bulk rubbish container on a road (new fee)	Permit	No			50.00	50.00	100.00%
Permit to plant trees, install garden beds or any other item on a Nature strip	Permit	No			50.00	50.00	100.00%
Permit to organise collection of money (new fee)	Permit	No			50.00	50.00	100.00%
Permit to camp on Private land (new fee)	Permit	No			110.00	110.00	100.00%
Permit to operate Recreational vehicle on Private land (new fee)	Permit	No			110.00	110.00	100.00%
Permit to allow Poultry outside of a Poultry House (new fee)	Permit	No			110.00	110.00	100.00%
Impounded Items							
Impounded vehicle reclaim	Per vehicle	No	270.00	270.00	280.00	280.00	3.70%
Towing fee recovery	Per vehicle		Cost + 25%		Cost + 25%		
Storage Fee	Per Day	No	30.00	30.00	30.00	30.00	0.00%
Impounded Items release fee (Signage, furniture, goods etc)	Per Item	No	40.00	40.00	40.00	40.00	0.00%
Placement of a skip bin on council land							
1-7 day period	Per bin	No	90.00	90.00	95.00	95.00	5.56%
7-14 day period	Per bin	No	145.00	145.00	150.00	150.00	3.45%
15-max 6 months	Per bin	No	275.00	275.00	280.00	280.00	1.82%
Fire Prevention							
Fee for council arranging to slash or mow land for fire prevention purposes			Cost + 25%		Cost + 25%		
File Retrieval							
Initial Search fee	Per file	Yes	50.00	55.00	50.00	55.00	0.00%
Electronic file retrieval	Per file	Yes	47.00	51.70	50.00	55.00	6.38%
Hard copy file retrieval	Per file	Yes	122.00	134.20	125.00	137.50	2.46%
plus scan of 1 - 50 hardcopy pages (A4 or A3) to electronic format	Per page	Yes	0.22	0.24	0.23	0.25	4.55%
plus scan of 51 - 100 hardcopy pages (A4 or A3) to electronic format	Per page	Yes	0.22	0.24	0.23	0.25	4.55%
Planning Fees							
Advertising for newspaper	Unit	Yes	198.79	218.67	204.75	225.23	3.00%
Amended Plans (Secondary Consent Application)	Unit	Yes	193.64	213.00	199.45	219.39	3.00%
Title search	Unit	Yes	67.47	74.21	69.49	76.44	3.00%
File retrievals from GRACE	Unit	Yes	102.49	112.73	105.56	116.12	3.00%
Extension of time applications	Unit	Yes	199.30	219.23	205.28	225.81	3.00%
2nd or subsequent request for extension of time	Unit	Yes	596.89	656.57	614.79	676.27	3.00%
Public Notice on site	Unit	Yes	170.50	187.55	175.62	193.18	3.00%
Request for written advice	Unit	Yes	96.50	106.15	99.40	109.33	3.00%
Public Notice \$213.50 or \$5.50 per letter	Unit	Yes	213.50	234.85	219.91	241.90	3.00%
Application for Development Plan approval	Unit	Yes	1,453.40	1,598.74	1,497.00	1,646.70	3.00%
Application to amend aDevelopment Plan	Unit	Yes	1,453.40	1,598.74	1,497.00	1,646.70	3.00%
Plan to comply	Unit	Yes	105.58	116.13	108.74	119.62	3.00%
Section 173 Agreement - administration for agreements outside of Planning Permit conditions and where a solicitor other than Council's solicitor prepares the agreement. Applicant must also pay the full costs of assessment of a Section 173 agreement by Council's solicitor.		Yes	At Cost		At Cost		
Other fees are regulated under The Planning and Environment (Fees) Regulations 2016 and to be paid to the Minister, planning authorities and the Council are available in https://www.planning.vic.gov.au/legislation-regulations-and-fees/planning-and-subdivision-fees			At Cost		At Cost		
Copy planning permit only (new fee)					100.00	110.00	100.00%
Copy planning permit and endorsed plans (new fee)					200.00	220.00	100.00%
Cinema							
Single Ticket	1 ticket	Yes	10.91	12.00	10.91	12.00	0.00%
Cinema hire fee - half day or evening	Session	Yes	241.11	265.22	248.34	273.17	3.00%
Cinema Hire – Cleaning Fee	Session	Yes	175.10	192.61	180.35	198.39	3.00%
Cinema Projectionist - out of hours (new fee)	Per Hour	Yes			41.37	45.51	100.00%

