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# Victoria's Climate Change Strategy

**2026–30**

**VICTORIA**  
Australia

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November 2025

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# Acknowledgement of Country

The Victorian Government acknowledges Traditional Owners as the original custodians of the lands, waters and sea across Victoria.

For tens of thousands of years, Traditional Owners in Victoria have practised lore, customs and languages – these practices offer knowledge systems and the foundation of a culture designed to sustainably care for Country and respond to the challenges of climate change.

In the face of colonisation and dispossession, Traditional Owner communities remain diverse and resilient, with deep and ongoing connections to Country.

We know climate change disproportionately impacts Traditional Owner communities by compounding the loss of connections to Country and by posing a risk to cultural heritage, including traditional lores, customs and practices.

The Victorian Government recognises that only Traditional Owners can speak for Country and the knowledge, know-how, skills and practices of traditional knowledge systems. Victoria is also on a pathway to Treaty, which aims to ensure Traditional Owners always have the freedom and power to make decisions that affect their communities, culture and Country.

The Victorian Government is committed to self-determination, as outlined in the Victorian Aboriginal Affairs Framework and Self-Determination Reform Framework. Traditional Owners' legal and cultural rights in Victoria are recognised through both state and federal legislation, including the *Traditional Owner Settlement Act 2010* (Vic), *Aboriginal Heritage Act 2006* (Vic), and *Charter of Human Rights and Responsibilities Act 2006* (Vic), and the *Native Title Act 1993* (Cth).

Through this strategy, the Victorian Government continues its commitment to self-determination and forming genuine partnerships with Traditional Owners and Aboriginal Communities.

# Foreword

## Victoria has come a long way since releasing our last Climate Change Strategy in 2021.



**Hon. Jacinta Allan MP**  
Premier of Victoria



**Hon. Lily D'Ambrosio MP**  
Minister for Climate Action  
Minister for Energy and Resources  
Minister for the State Electricity Commission

We've built for the future – by bringing back the SEC, to put power back in the hands of the people, with an initial \$1 billion investment in renewable energy.

We've delivered cost of living help for households – by passing nation-leading energy standards for renters and homes, and expanding bill-saving programs like the VEU.

We've put Victorian jobs and workers first – with Australia's first Gas Substitution Roadmap, to reserve gas for local industry, and help households slash their energy bills.

We've secured a better future for our kids – by bringing forward our net zero target to 2045, and enshrining this in legislation.

We're proud of our achievements and record – but we know there is still more to do.

This Climate Change Strategy 2026–30 sets a course for the next five years of our state's transition, with a firm focus on what matters most to Victorians: helping with the cost of living; building for the future; putting jobs and workers first; and protecting kids, families and communities.

It's not an exhaustive list of everything we'll do in that time – we've always made policy continuously, and we'll continue doing that. Victoria has led the nation on climate action, and we'll continue to do so.

# Net zero: A prosperous, fair and strong Victoria



## Climate action and prosperity go hand in hand

We're building a net zero economy that keeps Victoria growing – creating new jobs, attracting investment and supporting industries to stay competitive and resilient.

## A fair and people-first transition will benefit all Victorians

We're prioritising equity and inclusion on the path to net zero emissions, to ensure all workers and communities can benefit from new opportunities.

## Preparing for climate impacts protects our future

We're acting now to safeguard our communities, environment and livelihoods from climate impacts – building a stronger future for generations to come.

**Victoria's Climate Change Strategy 2026–30 is focused on what matters. It is backed by over \$8.5 billion announced since the last Climate Change Strategy in 2021, building on the \$2 billion that backed it then.**

# Victoria is leading the nation



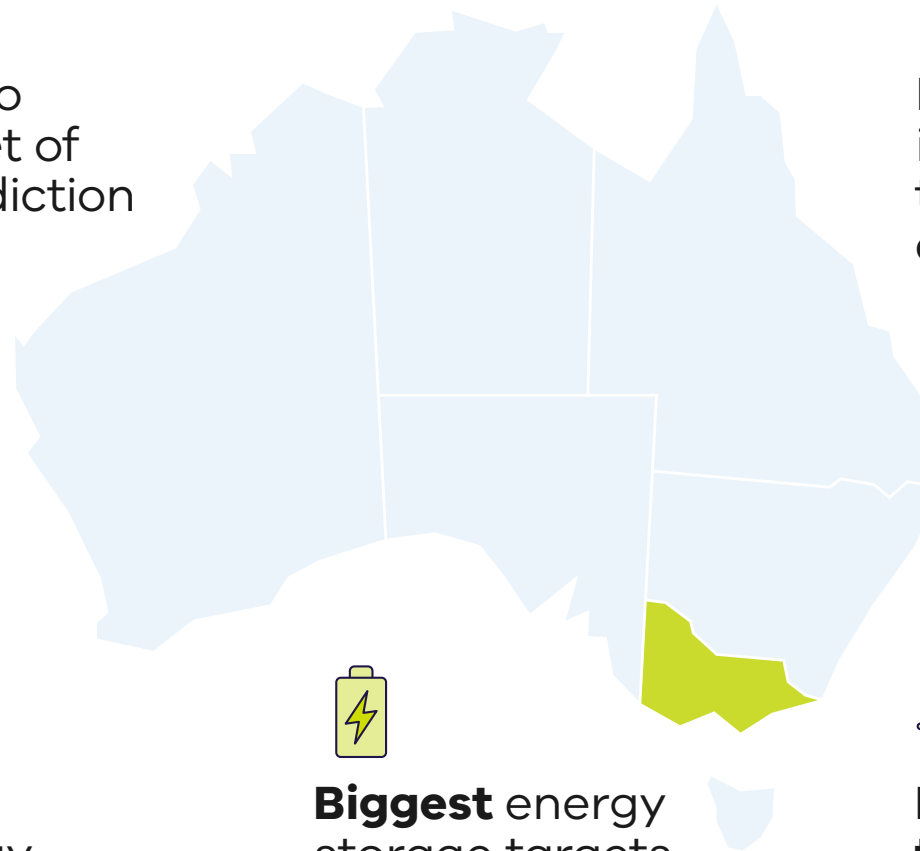
**Earliest** net zero emissions target of any major jurisdiction in Australia



Reduced emissions intensity **50% faster** than the national average since 2014



**First** jurisdiction in Australia to set a 2035 target



**First** Gas Substitution Roadmap in the nation



**Nation-leading** minimum energy standards for renters (one-third of Victorians)



**Biggest** energy storage targets in the nation by 2035

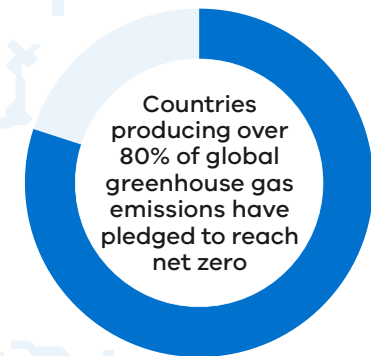
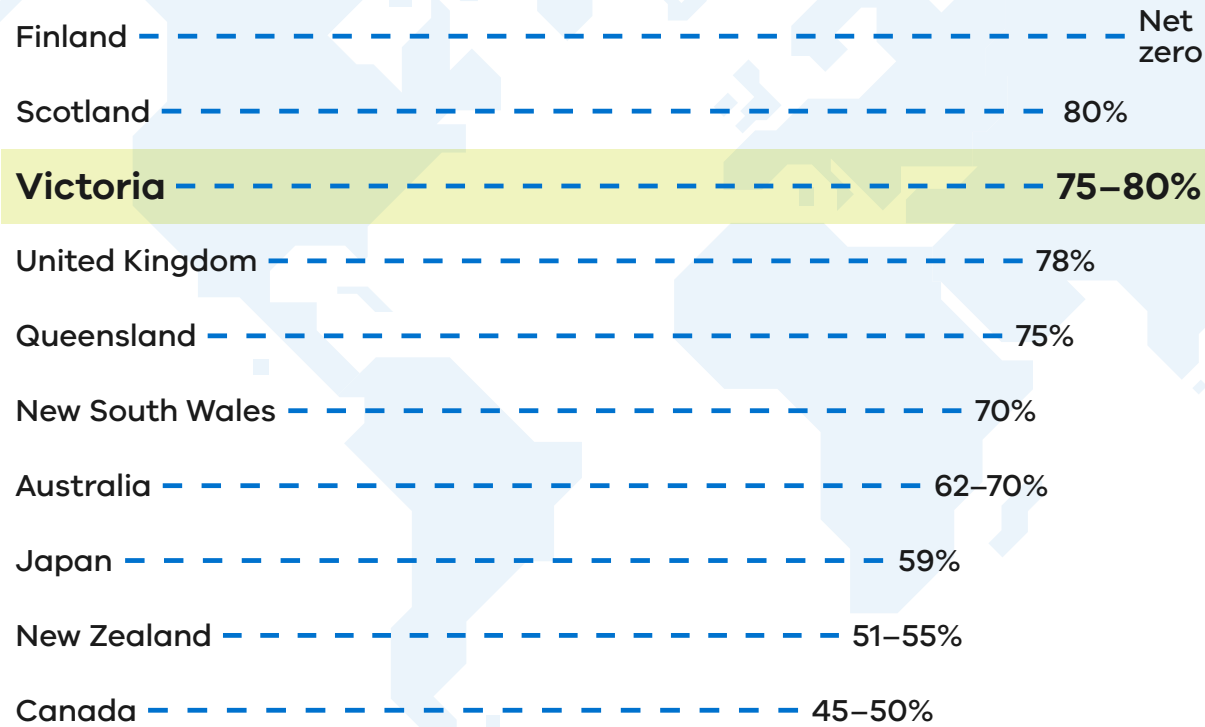


**Brought back the SEC** with a \$1 billion initial investment

# Victoria is a global leader

## Victoria is playing its part in limiting global temperature increase to 1.5°C

### 2035 targets

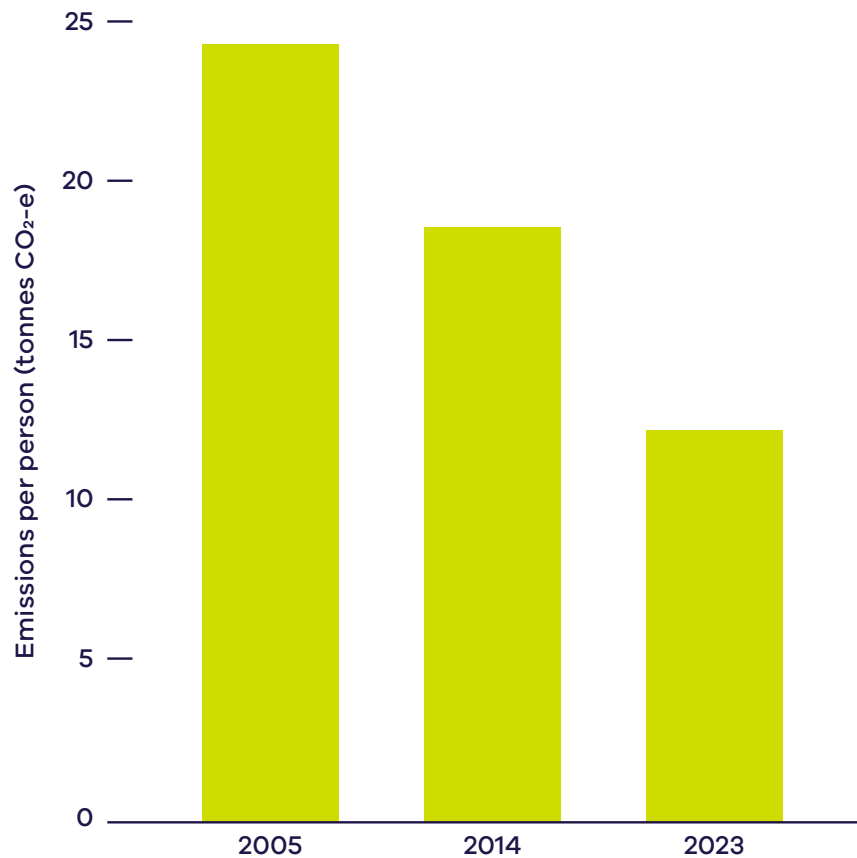



All targets have been converted to common 2005 baseline for comparison


# We're delivering results


## Halved emissions

per person since 2005



 **42%** of electricity produced by renewable energy in 2024–25, and Victorian wholesale power prices were consistently the lowest in the country

 **30%** of Victorian homes have solar installed

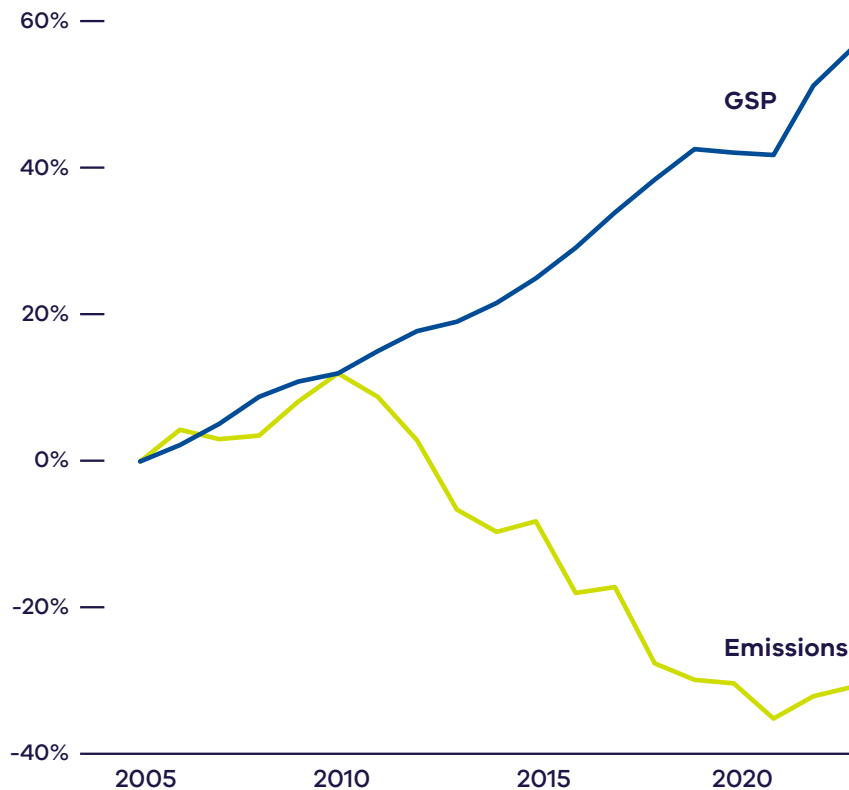
 **100%** of electricity supplied by the SEC for Victoria's public schools, hospitals, trains and other government operations is from renewable sources

 **8x more** zero emission vehicle sales compared to 2021

 **1.8 million** hectares of state forest protected by ending native timber harvesting six years early

# Supporting a thriving economy

## Our economy has grown while we've cut emissions



\*Insurance Council of Australia, 2022

## Creating future jobs and growth

### Driving economic growth

Victoria's gross state product is projected to be **\$63 billion higher** between 2022 and 2070 if Victoria meets its targets and there is strong global action.

### Delivering positive returns

Every \$1 invested to improve resilience to climate change impacts could **deliver a \$9.60 return on investment**.\*

### Creating new jobs

Victoria's energy workforce is projected to grow by **more than 60% by 2040 to 67,000 workers**.