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			Existing Fee (Excluding GST)	Existing Fee (Including GST)	Proposed Fee (Excluding GST)	Proposed Fee (Including GST)	
Swimming Pools							
Family (non-resident)	Season	Yes	96.45	106.09	99.34	109.27	3.00%
Adult (non-resident)	Season	Yes	65.58	72.14	67.55	74.31	3.00%
Child (non-resident)	Season	Yes	43.40	47.74	44.70	49.17	3.00%
Adult (non-resident)	Day	Yes	5.78	6.36	5.96	6.55	3.00%
Child (non-resident)	Day	Yes	4.83	5.31	4.97	5.47	3.00%
Exclusive Use - Whole of Pool Booking Fee during standard operating hours	Per Hour	Yes	87.55	96.31	90.18	99.20	3.00%
Exclusive Use - Whole of Pool Booking Fee out of standard operating hours, week day	Per Hour	Yes	239.85	263.84	247.05	271.76	3.00%
Exclusive Use - Whole of Pool Booking Fee out of standard operating hours, Saturday or Sunday	Per Hour	Yes	254.05	279.46	261.67	287.84	3.00%
School swim program -out of standard operating hours	Per Hour	Yes	54	59.4	55.62	60.5	3.00%
Pool lane hire during pool operating hours	Per Use	Yes	25.75	28.33	26.52	29.17	3.00%
Duty Manager (out of standard operating hours)	Per Hour	Yes			60.00	66.00	100.00%
Lifeguard (out of standard operating hours)	Per Hour	Yes			55.00	60.50	100.00%
Regatta Centre Building							
Downstairs Function area - no staff - 1/2 day hire (4 hours)	1/2 Day	Yes	92.70	101.97	95.48	105.03	3.00%
Downstairs Function area - no staff - full day hire (8 hours)	Full Day	Yes	216.30	237.93	222.79	245.07	3.00%
Upstairs Conference area - no staff - 1/2 Day hire (4 hours)	1/2 Day	Yes	113.30	124.63	116.70	128.37	3.00%
Upstairs Conference area - no staff - Full Day hire (8 hours)	Full Day	Yes	221.44	243.59	228.09	250.90	3.00%
Kitchen - commercial (if selling) - 1/2 Day hire (4 hours)	1/2 Day	Yes	216.30	237.93	222.79	245.07	3.00%
Kitchen - commercial (if selling) - Full Day hire (8 hours)	Full Day	Yes	432.60	475.86	445.58	490.14	3.00%
Kitchen - private function 1/2 Day Hire (4 hours)	1/2 Day	Yes	113.30	124.63	116.70	128.37	3.00%
Kitchen - private function Full Day Hire (8 hours)	Full Day	Yes	226.60	249.26	233.40	256.74	3.00%
Boatshed (new fee)		Yes			60.00	66.00	100.00%
Boatshed - showers & toilets - 1/2 Day (4 hours)	1/2 Day	Yes	77.25	84.97	79.57	87.53	3.01%
Boatshed - showers & toilets - Full Day (8 hours)	Full Day	Yes	154.50	169.95	159.13	175.04	3.00%
Entire Regatta Centre Building not including kitchen - no staff - 1/2 Day	1/2 Day	Yes	247.20	271.92	254.61	280.07	3.00%
Entire Regatta Centre Building not including kitchen - no staff- Full Day	Full Day	Yes	494.40	543.84	509.23	560.15	3.00%
Peninsular - 1/2 Day hire (4 hours)	1/2 Day	Yes	587.10	645.81	604.71	665.18	3.00%
Peninsular - Full Day hire (8 hours)	Full Day	Yes	1,179.35	1,297.29	1,214.73	1,336.20	3.00%
Peninsular- Partial Use up to 50% (4 hours) (new fee)	1/2 Day	Yes			300.00	330.00	100.00%
Peninsular - Partial Use up to 50% (8 hours) (new fee)	Full Day	Yes			600.00	660.00	100.00%
Training Camps - Groups of 50 or less	Day	Yes	73.14	80.45	75.33	82.86	3.00%
Training Camps - Groups of more than 51	Day	Yes	145.23	159.75	149.58	164.54	3.00%
Entire Venue - no staff - Full Day hire (8 hours)	Day	Yes	1,998.20	2,198.02	2,058.15	2,263.97	3.00%
Extra Toilet Facilities	Day	Yes	532.51	585.76	548.49	603.34	3.00%
Variable Messaging Sign per day hire	Day	Yes	50.00	54.99	51.50	56.64	3.00%
Variable Messaging Sign delivery & collection fee	Day	Yes	480.00	528.00	494.40	543.84	3.00%
Regatta Centre Hire Cleaning Fee	Per Day	Yes	175.00	192.50	180.25	198.28	3.00%
Tourist Attraction Signage							
4' Standard Name Blade	Sign	Yes	224.72	247.19	231.46	254.61	3.00%
Hire Charges							
Marquee 3x3	Unit - per day	Yes	77.16	84.88	79.48	87.42	3.00%
Marquee 3x6	Unit - per day	Yes	135.02	148.52	139.07	152.98	3.00%
Portable PA System	Unit - per day	Yes	24.11	26.53	24.84	27.32	3.00%
Event Trailer	Unit - per day	Yes	48.22	53.04	49.67	54.63	3.00%
Event Application Fee (small to medium)	Permit	Yes	61.80	67.98	63.66	70.02	3.00%
Event Application Fee (Large >1000 attendants or late application)	Permit	Yes	185.40	203.94	190.96	210.06	3.00%
Event Support staff (per hour) (new fee)	Hourly	Yes			60.00	66.00	100.00%
Market on Council owned or managed land fee, up to 45 stalls	Annual	Yes	70.56	77.61	72.67	79.94	3.00%
Market on Council owned or managed land fee, more than 45 stalls	Annual	Yes	455.26	500.79	468.92	515.81	3.00%
Event and Site Inspection Fee - if applicable	Per inspection	Yes	206.00	226.60	212.18	233.40	3.00%
Major Event - exclusive use, entry fees, 1000+ patrons	Full day	Yes	1,854.00	2,039.40	1,909.62	2,100.58	3.00%
Minor Event - exclusive use, entry fees charged, less than 1000 patrons	Full day	Yes	927.00	1,019.70	954.81	1,050.29	3.00%
Council Hall Casual Booking Fee - Commercial/Private	Hourly	Yes	51.50	56.65	53.05	58.35	3.00%
Council Hall Casual Booking Fee - Not for Profit	Hourly	Yes	20.60	22.66	21.22	23.34	3.00%
Council Hall Casual Booking Fee - Not for Profit	Half Day (4 hours)	Yes	74.16	81.58	76.38	84.02	3.00%
Council Hall Casual Booking Fee - Commercial/Private	Full Day (8 hours)	Yes	309.00	339.90	318.27	350.10	3.00%
Council Hall Casual Booking Fee - Commercial/Private	Half Day (4 hours)	Yes	185.40	203.94	190.96	210.06	3.00%
Council Hall Casual Booking Fee - Not for Profit	Full Day (8 hours)	Yes	123.60	135.96	127.31	140.04	3.00%
Recreation Reserve Pavilion Booking Fee - Commercial/Private	Hourly	Yes	51.50	56.65	53.05	58.35	3.00%
Recreation Reserve Pavilion Booking Fee - Not for Profit	Hourly	Yes	20.60	22.66	21.22	23.34	3.00%
Recreation Reserve Pavilion Booking Fee - Commercial/Private	Half Day (4 hours)	Yes	185.40	203.94	190.96	210.06	3.00%
Recreation Reserve Pavilion Booking Fee - Not for Profit	Half Day (4 hours)	Yes	74.16	81.58	76.38	84.03	3.00%

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			Existing Fee (Excluding GST)	Existing Fee (Including GST)	Proposed Fee (Excluding GST)	Proposed Fee (Including GST)	
Recreation Reserve Pavilion Booking Fee - Commercial/Private	Full Day (8 hours)	Yes	309.00	339.90	318.27	350.10	3.00%
Recreation Reserve Pavilion Booking Fee - Not for Profit	Full Day (8 hours)	Yes	123.60	135.96	127.31	140.04	3.00%
Recreation Reserve Playing Field - Casual Booking Fee - Commercial/Private	Half Day (4 hours)	Yes	185.40	203.94	190.96	210.06	3.00%
Recreation Reserve Playing Field - Casual Booking Fee - Not for Profit	Half Day (4 hours)	Yes	74.16	81.58	76.39	84.02	3.00%
Recreation Reserve Playing Field - Casual Booking Fee - Commercial/Private	Full Day (8 hours)	Yes	309.00	339.90	318.27	350.10	3.00%
Recreation Reserve Playing Field - Casual Booking Fee - Not for Profit	Full Day (8 hours)	Yes	123.60	135.96	127.31	140.04	3.00%
Violet Town Recreation Reserve Playing Field and Pavilion Seasonal Bookings - Clubs	Seasonal (regular, 6+ occasions)	Yes	4,635.00	5,098.50	4,774.05	5,251.46	3.00%
Open space hire fee small commercial use (eg. Personal training)	Per use	Yes	15.00	16.50	15.45	17.00	3.00%
Artbox Hire	Unit - per hire	Yes	150.00	165.00	154.50	169.95	3.00%
Road Opening Permits (Subject to change - fee set by State Government)							
Vehicle Crossing	9.3 Units	No	156.30	156.00	160.00	160.00	2.56%
Service Connections/Other	6 Units	No	100.80	100.00	102.00	102.00	2.00%
Saleyards							
Agents Yard Fee for sale days (cattle sold per head) or Fee per sale (whichever is greater)	Per head	Yes	0.40	0.44	0.42	0.46	5.00%
NLIS Tags - Replacement tag	Per tag	Yes	63.20	69.52	65.10	71.61	3.01%
NLIS Tags - Non Reader tag	Per tag	Yes	14.48	15.93	14.91	16.40	2.97%
Scanning and Weighing	Per head	Yes	6.64	7.30	6.84	7.52	3.07%
Scanning only	Per head	Yes	2.95	3.25	3.04	3.34	2.89%
Private Weighs (Contractor)	Per head	Yes	10.00	11.00	10.30	11.33	3.00%
Private Weighs (SSC)	Per head	Yes	10.00	11.00	5.61	6.17	-43.90%
Cattle	Per head	Yes	11.72	12.90	12.07	13.28	2.92%
Sheep	Per head	Yes	0.34	0.37	0.35	0.39	2.94%
Horse/Mule/Donkey	Per head	Yes	20.60	22.66	21.22	23.34	3.01%
Alpaca	Per head	Yes	7.65	8.42	7.88	8.67	3.01%
Llama	Per head	Yes	7.65	8.42	7.88	8.67	3.01%
Truck wash	Per minute	Yes	1.25	1.38	1.28	1.41	2.40%
Fees not associated with Sales							
Sale day	Per head	Yes	11.72	12.89	12.07	13.28	2.99%
Day after Sale day (before 5.00pm)	Per head	Yes	11.72	12.89	12.07	13.28	2.99%
Use of yards as a trans-shipment point (max. 24 hours per load)	Per load	Yes	306.95	337.65	316.16	347.78	3.00%
Single Truck Operators	Per load	Yes	153.48	168.83	158.08	173.89	3.00%
Tip/Transfer Station Fees							
Commercial Garbage (Residents)	m3	Yes	65.45	72.00	104.55	115.00	59.72%
Commercial Garbage (Non - Residents)	m3	Yes	117.28	129.00	187.64	206.40	60.00%
Domestic Garbage (Residents)	m3	Yes	40.46	44.50	48.55	53.40	19.99%
Domestic Garbage (Non - Residents)	m3	Yes	82.73	91.00	132.37	145.60	60.00%
Greenwaste (Residents)	m3	Yes	20.45	22.50	21.82	24.00	6.70%
Greenwaste (Non-Residents/Commercial)	m3	Yes	26.37	29.00	30.00	33.00	13.78%
Whitegoods (Requiring degassing)	Unit	Yes	25.91	28.50	31.09	34.20	20.02%
Mattresses/Mattress Bases (all sizes) (Residents)	Unit	Yes	26.37	29.00	31.64	34.80	20.00%
Mattresses/Mattress Bases (all sizes) (Non-Residents)	Unit	Yes	53.64	59.00	59.09	65.00	10.16%
Tyres - Car (Residents)	Unit	Yes	7.73	8.50	13.64	15.00	76.50%
Tyres - Car (Non-Residents)	Unit	Yes	12.72	14.00	18.18	20.00	42.88%
Tyres - Light Truck/4WD (Residents)	Unit	Yes	15.91	17.50	22.73	25.00	42.83%
Tyres - Light Truck/4WD (Non-Residents)	Unit	Yes	21.36	23.50	27.27	30.00	27.67%
Tyres - Heavy Truck (Residents)	Unit	Yes	32.73	36.00	45.45	50.00	38.88%
Tyres - Heavy Truck (Non-Residents)	Unit	Yes	38.63	42.50	68.18	75.00	76.48%
Tyres - Tractor (Residents)	Unit	Yes	79.55	87.50	95.45	105.00	19.99%
Tyres - Tractor (Non-Residents)	Unit	Yes	93.64	103.00	145.45	160.00	55.33%
Co-mingled Recyclables - Residential (Residents)	m3		No charge		No charge		
Co-mingled Recyclables - Residential (Non-Residents)	m3	Yes	9.54	10.50	15.00	16.50	57.16%
Co-mingled Recyclables - Commercial/Business (Residents)	m3	Yes	7.73	8.50	15.00	16.50	94.10%
Co-mingled Recyclables - Commercial/Business (Non-Residents)	m3	Yes	12.72	14.00	24.00	26.40	88.62%
Gas Bottles (<9kg) (Residents)	Unit	Yes	9.36	10.30	13.64	15.00	45.68%
Gas Bottles (<9kg) (Non-Residents)	Unit	Yes	15.00	16.50	27.27	30.00	81.85%
Gas Bottles (9kg) (Residents)	Unit	Yes	12.72	14.00	13.64	15.00	7.20%
Gas Bottles (9kg) (Non-Residents)	Unit	Yes	21.36	23.50	27.27	30.00	27.67%
Gas Bottles (>9kg) (Residents)	Unit	Yes	23.18	25.50	27.27	30.00	17.63%
Gas Bottles (>9kg) (Non-Residents)	Unit	Yes	34.09	37.50	45.45	50.00	33.31%
Solar Panels	Unit	Yes			36.36	40.00	100.00%
TV's/Computers	Unit	Yes	No charge		No charge		
Soft Furnishings (couches, sofas, armchairs) (Residents)	Unit	Yes	28.18	31.00	33.82	37.20	20.02%
Soft Furnishings (couches, sofas, armchairs) (Non-Residents)	Unit	Yes	60.00	66.00	70.00	77.00	16.66%
Special Events Bin (Waste/Recycle/Organics) Supply and Empty Rate	Unit	Yes	19.09	21.00	27.27	30.00	42.84%