# Climate change is impacting Victoria now

## As of 2024:



Average temperature has **increased 1.2 °C** since 1910



The number of **very hot days per decade has more than doubled** since 1986–2005



More **intense, frequent and longer heatwaves** since the 1950s



Average annual **rainfall has decreased**, but extreme rainfall events have almost doubled since 1958–1985



**Snow depth and cover have decreased** in alpine regions since the late 1950s

## If global emissions continue to increase, by the 2050s\* Victoria can expect:



Average temperature to **increase by around 1.5 °C** (1.1–1.9 °C)



Hot days **warmer by around 2 °C**



Around **40 heatwave days** each year



Increasingly **intense extreme rainfall events**, including **thunderstorms**

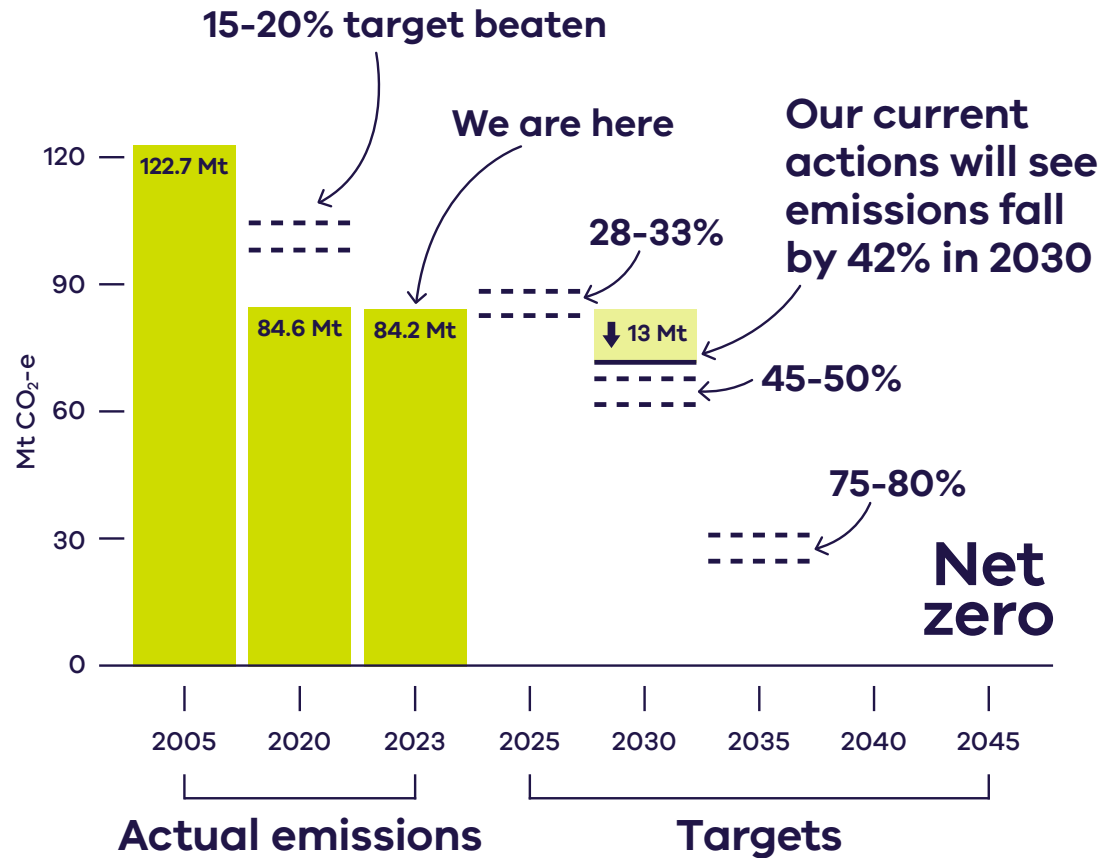


Sea level rise between **0.13 m and 0.32 m**

Find out more about **Victoria's Climate Science Reports** and **Victoria's Future Climate Tool**: [climatechange.vic.gov.au/victorias-changing-climate](https://climatechange.vic.gov.au/victorias-changing-climate)

\* CMIP6-based projections, under high emissions scenario (SSP3-7.0), compared to 1986–2005 baseline for temperature statistics and 1995–2014 baseline for sea level rise

# Achieving our ambitious targets



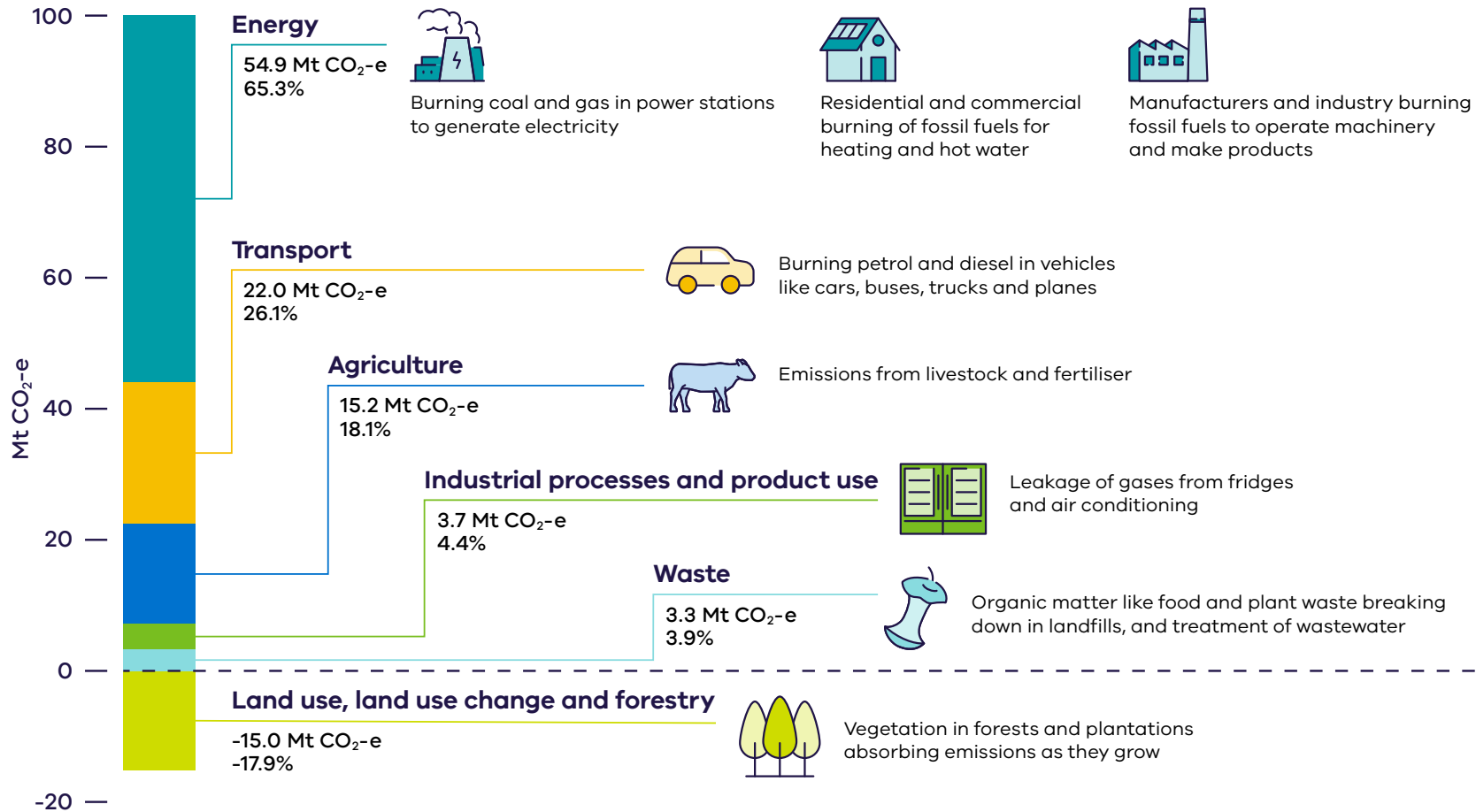
**We've reduced emissions by 31.4% and are within range of our 2025 target**

Our new emissions reduction pledges continue our strong progress – helping to meet our future targets.

Additional action by governments, communities and businesses will help us achieve our ambitious targets.

Targets refer to % below Victoria's 2005 greenhouse gas emission levels

# Where Victoria's emissions come from



Victoria publishes its latest emissions at: [climatechange.vic.gov.au/greenhouse-gas-emissions](https://climatechange.vic.gov.au/greenhouse-gas-emissions)

Figures represent latest emissions data from 2023

# Our pledges will cut emissions across sectors

## Energy

Securing affordable and reliable renewable energy for Victorian households and businesses to create jobs and lower household bills.

## Transport

Providing Victorians with greater sustainable transport options, and helping them lower their cost of living.

## Agriculture

Partnering with industry to support a profitable and productive sector that takes ambitious action on climate change.

## Waste

Building a thriving circular economy and reducing methane released from landfills.

## Industrial processes and product use

Acting locally to improve how refrigeration, air-conditioning equipment and refrigerant gases are managed, while pushing for stronger national policies for cleaner alternatives.

## Land use, land use change and forestry

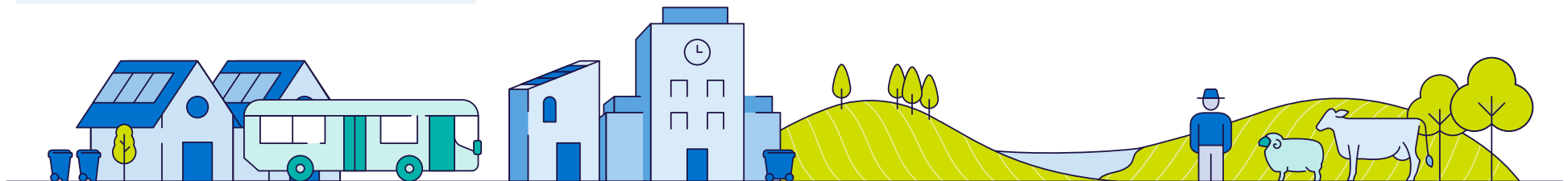
Continuing to plant millions of trees across private and public land, boosting our agricultural sector and restoring our great outdoors – including through the BushBank Program.

## Victorian Government operations

Leading by example and cutting emissions from government operations while driving action across the economy.

## 3x more emissions reductions

from our combined pledges 2026–30, than our pledges 2021–25



To find out more visit: [climatechange.vic.gov.au/victorian-government-action-on-climate-change](https://climatechange.vic.gov.au/victorian-government-action-on-climate-change)

# Focusing on what matters to Victorians

**Helping households with the cost of living and lowering costs for business**



**Putting jobs and workers first in the transition**



**Building for the future**



**Protecting kids, families and communities**



# Helping households with the cost of living and lowering costs for business

We're helping Victorians benefit from our renewable energy future.

From efficient electric homes and appliances to solar panels and zero emission vehicles, our programs are making it easier to upgrade, electrify and save.

**Solar Victoria has supported the installation of more than 324,000 rooftop solar systems and 70,000 hot water systems**



## Empowering Victorians to be part of the energy transition

### Helping households shift to solar

Victorians are embracing rooftop solar on their offices, warehouses and homes. Rooftop solar contributed almost 11% of Victoria's energy in 2024–25.

The **Solar Homes Program** is supporting Victorian households to reduce their energy bills and emissions with rebates and interest-free loans for rooftop solar and efficient hot water systems.

The **Solar for Community Housing Program** is also supporting a clean energy transition for some of Victoria's residents experiencing vulnerability and disadvantage by partnering with community housing providers to install rooftop solar panels to relieve pressures for low-income Victorians.

### Go all-electric and save

The **Gas Substitution Roadmap** is helping households and businesses shift from fossil gas to cleaner, cheaper, electric alternatives. This preserves gas for the industries that need it, putting Victorian jobs and households first.

Existing households with solar photovoltaic (PV) who fully electrify their homes can save around \$2,000 per year on their energy bills. That's why we've introduced nation-leading standards and legislation to avoid locking in expensive and polluting new gas infrastructure, and to help Victorians slash their energy bills long-term.

### Energy upgrades for homes and businesses

The **Victorian Energy Upgrades (VEU)** program helps households and businesses lower energy bills and cut emissions. Victorians can access rebates and discounts on energy-efficient products like electric appliances, weather sealing, and window glazing.

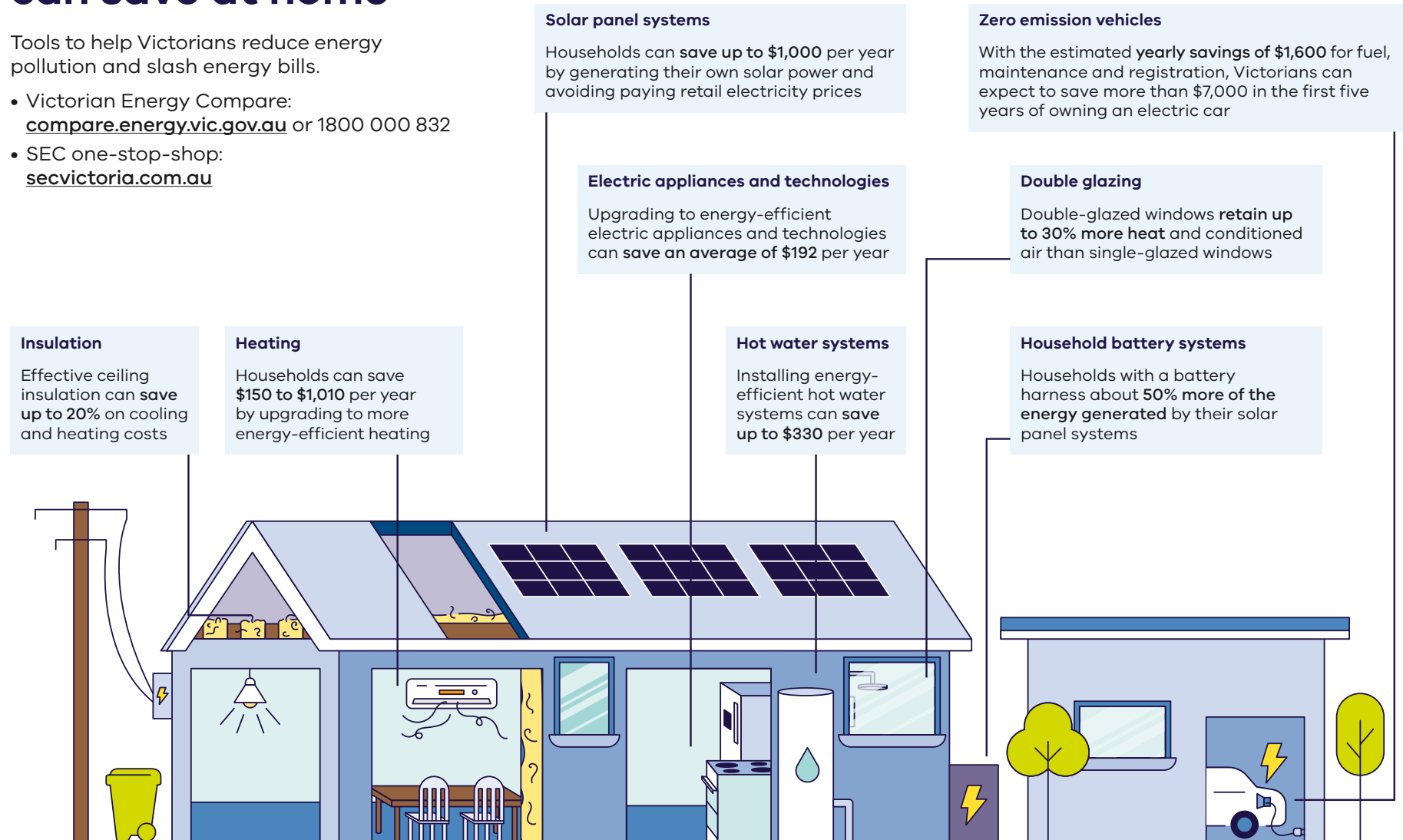
The VEU is the largest program of its kind in the country, and in 2024 alone it cut Victoria's emissions by 4.9 Mt CO<sub>2</sub>-e.

Over 2.4 million households and 180,000 businesses have participated in the VEU since 2009. Households have saved over \$2 billion on their energy bills.

# How Victorians can save at home

Tools to help Victorians reduce energy pollution and slash energy bills.