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			Existing Fee (Excluding GST)	Existing Fee (Including GST)	Proposed Fee (Excluding GST)	Proposed Fee (Including GST)	
Special Events Bin (Waste/Recycle/Organics) Empty Rate	Unit	Yes	19.09	21.00	27.27	30.00	42.84%
Oil Containers (commercial amounts)	Unit	Yes	1.50	1.65	1.82	2.00	21.66%
Land Information Certificate							
Statutory fee per Regulations (Subject to change - fee unit set by State Government (updated periodically by the State Government))		No	30.60	30.60	30.60	30.60	0.00%
Urgent land information certificate		No	60.00	60.00	60.00	60.00	0.00%
Duplicate rate notice fee (search per year)		No	30.50	30.50	30.50	30.50	0.00%
Rates transactions statements		No	30.50	30.50	30.50	30.50	0.00%
Freedom of Information - (Subject to change as per FOI Act - updated periodically by the State Government)							
Application Fee	2	No	33.60	33.60	34.50	34.50	2.68%
Search time - 1 hour	1 hour	No	25.50	25.50	26.00	26.00	1.96%
Search time - 2 hours	2 hours	No	51.00	51.00	52.00	52.00	1.96%
Search time - 3 hours	3 hours	No	76.50	76.50	78.00	78.00	1.96%
Supervision of Inspection - Up to 15 minutes	Per hour	No	6.40	6.40	6.60	6.60	3.12%
Supervision of Inspection - 15-30 minutes		No	12.75	12.75	13.00	13.00	1.96%
Supervision of Inspection - 45-60 minutes		No	25.50	25.50	26.00	26.00	1.96%
Photocopying	Per page	No	0.20	0.20	0.20	0.20	0.00%
Printing *							
A4 Black - Single sided	Per page	Yes	0.18	0.20	0.20	0.22	11.11%
A4 Black - Double sided	Per page	Yes	0.37	0.40	0.40	0.44	10.00%
A4 Colour - Single sided	Per page	Yes	0.73	0.80	0.80	0.88	9.59%
A4 Colour - Double sided	Per page	Yes	1.64	1.80	1.80	1.98	10.00%
A3 Black - Single sided	Per page	Yes	0.36	0.40	0.40	0.44	11.11%
A3 Black - Double sided	Per page	Yes	0.73	0.80	0.80	0.88	10.00%
A3 Colour - Single sided	Per page	Yes	1.45	1.60	1.60	1.76	10.34%
A3 Colour - Double sided	Per page	Yes	3.27	3.60	3.60	3.96	10.00%
* Printing is free for concession cards holders							
Property							
Administrative Rent	Unit	Yes	500.00	550.00	515.00	566.50	3.00%
Agreement Preparation Fee	Unit	Yes	750.00	825.00	775.00	852.50	3.33%

Draft

8.1.2 Draft Council Plan - Annual Action Plan 2026-2027

AUTHOR Director People and Governance

RESPONSIBLE DIRECTOR Director People and Governance

EXECUTIVE SUMMARY

Adopted on 17 June 2025, the 2025–2029 Council Plan is Council’s overarching strategic plan that guides Council’s direction for the four-year period. It guides Council’s work to meet community aspirations, directs resource allocation, and sets up a system to track progress and results.

The Council Plan supported by an Annual Action Plan outlines the specific actions Council will undertake each financial year to deliver the strategies, major initiatives and initiatives set out in the Council Plan 2025–2029. The Council Plan is guided by the Community Vision 2035, which reflects the community’s long-term aspirations.

Actions are clearly defined, measurable, and allocated to a responsible Directorate for delivery within the relevant financial year. Some actions may span multiple years; in these cases, they will be carried forward and refined in subsequent Annual Action Plans.

All actions align with one or more major initiatives or initiatives in the Council Plan, with progress reported to Council every six months, and final outcomes published in the Annual Report.

The draft 2026–2027 (year two) Annual Action Plan contains a total of 33 actions.

It is recommended that the draft 2026–2027 Annual Council Plan Action Plan (year two actions, 1 July 2026–30 June 2027) be released for community feedback alongside the draft 2026–2027 Budget, with a 21-day submission period closing 27 May 2026.

The Council Plan Annual Action Plan 2026-2027 is attached to this report for Council’s consideration and endorsement to be released for community feedback.

RECOMMENDATION

That Council:

- 1. Endorse the draft Council Plan Annual Action Plan 2026-2027 (year two actions 1 July 2026 to 30 June 2027) for the purpose of seeking community feedback, with the closure day for receipt of submission being 27 May 2026**
- 2. Will consider and hear (if requested) any formal submissions on the draft Council Action Plan 2026-2027 at an additional Council Meeting proposed to be held on Tuesday 9 June 2026 in the Euroa Community Conference Centre.**

PURPOSE AND BACKGROUND

The draft Council Plan Annual Action Plan 2026–2027 is presented for Council’s endorsement for the purpose of seeking community feedback, with the closure day for receipt of submission being 27 May 2026.

ISSUES, OPTIONS AND DISCUSSION

The purpose of the Annual Action Plan (Action Plan) is to communicate the actions Council will deliver each financial year to implement the Strategies, Major Initiatives and Initiatives in the Council Plan 2025-2029 (the Council Plan). The Council Plan is focused on achieving the community's long-term aspirations described in the Community Vision 2035.

The actions will be measurable and assigned to the responsible Directorate to complete during the respective financial year. Some actions may require more than one year to complete. In these circumstances these actions will be continued and updated in the following year's Annual Action Plan. Each action connects back to one or more of the major initiatives and initiatives in the Council Plan. Progress reports are provided to Council six-monthly and end of year results in the Annual Report.

A summary of the key initiatives for the 2026-2027 year include:

- Support community recovery from the 2026 Longwood Berrys Lane Fire
- Adopt the Strathbogie Shire Sports Strategy
- Determine and implement Council's priority advocacy projects and develop and implement an annual advocacy plan
- Complete the review of the Strathbogie Planning Scheme including the Municipal Planning Strategy in accordance with *Planning and Environment Act 1987*
- Adopt the Rural Residential and Land Use Strategy
- Prepare the Climate Change Action Plan 2027- 2032
- Implement the Stormwater Strategy
- Deliver Local Law No. 2
- Implement the Customer Service Charter
- Deliver the Information Communication Technology Strategy
- Undertake a community satisfaction survey
- Deliver the Gender Equality Action Plan 2026-2029.

COMMUNITY ENGAGEMENT

Deliberative engagement, required under section 55 of the Act and Council's Community Engagement Policy, informed the Council Plan 2025-2029.

Council implemented a three-stage deliberative engagement process to involve the community across the Shire, with engagement at the 'involve' level to reflect community concerns and aspirations in the options developed.

The stages of engagement were:

- a) Stage 1 - Involved on-line surveys, participation at markets and events, stakeholder workshops to gather community feedback.
- b) Stage 2 - Involved a working group consisting of eight self-nominated community residents from across the Shire to meet, consider the community feedback and recommend priorities for Council's consideration.
- c) Stage 3 – Involved seeking and considering formal submissions on the endorsed suite of integrated plans.

Activities completed included:

- Online and hard copy surveys focused on short and long-term needs and aspirations
- Stakeholder workshops with the business sector and the health, wellbeing and disability sector
- Our Community, Our Future Community Working Group held two sessions

- Community markets stalls held in each town area
- Town-based face-to-face drop-in session' discussion opportunities
- Councillor workshops
- Executive leadership and staff workshops

Community feedback is sought on the draft 2026–2027 Council Plan Annual Action Plan via the Share Strathbogie webpage, written submissions, or phone to ensure actions remain relevant.