- Victorian Energy Compare: [compare.energy.vic.gov.au](http://compare.energy.vic.gov.au) or 1800 000 832
- SEC one-stop-shop: [secvictoria.com.au](http://secvictoria.com.au)





## Cheaper, more comfortable and resilient homes

### Making homes more resilient

Inefficient homes cost more to heat and cool. We're taking action to ease that pressure.

Through the **VEU** program we're helping Victorians understand their energy use and supporting the uptake of energy-efficient appliances.

In 2026, the **VEU** will also re-introduce support for ceiling insulation – helping the 60% of households in Victoria that currently have no or insufficient insulation.

By upgrading to energy-efficient products Victorians can save money while making homes healthier to live in year round.

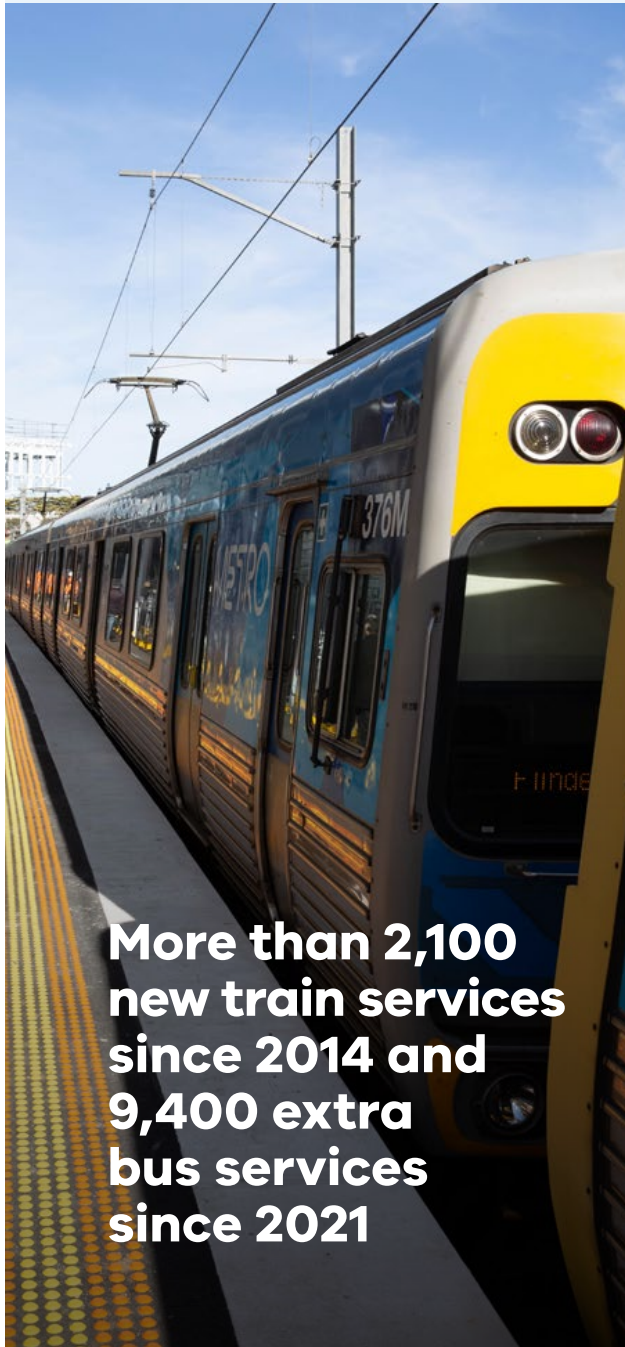
The **Energy Efficiency in Social Housing Program** will deliver over 50,000 upgrades across 23,600 properties, including replacing gas appliances with efficient electric alternatives, draught and gap sealing, ceiling insulation, gas disconnections and rooftop solar. The Victorian and Commonwealth Governments are contributing \$209.4 million through this program and the Commonwealth Government's Social Housing Energy Performance Initiative.

### Raising standards for climate-proof homes

In a nation-leading measure, Victoria introduced new **minimum rental standards** in 2025. These will deliver cheaper, cleaner and more comfortable home energy for millions of Victorians. One-third of Victorians are renters, and we know that every dollar counts.

From 1 March 2027, standards will require draught proofing, efficient shower heads, energy-efficient cooling and heating, and ceiling insulation.

Also from 1 March 2027, gas hot water systems at end-of-life must be replaced with efficient electric alternatives.



**More than 2,100 new train services since 2014 and 9,400 extra bus services since 2021**

# Affordable and sustainable transport for everyone

## Investing in public transport

Our significant investments in public transport will keep Victorians moving for decades to come – reducing congestion and emissions, boosting productivity and making it easier for people to get around.

Melbourne's trains and trams are powered with 100% renewable energy retailed by the SEC. We're now focusing on creating a cleaner, smarter bus fleet – new transport buses will be purchased as zero emission buses in accordance with the **Zero Emission Bus Transition Plan**.

We've invested \$988 million to improve our train and bus network across the state. This means a cleaner, more frequent and better service for our growing communities.

We are also delivering free public transport for under 18s, as well as free statewide travel for seniors on weekends.

The Metro Tunnel is the biggest transformation of Melbourne's rail network in more than 40 years and frees up space in the City Loop to run more trains, more often, on more lines.



Enabling 500,000 more low-emissions passenger trips per year



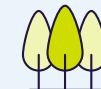
Five new world-class underground train stations



Powered with 100% renewable energy retailed by the SEC



Better access to education, hospitals, housing and jobs



8700m<sup>2</sup> of new green space and more than 500 new trees in and around station precincts will create cool, green and inviting spaces

## Encouraging walking and riding

Short car trips cost households money and congest our roads. But many of these trips can be replaced by walking or riding.

We've set a target of 25% of trips made by active transport by 2030. New, safer riding routes and pedestrian-friendly streets mean Victorians will be able to keep the car at home, stay healthy and save money.

## Supercharging our zero emission vehicles future

In 2021 we set a target for 50% of new light vehicle sales by 2030 to be zero emission vehicles (ZEVs). At the time, ZEVs made up 1.7% of new sales. We're now well on our way to meeting that target, with ZEV sales rising to 13.6% in September 2025, and Victoria having the highest share of any Australian state in the first half of 2025.

With the estimated yearly savings of \$1,600 for fuel, maintenance and registration, Victorians can expect to save more than \$7,000 in the first five years of owning an electric car.

By 2035 all Victorian Government passenger cars and vans will be ZEVs. This will reduce operating costs and emissions, while growing Victoria's second-hand ZEV market, helping Victorians make the switch.



# We've delivered 410 km of new and upgraded walking and riding paths and lanes since 2015

# Putting jobs and workers first in the transition

Victoria is one of the best places to live and work, with world-leading capabilities and a highly-skilled workforce.

Strong climate action means Victoria will see more jobs – jobs for the future, spread across all corners of the state.



**Since 2014  
Victoria has had  
the highest jobs  
growth in the  
country – nearly  
one in four jobs  
today were  
created in that  
time – while  
meeting our  
nation-leading  
climate targets**



## Creating more jobs for Victorians

### New economic opportunities

Over the past decade, Victoria has led other states in real economic growth, and business investment growth.

The **Economic Growth Statement** lays out our actions for a stronger economy and a stronger future, and our **Industry Policy** provides the framework to drive competitiveness and productivity, and build economic resilience. This protects existing strengths and positions Victoria to seize key opportunities, such as critical minerals processing, renewable energy supply chains and the circular economy.

### Boosting investment

The \$150 million **Victorian Investment Fund** will boost business investment and expand priority sectors, creating jobs and cementing Victoria as the place to do business. It includes a \$50 million regional stream dedicated to supporting fast-growing businesses to enhance economic development, generating capital investment and new jobs in regional cities and towns.

### More jobs in local industries

Victoria's energy workforce is expected to grow by more than 60% between 2025 and 2040, powered by our once-in-a-generation investment in the renewable energy transition.

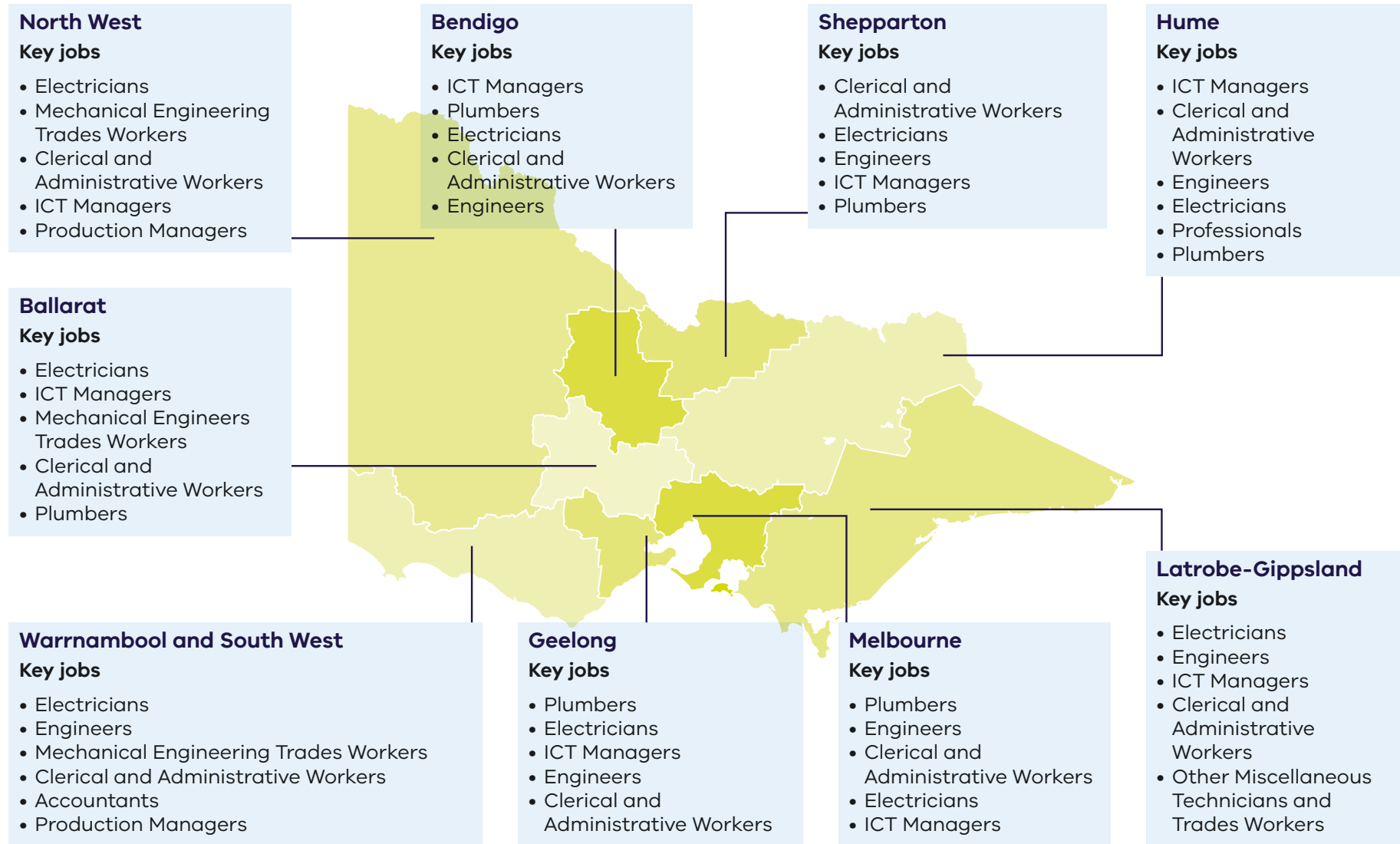
The forthcoming **Victorian Energy Jobs Plan** and the **Women in Energy Strategy** will collectively call on the energy industry, education and training sector, and governments to collaborate in tackling workforce challenges related to the energy transition. This builds on our support in the last strategy to upskill and support workers to take on clean energy jobs.

### Local critical minerals and rare earths jobs

Victoria's first **Critical Minerals Roadmap** aims to attract world-class minerals development and investors, while maintaining strong environmental standards and empowering local communities. It's a generational opportunity to establish well-paid, skilled jobs in regional Victoria and secure a world-leading role in a supply chain that is essential to the renewable energy transition.

**Our energy workforce is projected to grow to 67,000 workers in 2040**

# Renewable energy jobs across the state



Australian Bureau of Statistics (ABS) Statistical Area Level 4 (SA4)

## Investing in a skilled and inclusive workforce

With workforce development programs tailored for critical areas, fulfilling career pathways are being created for young people and mid-career workers alike.

### Supporting women in energy

The **Women in Energy Strategy** will support the full participation of women in Victoria's renewable energy transition, addressing their historically low representation in the sector.

The strategy will bring together industry, education, government, and stakeholders to tackle the key barriers facing women in the energy workforce.

### Driving energy jobs and growth with the SEC

To date, the SEC has invested in 819 MW of new generation and storage capacity, including the **Melbourne Renewable Energy Hub** and **SEC Renewable Energy Park** in Horsham. Together, these projects will deliver enough energy to power around 250,000 homes and create more than 400 full-time equivalent jobs during peak construction.

### Upskilling and reskilling trades

We're extending **Solar Victoria's training program** over the next three years. The program trains plumbers in heat pump installation, upskills the construction industry to deliver 7-star all-electric homes and mentors electricians working on rooftop solar installations and electrification.

We're also partnering with the Commonwealth Government and Plumbing Industry Climate Action Centre to support the \$40 million **National Training Centre in New Energy Skills** to reskill thousands of plumbers and gas fitters.

### Latrobe Valley's renewable energy future

We've worked with local businesses, industry groups, schools, training providers and the community in the Latrobe Valley to help navigate economic changes, starting with our support during the closure of Hazelwood Power Station in 2017. Since 2017, we've invested more than \$1.6 billion in programs and major infrastructure projects that have created jobs and improved local services, resulting in thousands more workers in Gippsland.

### Partnering with the TAFE sector

Through **Free TAFE and Skills First**, we're providing fee-free or government-subsidised access to training pathways into clean economy jobs.

The \$50 million **TAFE Clean Energy Fund** is also establishing Clean Energy Centres at TAFEs in Morwell, Warrnambool and the Asia Pacific Renewable Energy Training Centre in Ballarat.

### Growing knowledge and skills in agriculture

We're collaborating with industry to help farmers reduce emissions, enhance productivity, and improve climate resilience. This includes partnering with industry, supply chains and the Zero Net Emissions Agriculture Cooperative Research Centre to provide outreach and services that build capability on reducing emissions and carbon farming, and to demonstrate solutions on-farm.

# Helping industries towards a net zero future

We're positioning Victoria to be a leader in low-carbon production by leveraging our affordable and reliable energy supply, industrial capabilities, natural resources, skilled workforce and research expertise.

## Supporting a profitable and productive agriculture sector

Victoria is Australia's largest agricultural exporter and has its largest workforce, supporting over \$20 billion in annual exports and around 150,000 jobs. We're driving innovation in agriculture by investing in research and commercialisation of new technologies. This boosts farm productivity, supports export competitiveness and positions Victoria as a leader in climate-smart production.

## Decarbonising freight

Victoria's freight contributes \$36 billion to the state's economy and supports 240,000 jobs – more than any other state. **Victoria Delivers** is our new plan released in 2025 to meet the challenge of growing freight volumes with actions to build the foundation for a low-carbon future. It provides a clear and aligned roadmap for investment confidence in low emission vehicles and technology, and encourages the use of more freight on rail to lower emissions, traffic and road trauma, and improve productivity.

## Building Victoria's circular economy

Shifting to a circular economy will boost our state's economy by up to \$6.7 billion, help to create more than 3,900 new jobs, and establish new skills in design, repair and materials usage across Victoria.

## Sustainably growing Victoria's plantation estate and supporting farm forestry

Backed by \$190 million, we're supporting projects ranging from large-scale industrial plantations to integrated farm forestry. This includes the \$120 million **Gippsland Plantations Investment Program** – the largest single investment in plantation establishment in Victoria's history which will underpin 2,000 new and existing jobs in regional Victoria.