Council will consider and hear (if requested) any formal written submissions on the draft 2026-2027 Action Plan at an additional Council Meeting proposed for 9 June 2026.

POLICY CONSIDERATIONS

Council Plan

This report is consistent with the following objectives and or actions in the 2025-2029 Council Plan:

Objective Three: Deliver

We are committed to delivering quality services and infrastructure that meets the needs of our community. We aim to strengthen the Council's governance and provide improved, customer-focused experiences.

Regional, State and National Plans, Policies and Legislation

This report is aligned with the following legislation, council policies and key strategic documents:

- *Local Government Act 2020*
- Local Government (Planning and Reporting) Regulations 2020
- *Public Health and Wellbeing Act 2008*
- *Disability Act 2006*
- *Workplace Gender Equality Act 2012*
- *Climate Change Act 2022*
- Victorian Public Health and Wellbeing Plan 2023-2027
- Community Engagement Policy
- Council Plan 2025-2029

RISK CONSIDERATIONS

This report has identified the following risk(s):

Risk(s)	Likelihood	Consequence	Rating	Mitigation Action
Council Plan is not relevant and/or responsive to any unforeseen issues or significant changes that impact our community	Low	Minimal	Low	Council Plan updated annually to ensure the plan remains relevant

LEGAL CONSIDERATIONS

Section 90 of the *Local Government Act 2020* requires Council to prepare and adopt a Council Plan of at least the next four financial years within 12 months of a general election. The Council Plan must include:

- (a) the strategic direction of the Council
- (b) strategic objectives for achieving the strategic direction
- (c) strategies for achieving the objectives for a period of at least the next four financial years
- (d) strategic indicators for monitoring the achievement of the objectives
- (e) a description of the Council's initiatives and priorities for services infrastructure and amenity
- (f) any other matters prescribed by the regulations.

The *Local Government Act 2020* is silent on the need for Council to review and update the plan.

CONFLICT OF INTEREST DECLARATION

No Council officers and/or contractors who have provided advice in relation to this report have declared a general or material conflict of interest regarding the matter under consideration.

TRANSPARENCY

Although the *Local Government Act 2020* is silent on the Council Plan review process, presenting the draft 2026-2027 actions allow community an opportunity to review the actions and make a submission for Council's consideration if required.

FINANCIAL VIABILITY CONSIDERATIONS

The review and updating of the Council Plan ensure that Council's strategic priorities and actions to be resourced where possible in the following financial year are clearly identified and communicated to the municipal community.

SUSTAINABILITY CONSIDERATIONS

Economic

Economic strategies, major initiatives, and actions form part of the Council Plan. Most are found under the strategic objective 'Sustain'. These support the economic prosperity of the municipality, with a focus on supporting businesses, the visitor economy, and advocacy to provide the key infrastructure required to support our economy.

Social

Strategic directions that create social benefits form the basis of the entire Council Plan, with most initiatives under the strategic objective 'Connect'. There are actions supporting community connectedness and advocacy for better access, health, wellbeing, and inclusion.

Environment and Climate Change

Climate change related initiatives are incorporated in the Council Plan, with an action to prepare the Climate Change Action Plan 2027-2032, initiatives to build community resilience,

and a review of the Municipal Strategic Statement. These are found under the strategic objective 'Sustain'.

INNOVATION AND CONTINUOUS IMPROVEMENT

By developing a 12-month action plan based on the Council Plan 2025–2029 and checking in with our community, we ensure that actions are still relevant.

COLLABORATION

Deliberative engagement, as required by section 55 of the Act and Council's Community Engagement Policy, informed the development of the Council Plan and its Annual Action Plan.

HUMAN RIGHTS CONSIDERATIONS

The recommendation does not limit any human rights under the Victorian *Charter of Human Rights and Responsibilities Act 2006*.

CONCLUSION

The annual action plan keeps the Council Plan 2025-29 relevant and responsive to changing community needs. As delivery of the 2025–2029 Plan progresses into year two, this report seeks approval to release the draft year two actions (1 July 2026–30 June 2027) for community feedback, closing 27 May 2026.

ATTACHMENTS

1. 202604 Draft Council Plan Action Plan 2026-2027

Strathbogie Shire Council

Annual Action Plan

2026-2027

Strathbogie
SHIRE COUNCIL



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Acknowledgement of Country

We acknowledge the Traditional Custodians of the places we live, work and play.

We recognise and respect the enduring relationship they have with their lands and waters, and we pay respects to the Elders past, present, and emerging.

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Annual Action Plan 2026-2027

The Annual Action Plan

The purpose of the Annual Action Plan (Action Plan) is to communicate the actions Council will deliver each financial year to implement the Strategies, Major Initiatives and Initiatives in the Council Plan 2025-2029 (the Council Plan). The Council Plan is focused on achieving the community's long-term aspirations described in the Community Vision 2035.

An Action Plan will be developed and adopted by Council annually and funded through the adopted Budget.

The actions will be measurable and assigned to the responsible Directorate to complete during the respective financial year. Some actions may require more than one year to complete. In these circumstances these actions will be continued and updated in the following year's Annual Action Plan. Each action connects back to one or more of the Major Initiatives and Initiatives in the Council Plan. Progress reports will be provided to Council six-monthly and end of year results in the Annual Report.