The **Victorian Plantations Support Program** and **Trees on Farms Program** are building the foundations for integration with agriculture, increasing adoption and market access for farm-grown timber and supporting greater uptake for carbon storage on private land.



# Building for the future

The choices we make today about how we power our homes and industries, design our communities and build our infrastructure will shape the future of Victoria for generations.

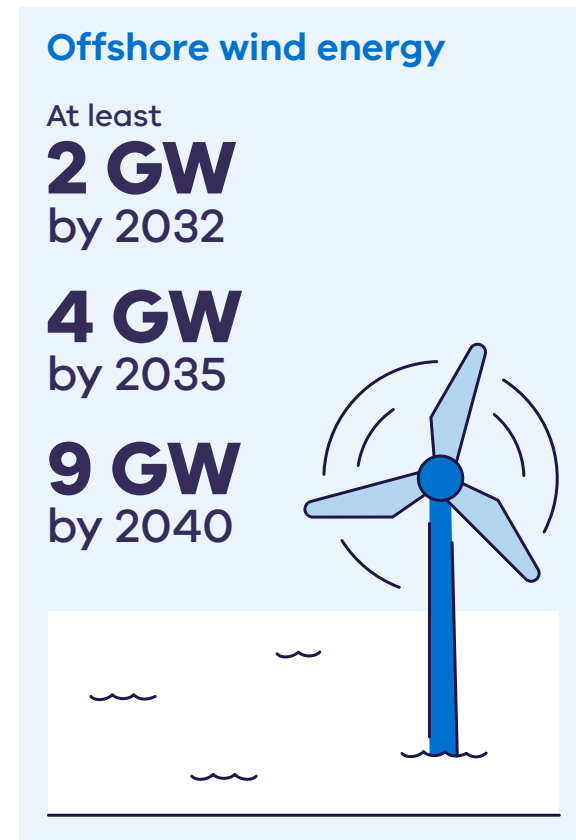
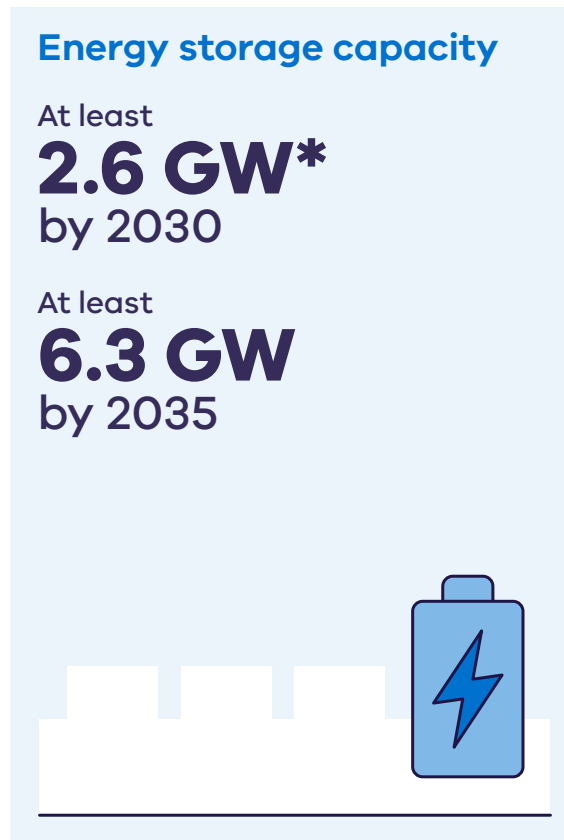
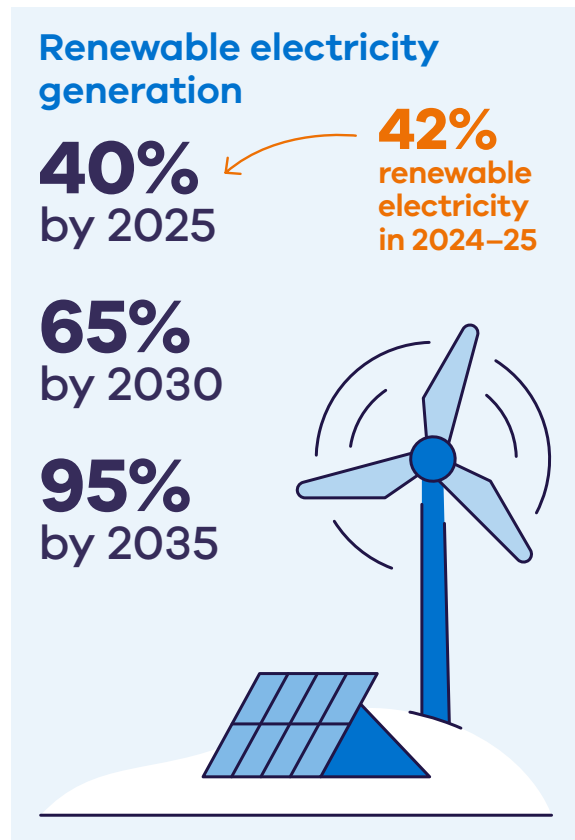
That's why we're planning and building with purpose: to create a more sustainable, connected and climate-resilient state.



# Delivering a historic investment in renewable energy

Affordable energy is the backbone of our economy – it's critical to almost everything we do. As Victoria transitions from ageing, unreliable brown coal, we must build a balance of renewable generation and storage to keep our electricity system stable and sustainable.

Victoria has met every renewable energy target it has set to date. Achieving our targets drives economic activity across the state contributing to new energy industries and more local jobs.



\* 780 MW operating and 1.8 GW of utility scale storage committed, not including households and neighbourhood batteries

# Transforming Victoria's electricity sector

## Building large-scale energy storage to support renewables

Victoria is already the home of big batteries. These batteries improve the reliability of Victoria's electricity system by providing vital energy storage.

## Developing our offshore wind energy industry

Victoria is building a thriving offshore wind sector, leading the way for Australia's first offshore wind energy projects. We've established **Offshore Wind Energy Victoria** to unlock the state's world-class offshore wind resource.

## A planned and orderly transmission network

The **Victorian Transmission Plan** is about building the new energy infrastructure we need to keep the lights on, as coal closes. It proposes the creation of renewable energy zones that signal to the community, landholders, and industry where new energy infrastructure should be developed.

## Closing coal-fired generation

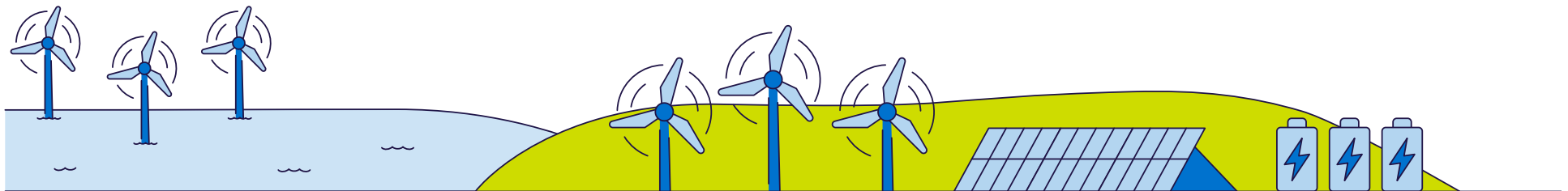
We're providing market certainty for new renewable investment with agreed closure timelines for coal-fired power plants. This certainty will help secure investment for replacement renewables and energy storage, keeping us on track to meet our renewable energy targets.

## Bringing back the SEC

The **SEC** is a government-owned renewable energy company that is investing in renewable energy generation and storage projects that help Victorians reduce their energy bills. We've allocated an initial \$1 billion towards delivering 4.5 GW of new renewable generation and storage projects by 2035. Almost 20% of this target, 819 MW, is already being built.

## Improving planning and approval processes

We're fast-tracking the transition to cheaper, cleaner renewable energy by streamlining planning and approval processes.





# Planning for our sustainable future

## Guiding sustainable growth

Our long-term vision sets a path for growth that protects the environment, strengthens communities and builds resilience to future challenges. We're planning for cities and towns to adapt to climate change by focusing on sustainable building and urban design that makes homes and workplaces more liveable.

In 2025 the Victorian Government released the **Plan for Victoria**, and the **Activity Centres Program**. Everyone should have the opportunity to live in a well-designed home, at an affordable price, in a place they can thrive. That's why we're planning for homes in and around 60 train and tram zone activity centres, encouraging more than 300,000 homes to be built close to public transport, jobs and services.

Together, these measures set Victorians up to live in communities which aren't just more sustainable, but also cheaper to live in, by providing more homes in areas with better access to walking, cycling and public transport.

## Planning and managing for climate resilience

We're investing early to embed climate resilience into our planning, design and construction to improve infrastructure and keep Victorians safe.

Recent reforms of the *Planning and Environment Act 1987* require climate change to be considered when preparing or amending planning schemes.

We're already taking direct action for a more climate resilient environment, through programs such as **More Trees for a Cooler Greener West**.

We're also seeking to embed climate considerations into government budget and procurement processes, and undertake departmental climate risk assessments to provide more resilient and reliable services to Victorians.

In 2025, the Victorian Government released its second **Climate-related Risk Disclosure Statement**. This builds transparency and supports the public to understand the Government's approach to identifying managing climate-related risks and opportunities.

## Powered by the SEC

From July 2025, the SEC is powering 5% of Victoria's electricity market. It is retailing 100% renewable electricity to the Victorian Government. This includes everything from metropolitan and regional hospitals to some of Victoria's most iconic and loved places like Flinders Street Station, Werribee Open Range Zoo, and the Royal Botanic Gardens.

# Protecting our kids, families and communities

Nothing is more important than providing a better future for our kids.

Climate change is already being felt across Victoria, but we know that future generations will feel it more. Our climate actions protect them now and tomorrow.



# Improving health and wellbeing

## Tackling climate change and its health impact

In Victoria, around half the population has already experienced climate-related health impacts such as heat-related illness. Climate change is also impacting mental health and wellbeing, especially among young people and communities that face increased stress, anxiety and trauma related to environmental changes.

We're taking a coordinated, whole-of-system approach to climate and health in collaboration with partners across government, health and community sectors.

The **Victorian Public Health and Wellbeing Plan 2023–27** recognises climate change and its impact on health as a key priority. We're taking action by reducing emissions to limit long-term health risks, building resilient communities that can adapt to climate-related challenges like extreme heat and poor air quality, and providing targeted support for those who need it most. The plan also highlights the shared benefits of climate and health action, particularly in areas like healthy eating and active living.

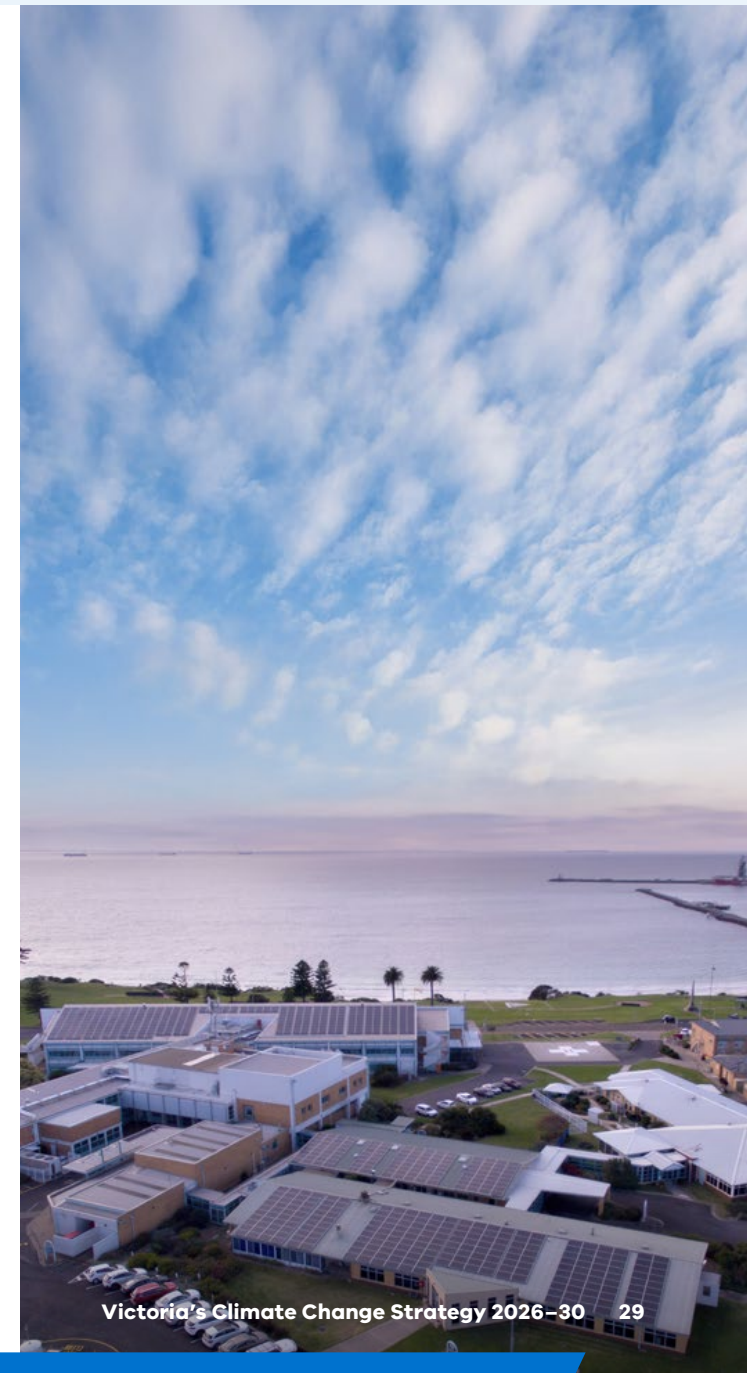
## Driving climate action across public health

**Climate Health Victoria (CHV)**, part of the Department of Health, is leading climate action across Victoria's public health system. We're supporting partners to cut emissions, improve health and wellbeing and deliver high-value care.

CHV also helps health organisations prepare for climate risks through practical tools and advice, including a climate risk toolkit and a partnership with the Victorian Aboriginal Community Controlled Health Organisation to assess climate risks and identify opportunities to strengthen infrastructure.

## Greening Victoria's health system

We're investing **\$40 million in the Energy Efficiency and Solar Program** to install solar panels and improve energy efficiency in public hospitals, aged care facilities, and ambulance stations. By installing over 7,200 kw-peak of rooftop solar we're helping to reduce costs and emissions in our health system.



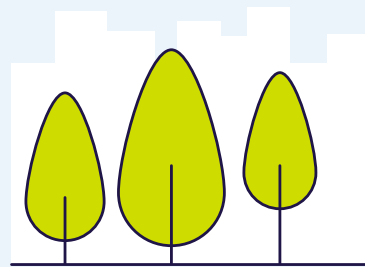
# Strengthening the natural environment for future generations

From forests and rivers to coastal habitats, Victoria's natural environments store carbon, protect biodiversity, and sustain our way of life. They're home to our unique plants and animals, and offer spaces for people to connect with nature.

That's why we've invested nearly \$800 million since 2014 – the largest biodiversity investment in Victoria's history – to protect and restore these precious places for generations to come.

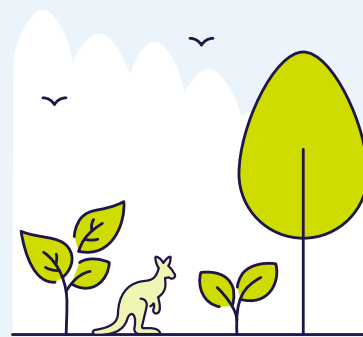
## Greening urban spaces

We're committing over \$20 million to plant one million trees across Melbourne through the **More Trees for a Cooler, Greener West** and **More Trees in Melbourne** programs. These initiatives provide shade, expand green spaces, reduce pollution, and help combat urban heat.