Recovery initiatives from the Longwood Berrys Lane Bushfire will be covered within a separate Recovery Plan, that includes the environment of recovery; Built, Economic, Natural, Social and Aboriginal culture and healing.

The Strathbogie Shire Community Vision 2035

We will create a thriving place to live, work, and explore – where history and Country are honoured, innovation is welcomed, our collective spirit makes us stronger, and our environment is sustained for future generations.

Council Plan 2025-2029 Strategic Objectives



CONNECT

We are committed to enhancing access for all residents, promoting healthy living, fostering connections, and providing opportunities to thrive and participate in community life.



SUSTAIN

We aim to collaborate with others foster a sustainable environment, a thriving economy, and resilient communities.



DELIVER

We are committed to delivering quality services and infrastructure that meets the needs of our community. We aim to strengthen the Council's governance and provide improved, customer-focused experiences.

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Objective One: Connect – Action Plan 2026-2027

Action	Council's Role	Initiative	Measure	Responsible Directorate	Change From 2025-26
Attract grant funding and support community grant writing	Deliver	Connect 1.3 – Support better health and wellbeing outcomes in collaboration with external service providers and agencies. Connect 1.5 – Encourage community groups to use Council's community grants program and philanthropic organisations to fund projects to support health and wellbeing benefits and community strengthening.	Total dollars received/committed through grants provided by other levels of government or philanthropic organisations for community co-contributed projects. Success rate of competitive grant applications.	Community and Planning	Ongoing
Establish the Health, Wellbeing and Disability Network to advance local programs and advocacy	Deliver Partner	Connect 1.2 – Grow relationships and networks within the community to raise awareness, support diversity, inclusion, safety and connections for those who find themselves disadvantaged, isolated, disabled, marginalised or experiencing family violence. Connect 1.3 – Support better health and wellbeing outcomes in collaboration with external service providers and agencies Connect 1.4 – Support better health and wellbeing outcomes in collaboration with external service providers and agencies	A minimum of two meetings held	Community and Planning	Ongoing (Continue now establish)
Deliver 2026-27 actions in the Health, Wellbeing and Disability Action Plan	Deliver	Connect 1.2 - Grow relationships and networks within the community to raise awareness, support diversity, inclusion, safety and connections for those who find themselves disadvantaged, isolated, disabled, marginalised or experiencing family violence. Connect 1.3 – Support better health and wellbeing outcomes in collaboration with external service providers and agencies Connect 1.4 – Support better health and wellbeing outcomes in collaboration with external service providers and agencies	Annual Health, Wellbeing and Disability Action Plan progress report presented to Council	Community and Planning	Ongoing (Year has changed)
Deliver Councillor and community engagement opportunities	Deliver	Connect 1.6 – Develop a Communications Strategy to improve transparency and promote Council Services	Minimum of five engagement opportunities delivered throughout the municipality	People and Governance	Ongoing
Review existing Memorandum of Understanding with Taungurung Land and Waters Council	Deliver	Connect 1.1 – Work with First Nations people to promote mutual respect and understanding	Review complete	Community and Planning	Carry over
Seek opportunities to collaborate with Taungurung Land and Waters Council and Yorta Yorta Nation Aboriginal Corporation on initiatives	Deliver	Connect 1.1– Work with First Nations people to promote mutual respect and understanding	Two opportunities for collaboration undertaken	Community and Planning	Ongoing

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of mutual benefit					
Continue participation in the Taungurung Local Government Forum	Partner	Connect 1.1 - Work with First Nations people to promote mutual respect and understanding Connect 1.8 – Participate in the Taungurung Local Government Forum	Participation at all meetings	Chief Executive Officer	Ongoing
Develop an annual Communications Strategy with supporting tactical plans provided quarterly	Deliver	Connect 1.6 – Develop a Communications Strategy to improve transparency and promote Council Services	Development of strategy completed, and one quarterly tactical plan delivered	Communications, Advocacy and Customer Service	Ongoing
Adopt the Strathbogie Shire Sports Strategy	Deliver	Connect 1.7 - Develop a Strathbogie Shire Sports Strategy Council's Role	Sports Strategy adopted by Council	Community and Planning	Carry over
Support community recovery from the 2026 Longwood Berrys Lane Fire	Deliver	Sustain – we aim to collaborate with others to foster a sustainable environment, a thriving economy and resilient communities.	Delivery of Recovery Plan	All	New

Objective Two: Sustain – Action Plan 2026-2027

Action	Council's Role	Initiative	Measure	Responsible Directorate	Change From 2025-26
Determine and implement Council's priority advocacy projects and develop and implement an annual advocacy plan	Deliver	Sustain 2.1 - Review, adopt and implement Council's Advocacy Plan to advocate for Council's priority projects which may include improved community infrastructure, better roads, drainage, water supply, telecommunications, power, public transport and health services. Sustain 2.4 – Pursue increased funding from the State and Federal Governments (or other funding partners)	Priority projects are identified and adopted by Council	Chief Executive Officer	Ongoing and merged two actions
Continue to participate in Goulburn Region Tourism Incorporated and support the delivery of the Goulburn Region Destination Management Plan	Partner	Sustain 2.3 – Continue to support Goulburn Region Tourism Incorporated and implement actions from the Goulburn Region Destination Management Plan	Annual visitor numbers increased and increased annual visitor spending	Community and Planning	New
Complete the review of the Strathbogie Planning Scheme including the Municipal Planning Strategy in accordance with Planning and Environment Act 1987	Deliver	Sustain 2.6 – Commence review of the Strathbogie Planning Scheme including the Municipal Planning Strategy.	Reviewed completed and presented to Council.	Community and Planning	Carry over
Adopt the Rural Residential and Land Use Strategy	Deliver	Sustain 2.2 – Implement actions from the Rural Residential Land-use Strategy and Urban Growth Strategy.	Strategy is adopted by Council.	Community and Planning	Carry over (and separated)

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Commence the implementation of a priority action from the Urban Growth Strategy	Deliver	Sustain 2.2 – Implement actions from the Rural Residential Land-use Strategy and Urban Growth Strategy.	Project underway	Community and Planning	Carry over (and separated)
Implement the interim and permanent Flood Controls in Nagambie	Deliver	Sustain 2.13 – Determine the sequence of strategic planning documents required to update the Strathbogrie Planning Scheme.	Submit planning scheme amendment to the Minister	Community and Planning	Carry over
Prepare the Climate Change Action Plan 2027- 2032	Deliver	Sustain 2.7 – Prepare Council’s Climate Change Action Plan 2027-2032.	Climate Change Action Plan adopted by Council	Sustainable Infrastructure	New
Implement the Stormwater Strategy	Deliver	Sustain 2.7 – Prepare Council’s Climate Change Action Plan 2027-2032.	Implement two initiatives	Sustainable Infrastructure	Ongoing (develop now implement)
Continue development of a Transfer Station Optimisation Plan	Deliver	Deliver 3.3 – Develop and implement a continuous service optimisation framework	Plan developed	Sustainable Infrastructure	Ongoing (commence now continue)
Review the Heatwave Plan	Deliver	Sustain 2.12 – Review Heatwave Plan	Heatwave Plan reviewed and endorsed by the Municipal Emergency Management Planning Committee	Community and Planning	New
Commence review of the Economic Development Strategy	Deliver	Sustain 2.8 – Implement actions from the Economic Development Strategy 2023-2027	Consultation commenced, and a draft plan developed	Community and Planning	New
Deliver Waste Education	Deliver	Sustain 2.10 – Reduce waste to landfill.	Minimum of two community education events	Sustainable Infrastructure	Ongoing
Deliver Local Law No. 2	Deliver	Sustain 2.9 – Protect and support community safety and amenity through the Local Law enforcement and education.	Adoption of Local Law No. 2 by Council and delivery underway	Community and Planning	Ongoing (was review, engage and deliver)

Objective Three: Deliver – Action Plan 2026-2027

Action	Council’s Role	Initiative	Measure	Responsible Directorate	Change From 2025-26
Implement the Customer Service Charter	Deliver	Connect 3.4 – Invest in information technology systems to enhance efficient and effective service delivery.	Regular quarterly metric reporting	Communications, Advocacy and Customer Service	Ongoing (develop now implement)
Commence the implementation of an asset management system	Deliver	Deliver 3.2 – Develop and implement the Asset Management Framework (including the recognition of heritage assets)	Procure and undertake user acceptance testing	Sustainable Infrastructure	Carry over
Update Asset Management Plans	Deliver	Deliver 3.2 – Develop and implement the Asset Management Framework (including the recognition of heritage assets)	Two plans updated	Sustainable Infrastructure	New

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Local Government Performance Reporting Framework annually	Deliver	Deliver 3.9 – Govern responsibly by managing finances sustainably, access legislative compliance and managing strategic risks	Reporting completed and Annual Report adopted by 31 October 2026	People and Governance	Ongoing
Annual Councillor mandatory training program	Deliver	Deliver 3.9 – Govern responsibly by managing finances sustainably, access legislative compliance and managing strategic risks	Mandatory training requirements as per regulations are delivered	People and Governance	Ongoing
Deliver the Information Communication Technology Strategy	Deliver	Deliver 3.4 – Invest in information technology systems to enhance efficient and effective service delivery	Year one actions complete	People and Governance	Ongoing (develop now deliver)
Implement customer-focused improvements to online communications platforms	Deliver	Deliver 3.3 – Develop and implement a continuous service optimisation framework. Deliver 3.4 – Invest in information technology systems to enhance efficient and effective service delivery.	System options investigated	Communications, Advocacy and Customer Service	Ongoing (Invest now Implement)
Undertake a community satisfaction survey	Deliver	Deliver 3.9 – Govern responsibly by managing finances sustainably, access legislative compliance and managing strategic risks	Survey undertaken and results provided to Council	Communications, Advocacy and Customer Service	Ongoing
Strengthen the sustainability of long-term Financial Plan	Deliver	Deliver 3.9 – Govern responsibly by managing finances sustainably, access legislative compliance and managing strategic risks	Report annually to Council through the budget document and performance statement	Chief Executive Officer	Ongoing
Deliver the Gender Equality Action Plan 2026-2029	Deliver	Deliver 3.8 – Deliver Council's Gender Equality Action Plan and implement the Victorian fair access legislation	Year one actions are complete	People and Governance	Ongoing (develop now deliver)

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 Euroa VIC 3666, Australia

Opening Hours:
 Monday to Friday, 9am to 5pm

NAGAMBIE CUSTOMER SERVICE

Address: 352 High Street
 Nagambie VIC 3608, Australia

Opening Hours:
 Monday to Friday, 9am to 4pm

9 Next Meeting

The next meeting of Strathbogie Shire Council will be held on 19 May 2026 commencing at 4:00 pm.

10 Closure of Meeting

There being no further business the meeting closed atpm.