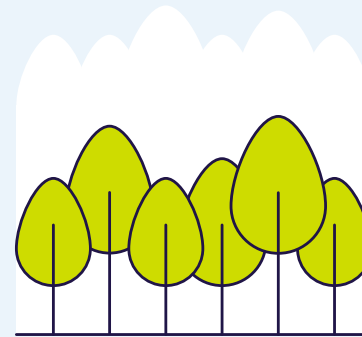
## Restoring native ecosystems

The **BushBank Program** is restoring over 20,000 hectares of native vegetation by 2035, enhancing biodiversity, storing carbon, and creating economic opportunities for Traditional Owners.



## Regenerating forests

The **Future Forests Program** is providing \$40 million to regenerate 1,200 hectares of native forests, manage pests, improve fire ecology and support research on ecological thinning to improve climate resilience.



## Shaping marine futures

We're investing \$1.84 million to prepare for our participation in blue carbon markets by mapping coastal ecosystem health, identifying restoration opportunities, and trialing new techniques. A **Blue Carbon Statement** will drive coordinated action and attract private investment.



## Supporting kids and schools

### Sustainable schools

Our schools are embracing sustainability programs and building environmental sustainability into their lessons.

Our early childhood services are helping kids to care for the environment and build wellbeing practices into their daily routines.

Through the **ResourceSmart Schools program**, schools get practical support to reduce emissions, water and waste, save on bills, connect to the environment and share lessons beyond the school gate. We're also helping schools install solar panels through our **Greener Government School Buildings Program** to generate renewable energy, reduce their greenhouse gas emissions and save on their power bills.

### Bush kinders

**Bush kinders** provide children with opportunities to learn and play in nature, while fostering care and understanding for environmental sustainability as they grow and develop.

### Teaching students about future climate-ready careers

Teachers are supporting students to learn about climate action and future-focused careers.

The **Clean Energy Equipment Fund** helps tech schools to purchase the high-quality equipment and develop learning programs to teach students about careers in renewable energy.

The **SEC** is also leading a student education program to inform, inspire and empower students to take part in the energy transition and the opportunities it brings, providing practical examples of jobs and career pathways.





# Improving disaster and emergency management

## Strengthening resilience

As Victoria faces more frequent and intense extreme weather events, we're investing in stronger emergency services, recovery support and tools to reduce risk before disasters strike.

This includes boosting firefighting resources, maintaining critical bushfire and emergency assets, and improving emergency management information and early warning systems to keep communities safe, informed and empowered to act.

We're also supporting local resilience so businesses and communities can recover more quickly and cost-effectively.

## Climate-ready practices and preparations

We're incorporating future climate scenarios into emergency management planning and updating climate vulnerability assessments. Bushfire risk assessments are improving our strategic land use planning, and adaptation options are being developed for property and assets impacted by coastal hazards and sea level rise.

Our **Code of Practice for Bushfire Management on Public Land 2025** supports the efficient, effective, integrated and consistent management of fire and fire-related activities on public land.

Through this, we're protecting human life, health, residential property, critical infrastructure, community assets and the natural environment while increasing community resilience and healthy ecosystems.

## Protecting Victoria's water system

With drier conditions and growing flood risks, protecting our water system remains a priority. We're funding the **Maintaining water cycle climate action: Becoming net zero and disaster ready program** to implement the Water Cycle Adaptation Action Plan to reduce the vulnerability of the water system to climate-related risks.

We're also reducing flood risk through the continued rollout of the **Victorian Floodplain Management Strategy** and **10 regional strategies**.

## Protecting energy supply in the face of extreme weather

We've supported the installation of energy backup systems at community hubs, essential service sites and key local businesses in 27 towns, which consists of:

- energy resilience solutions in 24 towns
- **Community Microgrids and Sustainable Energy Program** projects in three towns.

An energy back-up system consists of solar PV, battery storage and generators managed by a smart controller. This allows a property to have power during outages, giving residents continued access to information, hot water, and device charging.

Our **100 Neighbourhood Batteries Program** has also expanded its scope to support energy resilience. Eligible applicants can access grants of up to \$400,000 per battery project for energy back-up systems that will increase energy resilience in their community.

### Council pledges

Victorian councils are delivering ambitious climate action policies to reduce Victoria's emissions and support local communities to respond and adapt to climate change.

Find out more about local council actions at: [climatechange.vic.gov.au/local-government/council-pledges](https://climatechange.vic.gov.au/local-government/council-pledges).



# Progressing self-determination

The Victorian Government acknowledges the diversity of Traditional Owner communities across Victoria, whose cultures are as rich and unique as the lands for which they are custodians.

Over generations, Traditional Owners have maintained their strong spiritual connections to land, to waters, to the skies and all the living things and natural resources, which are collectively known as Country.

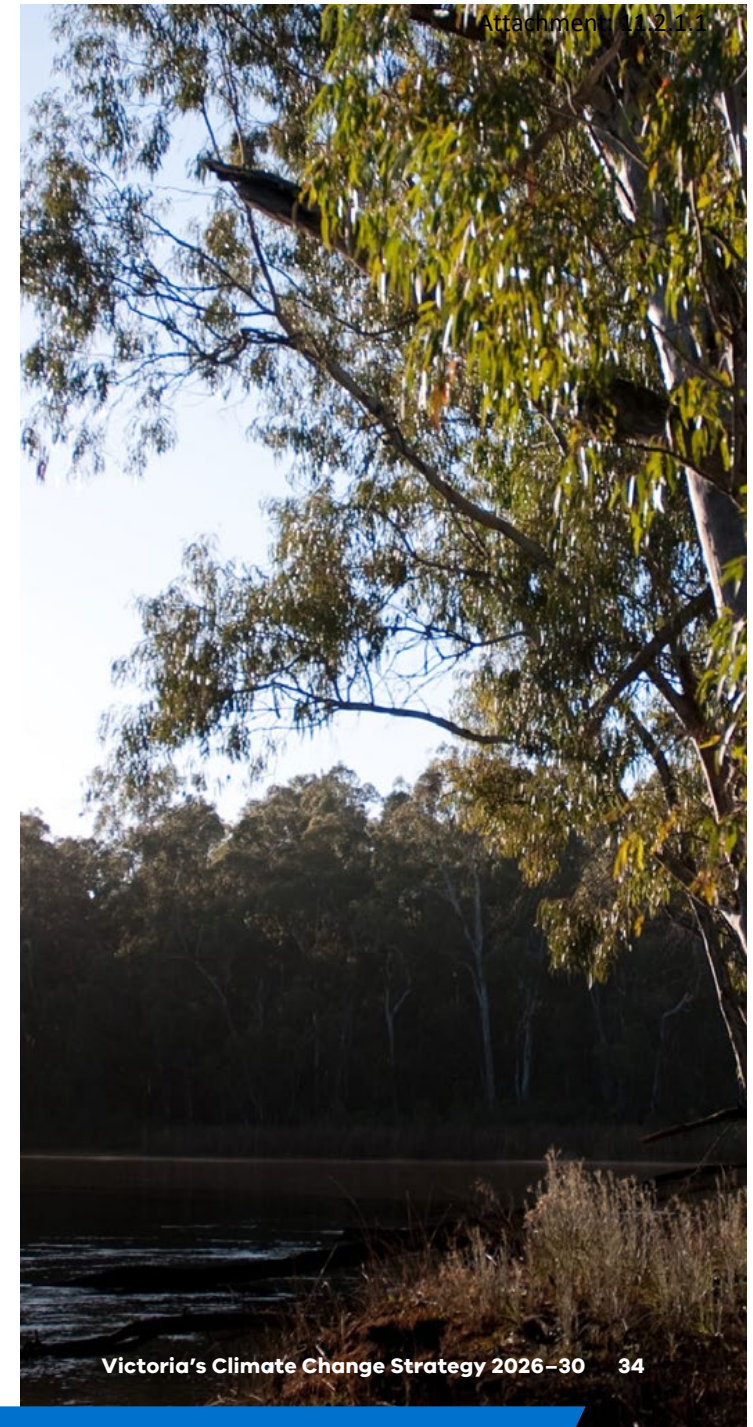
The Victorian Government's **Water is Life Roadmap** recognises the intrinsic connection to Country and the significant cultural and ecological knowledge of how to care for Country. It provides a pathway to deliver thriving cultural economies, and benefits for Traditional Owners and all Victorians.

Victoria's transition to net zero creates opportunities for Traditional Owners to share in the benefits of emerging industries, including new revenue streams, employment, capacity building and renewable energy sources for communities.

Through initiatives like the **BushBank Program** and the **First Peoples' Adoption of Renewable Energy Program**, the Victorian Government continues to embed self-determination and support Traditional Owners to achieve their goals for Country.

## Supporting Traditional Owners and their climate action goals

The **Traditional Owner Climate Action Grants Program** has provided \$1.1 million for Traditional Owners to build capability and capacity to care for Country and meet a range of on-the-ground climate action needs. This program recognises that each Traditional Owners Corporation has distinct climate action priorities and objectives.



# Yoorrook Justice Commission

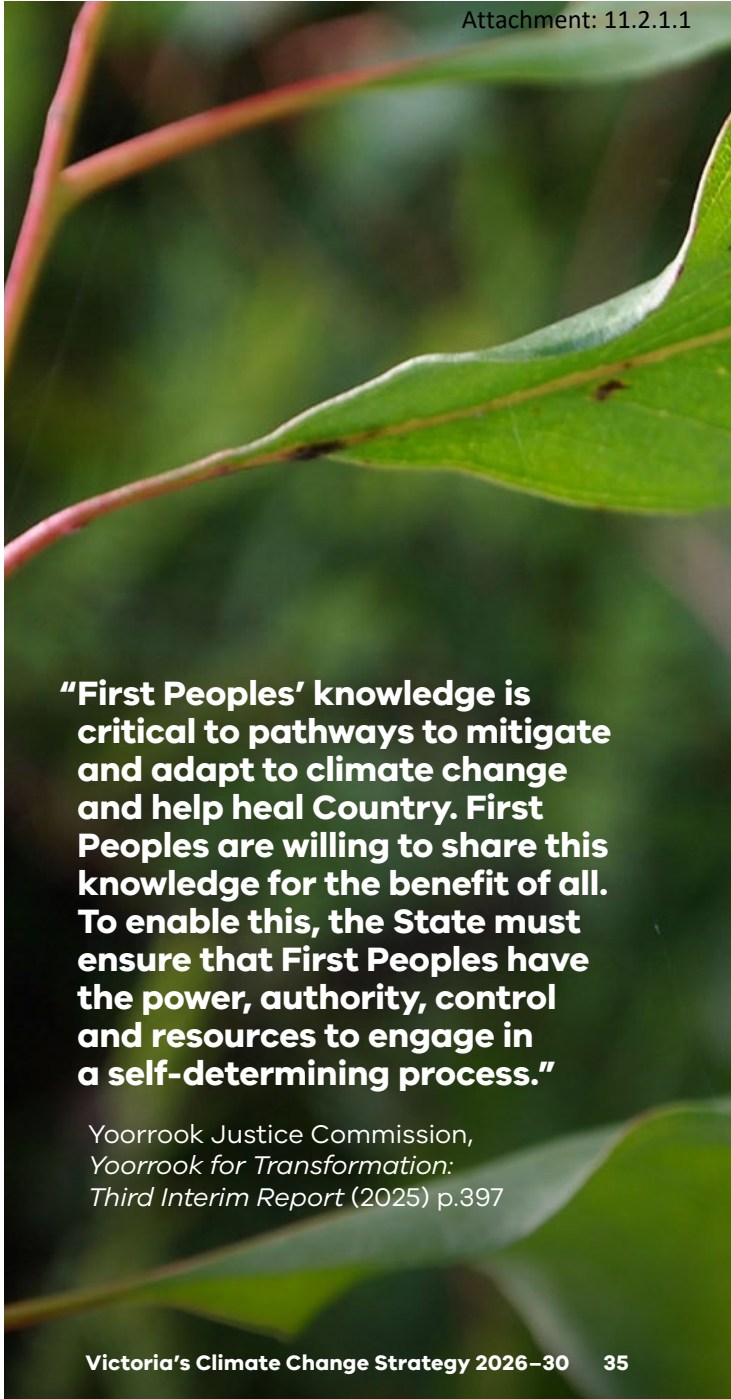
The Yoorrook Justice Commission (the Commission) was Australia's first formal truth-telling inquiry into historic and ongoing systemic injustices perpetrated against Traditional Owners through colonisation. Over four years, thousands of Victorians took part and shared their truths with the Commission through written submissions, testimonies and witness statements.

In July 2025, the Commission delivered its final reports and recommendations. The Commission noted how the impacts of climate change on Traditional Owners are acute and extend to health and wellbeing, housing, energy security, cultural and spiritual wellbeing, and capacity to live on and care for Country. The Commission also noted the impacts of climate change to Country – of the changes in season, loss of animal populations, changes in animal behaviour, damage to water systems and increased risk of climate emergencies.

The Commission considered Victorian Government engagement and partnership with Traditional Owners and Aboriginal Communities to be a crucial element in Victoria's transition to a net zero and climate resilient state. Genuine partnership is necessary to ensure that Traditional Owners can benefit from the opportunities created by the transition and progress their climate priorities in line with self-determination principles.

The Victorian Government acknowledges the Commission's recommendation for the development of a First Peoples' Climate Justice Strategy. The Victorian Government will seek to advance Traditional Owners' objectives and priorities. The Victorian Government shares the Commission's goals of truth and justice and will carefully consider the Commission's findings and recommendations before delivering a formal response.

Find out more about the Yoorrook Justice Commission: [yoorrook.org.au](https://yoorrook.org.au).



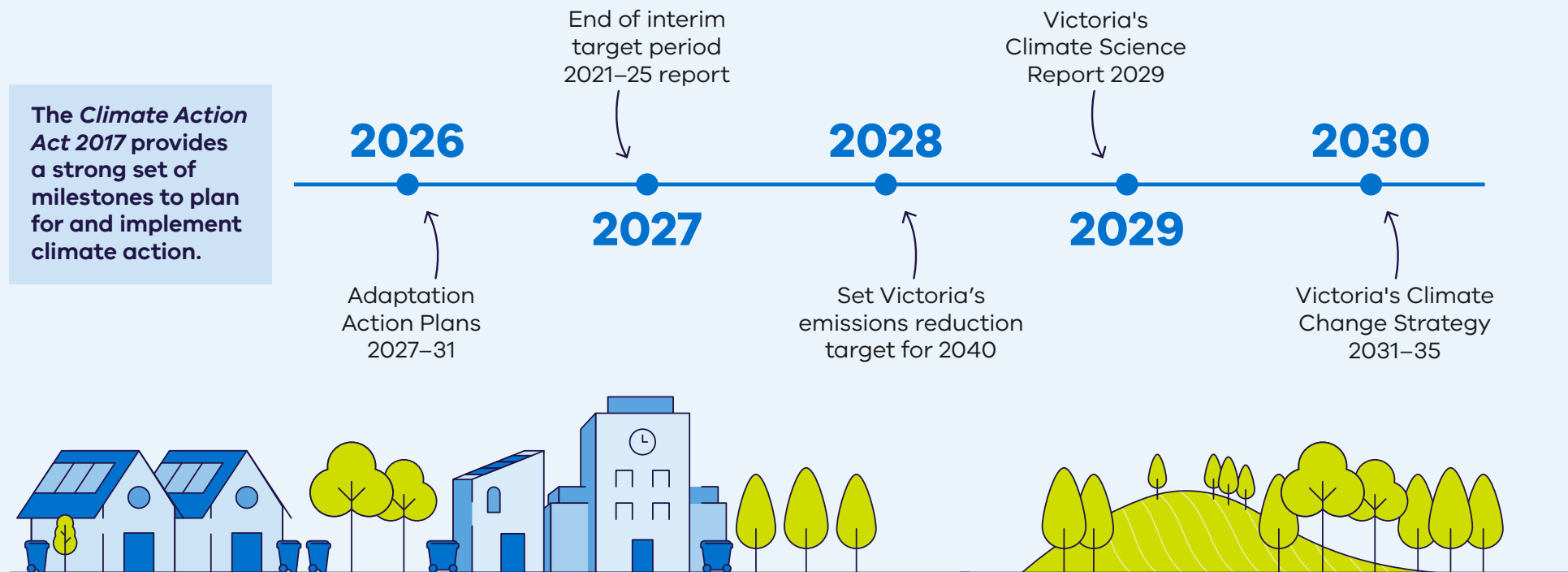
**“First Peoples’ knowledge is critical to pathways to mitigate and adapt to climate change and help heal Country. First Peoples are willing to share this knowledge for the benefit of all. To enable this, the State must ensure that First Peoples have the power, authority, control and resources to engage in a self-determining process.”**

Yoorrook Justice Commission,  
*Yoorrook for Transformation:  
Third Interim Report (2025) p.397*

# Next steps

**Communities, businesses and governments all have a part to play in reducing emissions and building climate resilience.**

**We will continue to lead the way, building on the actions in this strategy to create a prosperous, fair and strong Victoria.**



# New Adaptation Action Plans

## Our vision for a climate resilient Victoria



Households and communities have the knowledge and capability to manage climate impacts



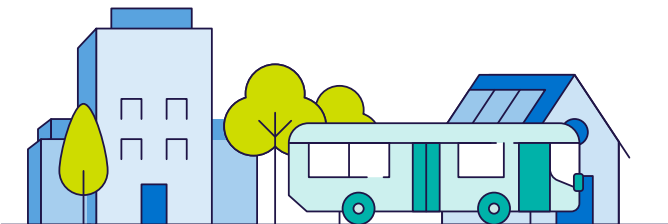
Victoria's industries and workforces have the skills and resources to support a thriving economy and manage climate impacts



Victoria's infrastructure and settlements can withstand climate impacts



Victoria's natural environment is valued and healthy



## Our priorities will shape the new plans

Being prepared in 2026, the Adaptation Action Plans 2027–31 will be shaped by this strategy and underpinned by our commitment to support self-determination for Traditional Owners, to care for Country and culture in a changing climate and to benefit from the transition.

### Helping households with the cost of living and lowering costs for business

- Focus on the most at-risk individuals and communities and support them to reduce their vulnerability and exposure to climate impacts
- Provide information and advice to households and communities to manage climate risks and seize opportunities

### Putting jobs and workers first in the transition

- Focus on the most at-risk critical industry sectors and workforces and support them to reduce their vulnerability and exposure to climate impacts
- Provide information and advice to industries and businesses to manage climate risks and seize opportunities to build a climate resilient economy

### Protecting kids, families and communities

- Support emergency management and preparedness for more frequent and intense climate-related events
- Focus on climate-related risks to Victoria's natural environment and implement strategies to maximise biodiversity conservation and support ecosystem services
- Support nature-based solutions that connect Victorians to the natural environment, reduce emissions and build climate resilience

### Building for the future

- Focus on the most at-risk assets and services and implement risk mitigation strategies, including feasible opportunities to build back better or support managed transition
- Ensure planning, design, location and procurement standards for new assets and services seek to minimise climate risks

# Reporting on Victoria's Climate Change Strategy 2021–25



**We've reduced emissions by 31.4% since 2005 – from 122.7 to 84.2 Mt CO<sub>2</sub>-e. That's within the range of our 2025 target of 28–33%.**

Find out more: [climatechange.vic.gov.au/victorias-climate-change-strategy](https://climatechange.vic.gov.au/victorias-climate-change-strategy)

## Delivering on the strategy

Victoria's Climate Change Strategy 2021–25 set out the pathway to achieving net zero emissions and building resilience to the impacts of climate change. The strategy:

- established ambitious 2025 and 2030 targets
- outlined the state's plan for reducing emissions
- set out a vision and priorities for a more climate resilient Victoria.

Over the last five years, we have reduced emissions; driven the transition to renewable energy while creating jobs and reducing energy bills; helped industry, agriculture and transport to start decarbonising; and supported vital infrastructure, services, industries, and environment to adapt to climate change.

## A strong foundation for more action

We built on Victoria's Climate Change Strategy 2021–25. Since its release we've legislated Victoria's 2025, 2030 and 2035 emissions reduction targets, brought forward net zero to 2045, and put in place strong renewable energy generation, offshore wind and energy storage targets.

We've made major policy announcements that advance Victoria's climate action legacy, such as bringing back the SEC, and Australia's first Gas Substitution Roadmap.

In 2022, we released our first Adaptation Action Plans across seven systems with over 120 actions to build our climate resilience. A report on these plans will be released with the Adaptation Action Plans 2027–31.

# Our strategy delivered real benefits

## A clean energy economy

- **Set strong renewable energy targets:** 65% by 2030 and 95% by 2035
- **Brought back the SEC:** investing \$1 billion into new public renewable energy and storage projects
- **Supported jobs:** nearly 4,000 through the Victorian Renewable Energy Target and Victorian Energy Upgrades program
- **Created new skills:** trained more than 6,000 workers in renewable energy and energy-efficient technologies through Solar Victoria
- **Led by example:** 100% of electricity supplied by the SEC for Victoria's public schools, hospitals, trains and other government operations is from renewable sources

## Innovation for the future

- **Funded innovation:** offshore wind projects, renewable hydrogen and zero emission farm equipment
- **Launched zero emission buses:** began replacing our diesel bus fleet with zero emission buses, with 88 rolled out to date
- **Released and updated:** the Gas Substitution Roadmap

## Resilient farms and forests

- **Planted trees:** 3.5 million seedlings planted for plantations and 2,700 hectares of habitat planted under the BushBank Program
- **Helped farmers reduce emissions:** worked with 250 farm businesses to estimate, understand and reduce their on-farm emissions

## Climate smart businesses and communities

- **Powered homes with solar:** installed over 400,000 solar PV, hot water and battery systems through the Solar Homes Program
- **Improved home energy efficiency:** over 2.4 million households have participated in the Victorian Energy Upgrades program since 2009 and have saved over \$2 billion on their energy bills
- **Upgraded business energy efficiency:** saved businesses an average of \$3,700 on annual energy bills through the Victorian Energy Upgrades program
- **Recovered waste:** 70% of all waste generated was recovered in Victoria as of 2023–24, among the strongest rate in the nation

## A climate resilient Victoria

- **Delivered home energy upgrades:** over 22,000 under the Energy Efficiency in Social Housing Program
- **Built back-up power systems:** at community hubs, essential service sites and local businesses in 27 towns
- **Protected our coasts:** \$13.8 million in 2023 to protect coastal communities

# Glossary

Term	Definition
Aboriginal Community	Refers to and acknowledges all Aboriginal and/or Torres Strait Islander people living in Victoria. Community can be used to describe the entire Victorian Aboriginal and/or Torres Strait Islander Community or smaller specific Communities.
Adaptation Action Plans	The Victorian Government's plans across seven systems to ensure Victoria's climate resilience, now and in the future. The seven systems are: built environment, education and training, health and human services, natural environment, primary production, transport, and water cycle systems.
Climate adaptation	Action taken to reduce the adverse consequences of climate change or harness opportunities by building resilience now into our environments, our economy and society.
Climate change	Changes in the state of the climate, including an increase in the occurrence of extreme weather events, long-term changes in weather patterns and sea-level rise, attributed directly or indirectly to human activity.
Climate hazards	A natural or human-caused event or condition that may cause damage and loss.
Climate risk	The potential negative effects of a climate hazard, including environmental, societal and financial impacts, which includes consequences on lives, livelihoods, health and wellbeing, ecosystems and species, economic, infrastructure, services, social and cultural assets (IPCC, 2021).
Disaster	A serious disruption of the functioning of a community or a society at any scale due to hazardous events interacting with conditions of exposure, vulnerability and capacity, leading to one or more of the following: human, material, economic or environmental losses and impacts.
Extreme weather events	A weather event that is rare at a particular place and time of year. Examples of extreme weather events are heatwaves, bushfires, storms, floods and droughts.
First Peoples or First Nations people	Refers to peoples or nations of people connected to an area prior to colonisation. These terms have some general acceptance but may not be the term preferred by individuals or specific groups of Aboriginal and/or Torres Strait Islander peoples.
Fossil fuels	Non-renewable energy sources formed from the remains of plants and animals that were buried by layers of rock over millions of years. Common fossil fuels are coal, oil and natural gas.
Greenhouse gas emissions	The production of gases that trap heat in the Earth's atmosphere and contribute to global warming. Greenhouse gases include carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons and sulphur hexafluoride.
GSP	Refers to Gross State Product, which details the total economic production of a state economy and is the state equivalent to Gross Domestic Product (GDP).
Mt CO <sub>2</sub> -e	A unit of measurement that converts all greenhouse gases to a million tonnes of carbon dioxide equivalent.
Net zero	Achieving an overall balance between greenhouse gas emissions produced and greenhouse gas emissions taken out of the atmosphere.
Renewable energy	Energy that comes from resources that are continually replenished such as sunlight, wind, rain, tides, waves and geothermal heat.
Resilience	The ability of a system, community or society exposed to climate hazards to resist, absorb, accommodate, adapt to, transform and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions through risk management.
SEC	The SEC is a government-owned renewable energy company that is investing in renewable energy generation and storage projects that help Victorians reduce their energy bills.
Traditional Owner	An Aboriginal and/or Torres Strait Islander person who has traditional connections to an identified geographical area of Country.
Zero emission vehicles (ZEVs)	Vehicles that do not use petroleum fuels and therefore do not emit greenhouse gas emissions from the tailpipe. Examples include battery electric vehicles and hydrogen fuel cell electric vehicles.

## Photo credits

**Page 1:**

Santiago Gonzalez Redondo, Visit Victoria

**Page 12 and 28:**

Royal Botanic Gardens, Visit Victoria

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VIDA Health

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Department of Education

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Rob Blackburn, Visit Victoria

**Page 33:**

Powercor

**Page 34:**

Christian Pearson, Parks Victoria

**Page 35:**

Parks Victoria

[deeca.vic.gov.au](http://deeca.vic.gov.au)

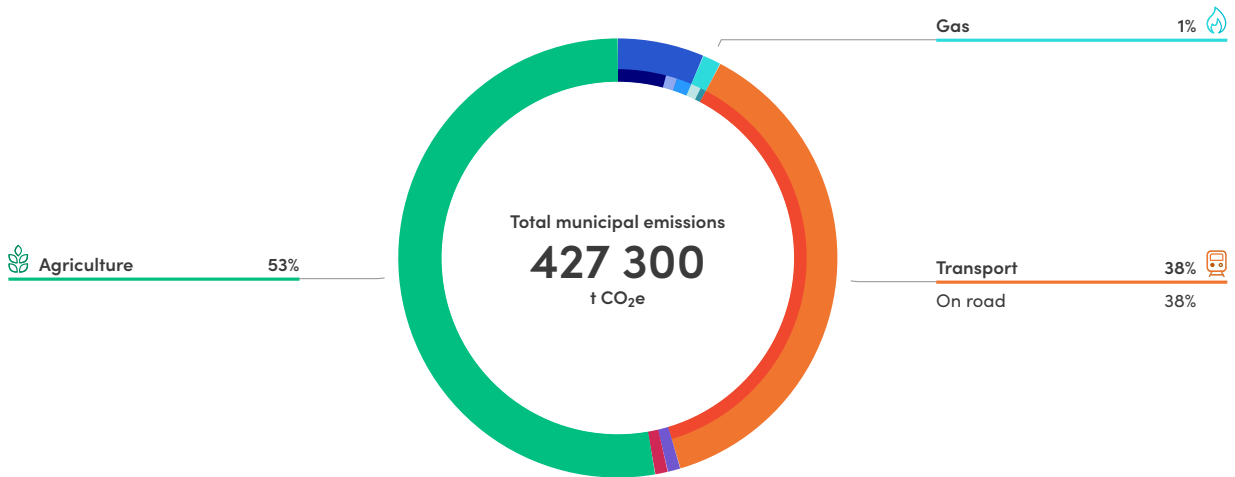


Snapshot Report



# Pyrenees

## 2023 municipal emissions snapshot



Pyrenees is a rural municipality that is moderate in size relative to the state average and has a very low urban density. Its major emissions source is agriculture, due to the community’s relatively large amount of agricultural activity and low population. The second largest source of emissions is on road transportation.

There are many reasons why a profile can change over time including changes in emissions sources, updates to methodology and more accurate data sources. Read our FAQs for more information.

Source	Sector	Emissions (t CO <sub>2</sub> e)
Electricity	Residential	17 600
	Commercial	4 100
	Industrial	5 500
Gas	Residential	3 700
	Industrial	2 100
Transport	On road	161 000
Waste		4 000
IPPU		4 000
Fugitive		0
Agriculture		225 300
Land Use		5 000

Land Use data is not used in the chart nor the displayed total municipal emissions.

Transport activity data from [Google Environmental Insights Explorer](#)

### Characteristics

Land area	3 435 km <sup>2</sup>
Population	7 786
Gross regional product	\$ 386 381 300
Climate zone	7



# About this report

## Sources of emissions

This report outlines the major sources of carbon emissions for the entire municipality. Due to the approximate nature of the profile, the emission values are represented as rounded numbers. This report includes the following sources:

- Stationary energy (grid supplied electricity/gas)
- Transport (on-road use and domestic passenger air travel)
- Waste (landfill and wastewater)
- Agriculture (enteric fermentation, manure management, and synthetic fertilizer use)
- Land Use Change (land clearance and reforestation)

It has been developed to be consistent with the Global Protocol of Carbon Emissions reporting (GPC Protocol), the main international standard for cities and local government areas.

## Inclusions & Exclusions

The Snapshot provides you with a profile of your municipality's emissions for the inventory year noted and gives a breakdown of emissions by sector. This Snapshot of your local government area's greenhouse gas emissions profile is based on portioning state level data sets. Snapshot can be used alongside local data sets where more detail is needed.

There are a number of minor emissions sources that are included as part of a larger total or excluded. The full list of inclusions and exclusions can be found in the Methodology document.

## Understanding uncertainty

With any data, there is some level of uncertainty. This report will be more accurate for municipalities that are closer to the average across Australia. You may have local data that doesn't match up exactly with what you are seeing here. That's ok - the purpose of this profile is to provide comparisons that work for everyone across Australia, and it may be that in some areas there is locally supplied data which is more accurate or measures different areas than the Snapshots. What makes it unique is that it uses a common framework. This means the total of all local profiles match the national emissions total and no emissions go unaccounted for.

### CO<sub>2</sub>e

#### Carbon dioxide equivalent

All data is presented in carbon dioxide equivalent (CO<sub>2</sub>e). This measure combine all the different greenhouse gases (such as methane) into a single figure + represents an equivalent amount of carbon dioxide being released.

### Characteristics

Climate Zone 7

Cool temperate

For help using this report to plan CO<sub>2</sub> reductions strategies, please see our [user guide](#).

Note that the percentages presented might not add up to 100% because of rounding.



This report uses emissions data provided by Google.

Author: Rod Poxon, Committee Chair

Please find attached the six monthly report dated March 2026, for the period September 2025 to February 2026.

This report provides information regarding the performance and activities of the Committee and is provided twice yearly by the Committee Chair.

During the reporting period, hybrid face-to-face / virtual meetings of the Audit & Risk Committee were held on 16 September 2025 and on 26 November 2025.

I believe the Committee has undertaken its duties in a responsible and effective manner and I acknowledge the contributions of members of the Audit & Risk Committee and Council officers during the reporting period.

5 March 2026

The Mayor  
Cr Damian Ferrari  
Pyrenees Shire Council  
5 Lawrence Street  
BEAUFORT VIC 3373

Dear Cr Ferrari

**Report on Council Audit and Risk Committee – September 2025 to February 2026**

Under the Audit and Risk Committee Charter, as Chair of the Council’s Audit and Risk Committee, I am required to report to Council twice each year on the performance and activities of the Committee.

This is the first report for 2026 and covers the period referenced above.

The Audit and Risk Committee met on 16 September 2025 and 26 November 2025. Both meetings were held in Council Chambers with some members and representatives attending via video link.

For the September 2025 meeting, the Committee comprised:

Three Independent members:

Mr Rod Poxon (Chair);

Ms Melissa Field; and

Mr Kelvin Tori

and

Two Council members

Cr Tanya Kehoe and

Cr Rebecca Wardlaw

A quorum was present for the meeting.

For the November 2025 meeting, the Committee comprised:

Mr Rod Poxon (Chair);

Ms Melissa Field; and

Mr Kelvin Tori

and

Two Council members

Cr Tanya Kehoe

Cr Rebecca Wardlaw

A quorum was present for the meeting.

## Committee Membership

The tenure for the current independent committee members is as follows:

- Rod Poxon: May 2024 – May 2027
- Kelvin Tori: March 2024 – March 2027
- Melissa Field: February 2025 – February 2028

## CEO Reports

The CEO provides reports to each meeting, keeping the Committee informed and up-to-date with important matters in the Pyrenees Shire, particularly concerning the key issues of management, finance, governance and risk. These reports set the scene and context for the remainder of the Audit and Risk Committee meetings.

For the September 2025 and November 2025 meetings, the CEO (Mr Jim Nolan) provided important information about:

- *Housing within Pyrenees Shire*

Updates were provided on the Burke Street Beaufort Housing project. As previously reported, Council received \$3.4M from the Victorian Government to deliver a Regional Worker Accommodation Project in Beaufort, and \$2M from the Commonwealth towards enabling infrastructure for the 35-lot subdivision for the housing. There is a strong business case for the project in which Council is the developer. A PCG oversees the project which is managed by Council officer Tim Day. Civil works are underway, and housing construction has commenced on six of the ten houses that Council is building. The committee was pleased to learn that this major project is being efficiently managed, and Council is on track to complete the ten houses during 2026.

- *Essential Services Volunteer Fund (ESVF)*

2025/26 rate notices have been issued incorporating the new ESVF levy. In addition, rate notices have been adjusted to include a 40% general rate reduction for Farm Rated Assessments reflecting the newly introduced drought rebate. This has necessitated an additional administrative burden which has been funded as part of the introduced State policy. All staff involved have shown great capability to adapt to, and implement, these new provisions.

- *Renewable Energy matters*

The Western Renewables Link (WRL) EES was recently placed on exhibition and Council has made a comprehensive submission. While this submission was prepared in house, it is likely that representation at the Joint Inquiry and Advisory Committee (IAC) will require resourcing to ensure the issues raised in Council's submission are properly argued. Council's position has been to ensure the impacts are properly understood, with a view to maximising the benefits to the shire and communities if the project proceeds.

- *Reconciliation & Traditional Owner Matters*

An initiative in the new Council Plan is to review, develop and fully implement the Reconciliation Plan, partnering with key stakeholders including Aboriginal parties. The Victorian and Aboriginal Local Government Strategy sets out recommendations for Local government to assist in advancing Aboriginal self-determination.

Pyrenees shire land encompasses four Registered Aboriginal Parties representing Traditional Owner groups, namely Barengi Gadjin Land Council (BGLC), Dja Dja Wurrung, Eastern Maar and Wadawurrung.

The related legislation sets out significant obligations for Council. For example, the Aboriginal Heritage Act 2006 (AHA) provides for controls and protections for cultural heritage, requiring due diligence by Councils and developers over areas of land which have cultural sensitivity. Therefore there is a requirement to have in place Cultural Heritage Management Plans (CHMPs). In areas where Land Use Activity Agreements (LUAA) apply (crown land areas), negotiation and consent over certain activities is required. There are significant risks for Council associated with these matters, so work is ongoing to improve council's project management framework in response to the changing expectations and obligations. Increased costs and extended timeframes for projects are currently being experienced.

- *Financial Assistance Grants (FAGs) 2025/26*

Council has been advised of the 2025/26 allocation which reflects 6.6% increase on the 24/25 adjusted allocation (compared with the Victorian state increase of 5.6%). The total grant allocation for Pyrenees is \$7,365,790.

A major pillar of advocacy for the local government sector is to seek a significant increase in the total pool of funds made available by the Commonwealth for distribution by the States, and to ensure small rural councils in particular remain financially sustainable.

- *Economic Development and Investment Attraction Strategy*

A Council objective is for a Diversified Thriving Economy, and to develop an Economic Development and Investment Attraction Strategy. Specialist consultant, Dench McClean Carlson has been engaged, and work is underway with the view to identifying opportunities for growth and establishing clear, targeted and impactful initiatives for Council moving forward.

### **Internal Audit Services**

AFS & Associates Pty Ltd of Bendigo is the Internal Audit Service provider.

#### **1. Local Laws Enforcement**

An internal audit of Council's *Locals Laws enforcement* and related processes and controls was conducted in September 2025, with the final report tabled during the November 2025 Audit & Risk Committee meeting.

The objective of this audit was to assess the efficiency, effectiveness and application of enforcement processes related to local laws with a specific focus on the implementation of amenity provisions.

The review found seven areas of strength and three risk areas were identified. The three risk areas were assessed as moderate (1) and minor (2), for which corrective recommendations were made by AFS. Council agreed to implement corrective actions to address the three identified weaknesses by 30 June 2026. Committee members were then satisfied that PSC management, processes and controls in this area will be sound and robust going forward.

## **2. Past Issues Review**

Part of the Internal Audit scope is to provide assurance to the Audit and Risk Committee that previous Internal Audit report recommendations marked as completed by Council management have adequately mitigated the risk identified. AFS reviewed past issues and recommendations in July-August 2025 and reported back to the committee at the November 2025 meeting.

It was confirmed that 15 agreed management actions were indeed complete, and no high risk actions remain outstanding.

## **External Audit Activities and Reports**

The Pyrenees Shire Council external auditor is appointed by the Victorian Auditor-Generals Office (VAGO) and is currently Johnsons MME based in Albury, represented by Ryan Schischka.

At the September 2025 meeting, the External Auditor led a discussion on the end of financial year Audit findings relating to Council's Financial and Performance Statements, based on the Draft Closing Report and Draft Final Audit Management letter for the year ended 30 June 2025. Then at the November 2025 meeting, final Financial and Performance statement reports were provided for the year ended 30 June 2025. The final reports included only minor adjustments to the earlier draft versions. The committee was satisfied with the processes and outcomes delivered by Johnsons MME.

## **Financial and Budget Reports**

Mr Glenn Kallio, Manager Finance, presents the committee with financial and budget updates at each meeting. For the November 2025 meeting, the finance report provided the Committee members with information relating to Council's financial position as at 30 September 2025.

For the 2025-26 financial year, Council is now predicting a reduced operating result due to additional expenditure related to works programs being carried over from the 2024-25 year.

The Manager Finance advised that the new finance system should go live by May 2026, in tandem with new payroll and accounts systems at the same time. These new systems will improve efficiency and accuracy across the wide spread of Council's financial processes and activities.

## **Compliance, Governance and Risk Reports and Updates**

The Audit and Risk Committee receives regular updates and reports on key aspects of governance, risk and compliance at each meeting. These reports noted the following key matters:

- *Fraud*: There have been no identified instances of fraud over the reporting periods.
- *Protected disclosures*: Council has received 1 protected disclosure over the reporting periods, which has been referred to IBAC for review
- *Non-compliances*: Council has detected no compliance breaches during the reporting periods.
- *Privacy and Data Security*: There have been no known data breaches within the reporting periods.

### **1. Policy Framework**

A review of Council's Quality / Policy Framework has commenced to improve clarity of processes and to embed the requirement for document reviews to be conducted in accordance with scheduled review dates. The committee was advised that from a total of 321 policy and procedure documents, 187 are current whilst 134 are overdue for review. Many of these relate to the Governance and Performance business unit which has been impacted by staffing issues, but these reviews are now being prioritised. Other departments needing to improve focus on maintaining currency of policies and procedures including: Finance, Information Management, Waste / Contracts, Works, Community Wellbeing, and Economic Development.

### **2. Internal Audit – Review of outstanding audit recommendations**

The 2025 review of outstanding Internal Audit recommendations was delayed due to a number of factors including staffing issues, lack of appropriate tools for managers, and ineffective systems and processes. Improved processes and support tools will be designed and implemented to allow managers to self-manage implementation of internal audit recommendations in the future.

The annual review of outstanding recommendations was finally completed in October 2025. 15 items were closed as part of that review. Including the latest review completed in September 2025, 52 Internal Audit recommendations remain outstanding.

Improved processes are now being adopted to address Internal Audit recommendations as follows:

- The Internal Audit recommendations register will be checked quarterly to identify recommendations due for completion and queries put to relevant managers, together with reminders for actions due in the next quarter. This monitoring process will be managed by the Governance team.
- Governance officers will monitor and check evidence provided to verify completion of recommended actions and reports provided to ARC at each meeting, so that actions are updated more regularly than the current yearly process.
- A procedure is being developed to guide this process.

### **3. Insurance**

The insurance program renewal was completed by 1 July 2025 at a total cost to Council of \$679,652, an increase of 10.7% from last year (excluding WorkCover). The WorkCover premium was \$221,371 an increase of 9.9% from last year.

### **4. Business Continuity Framework**

The Central Business Continuity Plan is in the process of being updated. A template has been designed to support business units identified as 'critical' in developing their own sub-plans, which will enable them to regain business to some form of 'usual' within 48 hours of a significant business disruption. Staff will support these teams in completing these templates.

A lack of testing of these important plans has been a gap identified by Internal Audit reviews, so discussions are underway with JLT Risk Advisors to facilitate annual testing of business continuity plans for Council.

### **5. Health, Safety and Wellbeing**

The overarching OHS Strategy is under review and a new OHS Workplan is under development.

A psychosocial safety framework has been developed in preparation for new regulations scheduled to come into force in December 2025. An increase in psychosocial incidents and related hazard reports is being seen, with these now exceeding those for physical injuries.

To provide the framework around psychosocial safety, the Health Safety and Wellbeing Policy has been updated to incorporate psychosocial hazards management and fit for work policy requirements. A supporting psychosocial safety procedure has been drafted so as to operationally reinforce policy statements.

### **6. Delegations**

As required by s11(7) of the Local Government Act 2020, all delegations were reviewed and updated in 2025. A new page will be introduced onto the Council Intranet site that lists all current delegations, to provide full visibility for all Council officers to check against.

The Instruments of Delegation for Community Asset Committees (CAC) have been reviewed and updated, and these will be implemented with the committees in the near future. The operating model for the Landsborough Community Hub CAC is under review as a pilot project to amalgamate committees of management within the township. This is about to commence, which will outline the challenges and opportunities of combining the Council and DEECA committees.

## **7. Risk Management**

Council will shortly experience a period of significant technological and operational disruption with replacement systems being implemented in the key areas of:

- Finance (MS Dynamics)
- Rates and Revenue (CouncilWise)
- Local Laws Enforcement (Greenlight)
- Records and Information Management (SharePoint)
- Customer Relationship and Enquiries Management (Datacom)
- Human Resource Management, Payroll, Performance Management, Recruitment and eLearning (ELMO)

A contractor has been engaged to support these projects and oversee change management, but the numerous changes will also require significant internal oversight. An additional ICT Help Desk officer is being recruited to support the team who will be involved. Change and Communications Plans are under development.

### **Summary**

I believe that the Audit and Risk Committee has undertaken its duties in a responsible and effective manner over the reporting period.

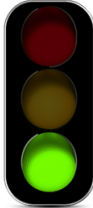
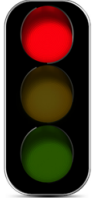

I would like to acknowledge the contribution and commitment of all members of the Audit and Risk Committee and Council officers to these important processes.





Should you have any questions regarding this report, please do not hesitate to contact me on 0402 795 322.





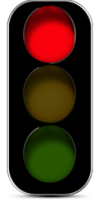
*Rod Poxon*  
Audit & Risk Committee Chair

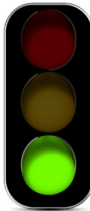



**Council Plan 2025-2029 – Initiatives to deliver the Council Plan 2025-26**




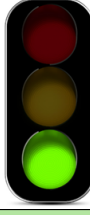
Pillar 1: Support and grow Liveable Places, Connected Communities						
Strategic Priority	Initiatives	Contribution	Budget	Accountability and Collaboration	2025/26 Delivery Status	
<b>A</b> Promote inclusivity and accessibility for all life stages by creating welcoming spaces and supporting diverse social, cultural and recreational activities.						
1A.1	Develop and deliver Community Programs, inclusive of: <ul style="list-style-type: none"> <li>• Age Friendly</li> <li>• Library</li> <li>• Youth</li> <li>• Creative</li> </ul>	Partner / Deliver	Some in budget  Some need funding	<b>Accountability:</b> Community Development  <b>Collaboration:</b> Positive Ageing Library Youth		<b>Deliver</b> Programs continued to be delivered through the various streams
1A.3	Review, develop and implement the Reconciliation Plan, partnership with key stakeholders	Partner / Deliver	Needs funding	CEO Office		<b>Defer</b> Commence thorough review including exploring available funding opportunities in the 2026/27 financial year
<b>B</b> Improve community safety and wellbeing through accessible health services, active lifestyles, mental health support and effective local laws that ensure a high standard of safety and amenity.						
1B.1	Review, conduct and develop an updated Recreation Strategy inclusive of: <ul style="list-style-type: none"> <li>• Leisure needs community engagement</li> <li>• Utilisation, inclusivity and accessibility of recreational facilities that ensure safe spaces and environments inclusive of Aquatics facilities</li> <li>• Transport networks which support activation (walkability, etc)</li> </ul>	Partner / Deliver	Some in budget  Some need funding	<b>Accountability:</b> Community Development  <b>Collaboration:</b> Economic Development Assets		<b>Partially Deliver and Defer</b>  Work which focuses on Aquatic Facilities will proceed and remain priority to complete within current financial year.  Broader recreational strategy and transport networks elements will be deferred until future years.


Pillar 1: Support and grow Liveable Places, Connected Communities						
Strategic Priority	Initiatives	Contribution	Budget	Accountability and Collaboration	2025/26 Delivery Status	
1B.2	Review and implement Council’s Local Law	Deliver	Budget	Community Safety		<b>Deliver</b> Review scheduled commence mid 2026 and will continue into future years.
1B.3	Deliver and implement Council’s Municipal Health and Wellbeing Plan	Partner / Deliver	Needs funding	Community Development		<b>Deliver</b> Year one actions on target
C	Enable responsible development and population growth through strategic planning, affordable housing and community driven township planning that reflects local identity.					
1C.1	Conduct settlement planning to inform township plans and future housing development / housing needs (inclusive of all demographics) for five townships which inform Community Action Plans	Deliver	Some in budget  Some need funding	<b>Accountability:</b> Planning and Development  <b>Collaboration:</b> Economic Development Community Development		<b>Partially Deliver</b> Flood studies have been prioritised in order to inform the settlement planning.
1C.2	Deliver a range of development initiatives that enable additional housing/accommodation which is supported by existing and planned services	Partner / Deliver	Some in budget  Some need funding	Planning and Development		<b>Partially Deliver</b> Secondary impact assessments has impacted the progress of this initiative
D	Strengthen community outcomes by fostering partnerships, supporting volunteers and encouraging civic engagement to build capacity and deliver improved services.					




Pillar 1: Support and grow Liveable Places, Connected Communities						
Strategic Priority	Initiatives	Contribution	Budget	Accountability and Collaboration	2025/26 Delivery Status	
1D.1	Develop and implement: <ul style="list-style-type: none"> <li>Community Strengthening Policy Framework</li> </ul> To inform development of Community Action Plans aligned with township plans	Support / Partner	Budget	Community Development		<b>Partially Deliver</b> Work to continue on development of Community Strengthening Policy which will help guide Community Action Plans but may not fully consider land use strategies.



Pillar 2: Promote a Diversified, Thriving Economy						
Strategic Priority	Initiatives	Contribution	Budget	Accountability and Collaboration	2025/26 Delivery Status	
A	Support the growth and diversification of new and existing businesses, with a focus on key sectors, innovation and attracting investment.					
2A.1	Participate, design and deliver initiatives to support our Business Community, including: <ul style="list-style-type: none"> <li>Local Business Support program</li> <li>"Small Business Friendly Program"</li> <li>Business Friendly Charter in partnership with Victoria Small Business Commission</li> <li>Business concierge program</li> </ul>	Partner / Deliver	Budget	<b>Accountability:</b> Economic Development  <b>Collaboration:</b> Planning / Building Regulatory Services		<b>Partially Deliver</b> Refocus to emergency recovery has impacted internal capacity to progress.  Funding of business concierge will determine ability to fully deliver against Business Friendly program.
2A.2	Develop and increase availability of serviced industrial land to actively attract business and statutory investment	Deliver	Budget	<b>Accountability:</b> Economic Development  <b>Collaboration:</b> Planning and Development		<b>Defer</b> This initiative will be deferred to commence in future year of Council Plan to ensure alignment with updated Economic Development and Investment Strategy.


Pillar 2: Promote a Diversified, Thriving Economy						
Strategic Priority	Initiatives	Contribution	Budget	Accountability and Collaboration	2025/26 Delivery Status	
B	Deliver coordinated and facilitated planning and economic development outcomes to support community aspirations and foster business and tourism growth.					
2B.1	Develop and implement Economic Development Strategy that considers: <ul style="list-style-type: none"> <li>• Business activity to support key employers</li> <li>• Economic Taskforce</li> <li>• Investment attraction</li> <li>• Employment attraction</li> </ul>	Partner / Deliver	Budget	<b>Accountability:</b> Economic Development  <b>Collaboration:</b> Planning and Development		Deliver Progressing to plan
2B.2	Facilitate and develop Resilient Agricultural Report with partners (Adapt to climate change and identify opportunities for value add and diversification)	Partner / Deliver	Funded	Economic Development		Deliver
C	Promote and support community events and the visitor economy to celebrate local culture, promote tourism and stimulate the local economy.					
2C.1	Implement Pyrenees Local Area Action Plan (Tourism Strategy) in partnership with Tourism MidWest Victoria and Local Organisations	Partner / Deliver	Budget	Economic Development		
D	Advocate for improved transport infrastructure, support job creation and invest in workforce development to enhance connectivity and economic opportunities.					
2D.1	Deliver and advocate for improved heavy-vehicle accessibility and other transport related improvements across the Pyrenees road networks	Advocate / Deliver	Needs funding	<b>Accountability:</b> Engineering  <b>Collaboration:</b> Works Assets		Partially Deliver Subject to funding, some transport projects have been prioritised to be delivered in year one with more to follow in future years.



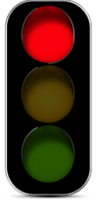
Pillar 3: Preserve, promote and enjoy the natural environment						
Strategic Priority	Initiatives	Contribution	Budget	Accountability and Collaboration	2025/26 Delivery Status	
<b>A</b> Preserve and manage biodiversity and natural assets for long term community benefit and environmental sustainability.						
3A.2	Partner with regional bodies and agencies to develop and implement Water Management and Drought resilience projects and natural waterway health	Partner	Needs funding	<b>Accountability:</b> Economic Development  <b>Collaboration:</b> Environment Community Development		<b>Subject to Funding</b> Beaufort Linear Park subject to funding application outcome
<b>B</b> Mitigate risks, build community resilience and enhance responsiveness to disasters through proactive planning and collaboration.						
3B.1	Work with partner agencies to review and implement Municipal Emergency Management Plan, inclusive of: <ul style="list-style-type: none"> <li>• Support and administration of the MEMP Committee</li> <li>• Emergency recovery and resilience activities</li> <li>• Consideration of resilient communities framework</li> </ul>	Partner / Deliver	Some in budget  Some need funding	<b>Accountability:</b> Emergency Management  <b>Collaboration:</b> Economic Development		<b>Partially Deliver</b> Significant resources redirected to 2026 Fire which will impact initial schedule of resilience activities.
3B.2	Deliver flood planning scheme amendment and support future flood studies	Deliver	Budget	Planning and Development		<b>Partially Deliver</b> Approval has been provided by Department to progress and consultation is planned for coming months.
3B.3	Continue advocacy for fairer emergency recovery reimbursement process for regional and rural councils	Advocate	Budget	Executive Leadership		<b>Deliver</b> Ongoing and priority as part of adopted advocacy action items
<b>C</b> Support local industries and communities in adapting to climate change through sustainable practices and strategic adaption efforts.						
No initiatives defined for 2025/2026						

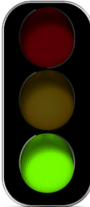
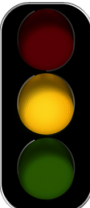
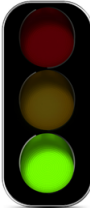
Pillar 3: Preserve, promote and enjoy the natural environment						
Strategic Priority	Initiatives	Contribution	Budget	Accountability and Collaboration	2025/26 Delivery Status	
D	Promote responsible waste practices by reducing landfill, improving resource recovery and advocating for accessible, efficient and rural-appropriate waste services.					
3D.1	Review and implement Waste and Recycling Strategy, inclusive of: <ul style="list-style-type: none"> <li>Food and Organics waste (FOGO) kerbside collection and management service</li> <li>Community education on recycling and diversion from landfill</li> </ul>	Deliver	Budget	<b>Accountability:</b> Engineering  <b>Collaboration:</b> Communication		<b>Partially Deliver</b> FOGO implementation to align with legislation timeframes and service expectations

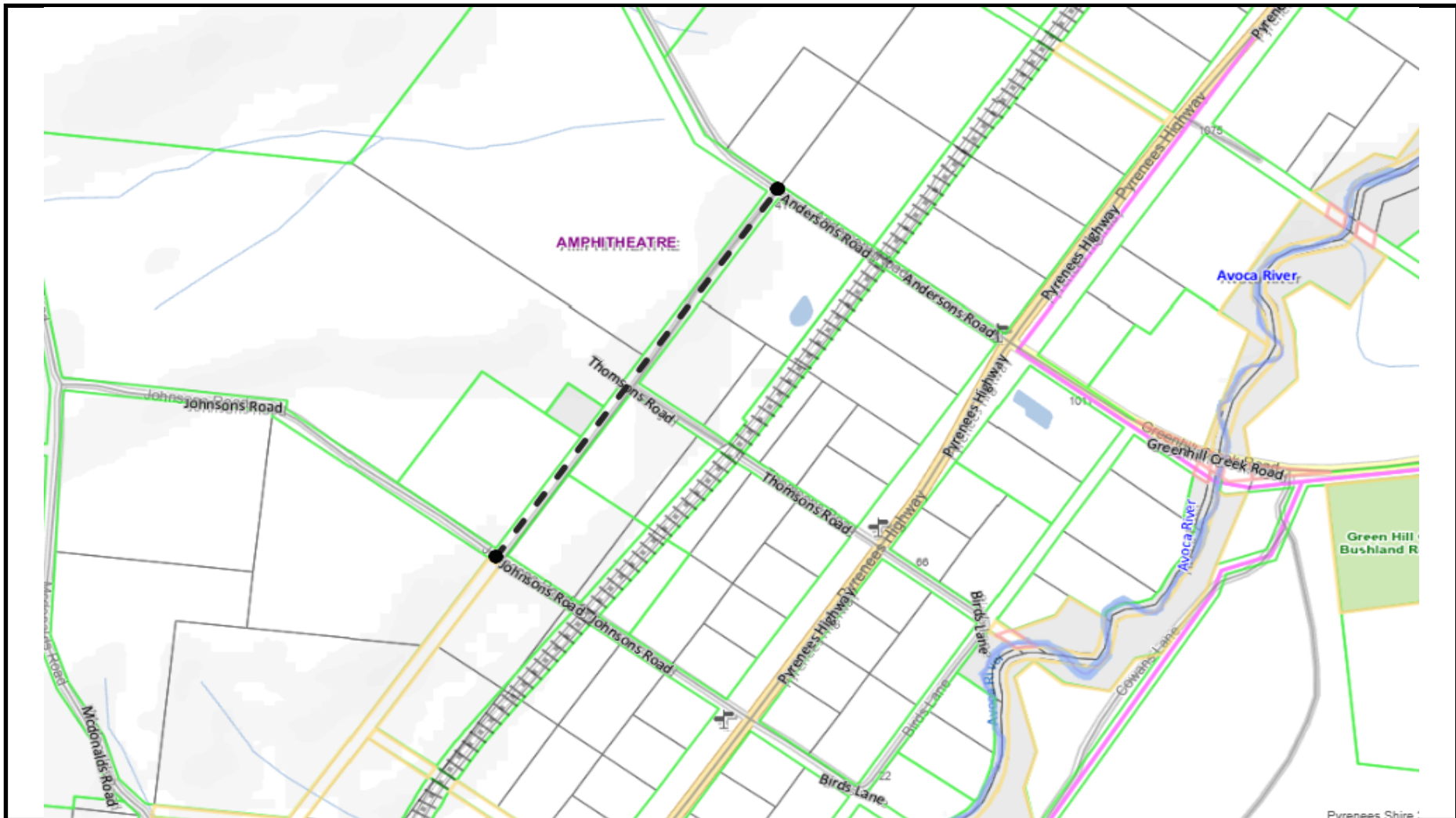
Pillar 4: Planning and Building Infrastructure for current and future needs						
Strategic Priority	Initiatives	Contribution	Budget	Accountability and Collaboration	2025/26 Delivery Status	
A	Plan, build and maintain essential infrastructure – including water, waste, sewerage, roads, bridges and community assets – to support liveability, resilience and growth.					
4A.1	Investigate and advocate for improved access to water during drought and periods of high fire risk that are accessible	Advocate / Deliver	Budget	Assets		<b>Partially Deliver</b> Grant opportunities have been identified that will enable further expansion of water points in 2026/27
4A.2	Develop, review and implement Asset Management Plan, inclusive of: <ul style="list-style-type: none"> <li>Annual Capital Works program</li> </ul>	Deliver	Budget Funding	<b>Accountability:</b> Assets  <b>Collaboration:</b> Engineering Works		<b>Deliver</b>
4A.3	Advocate for investment in essential infrastructure in partnership with Greater Ballarat Alliance of Councils (GBAC) inclusive of: <ul style="list-style-type: none"> <li>Water and sewer</li> </ul>	Advocate / Partner	Budget	<b>Accountability:</b> Executive Leadership  <b>Collaboration:</b> Economic Development		<b>Deliver</b>

Pillar 4: Planning and Building Infrastructure for current and future needs						
Strategic Priority	Initiatives	Contribution	Budget	Accountability and Collaboration	2025/26 Delivery Status	
B	Address communication disadvantage and advocate for all communities to have reliable access to mobile, internet and emergency services through strong advocacy and investment.					
No initiatives defined for 2025/2026						
C	Support the local communities by facilitating appropriate land use planning outcomes.					
4C.1	Develop and implement Facilitated Planning Concierge Service	Deliver	Needs funding	<b>Accountability:</b> Economic Development  <b>Collaboration:</b> Planning and Development		<b>Subject to Funding</b> If funding obtained this will progress
D	Advocate for fair renewable energy development, access to critical water supplies and effective maintenance of natural and built assets to reduce impacts on communities and the environment.					
4D.1	Continue advocacy for energy projects which achieve best outcomes for our communities	Advocate	Budget	Planning and Development		Deliver

Pillar 5: Community-Centric Leadership and Proactive Service Delivery						
Strategic Priority	Initiatives	Contribution	Budget	Accountability and Collaboration	2025/26 Delivery Status	
A	Foster a values driven, inclusive culture where residents and community needs are central to all decision-making. Empower leadership at all levels to be responsive, accountable and aligned with Council and community priorities.					
5A.1	Develop and implement Customer Service Charter	Deliver	Budget	Governance and Performance		Deliver

Pillar 5: Community-Centric Leadership and Proactive Service Delivery						
Strategic Priority	Initiatives	Contribution	Budget	Accountability and Collaboration	2025/26 Delivery Status	
5A.2	Review and implement Governance Framework	Deliver	Budget	Governance and Performance		<b>Partially Deliver</b> The Governance Framework in the context of our delegated Community Asset Committees has had significant review and being finalised. Roll out will push into new financial year.
B	Work constructively and in partnership with individuals and communities to anticipate needs, solve issues early and deliver outcomes that build trust and resilience.					
5B.1	Review, develop and implement Project Management Framework inclusive of: <ul style="list-style-type: none"> <li>• Good governance</li> <li>• Accountability</li> <li>• Transparency</li> <li>• Reporting of outcomes to community</li> </ul>	Deliver	Budget	Governance and Performance		<b>Partially Deliver</b> The Project Management Framework has resulted in a review of our existing Procurement Policy along with the development of a Contract Management Framework to ensure all encompassing model of accountability.
5B.2	Review and implement updated Community Engagement Framework and Communication Framework, inclusive of: <ul style="list-style-type: none"> <li>• Survey of community preferred communication channels</li> <li>• Age Friendly</li> <li>• Youth</li> <li>• Annual Plan</li> </ul>	Deliver	Budget	<b>Accountability:</b> Community Development  <b>Collaboration:</b> Communications Positive Ageing Youth Senior Leadership Team		<b>Defer</b> Due to re-diversion of staff to Emergency Recovery and appointment of new Manager, reschedule this work for future year.
C	Ensure timely, clear and consistent communication and build strong community relationships, underpinned by transparency and meaningful engagement.					

Pillar 5: Community-Centric Leadership and Proactive Service Delivery						
Strategic Priority	Initiatives	Contribution	Budget	Accountability and Collaboration	2025/26 Delivery Status	
5C.1	Review, maintain and continuously improve digital website and engagement options (Engagement, surveys, forms, information)	Deliver	Budget	Communications		Deliver
D	Deliver high quality services and maintain public spaces efficiently, applying a strategic lens to all projects and continuously improving systems and resource allocation.					
5D.1	Develop and deliver an annual service review program to identify opportunities for improvement, inclusive of: <ul style="list-style-type: none"> <li>Utilising internal audit program outcomes</li> </ul>	Deliver	Budget	<b>Accountability:</b> Governance and Performance  <b>Collaboration:</b> People and Culture Senior Leadership Team		<b>Partially Deliver</b> Internal Audits will continue to occur and service level and provision of non discretionary services has been scheduled for commencement of 2026/27.
5D.2	Prepare and deliver a Workforce Plan including planned investment in staff upskilling to facilitate effective and innovative service delivery	Deliver	Budget	People and Culture		Deliver



Date: 11 March 2026

**NP43:** Proposal to name unnamed road between Johnsons Road and Andersons Road Amphitheatre, “MARILYN RISE”

**Datum Start Point:** Latitude: 37° 10' 22.0188" S

Longitude: 143° 24' 25.578" E

**Road Length:** 730 metres

**Datum End Point:** Latitude: 37° 10' 2.712" S

Longitude: 143° 24' 42.5268" E

**Locality:** Beaufort





**Pyrenees**  
Shire Council

**For the Period**

**1 July 2025 to 31 March 2026**

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**Comprehensive Income Statement**  
For the period ending 31 March 2026

30 June 2025		Full Year			Year to Date			
		Adopted Budget (\$'000's)	Amended Budget (\$'000's)	Forecast (\$'000's)	Var (\$'000's)	Budget (\$'000's)	Actual (\$'000's)	Var (\$'000's)
	<b>Income</b>							
13,508	Rates and charges	14,544	14,544	14,542	(2)	14,127	14,068	(59)
185	Statutory fees and fines	296	296	296	0	222	233	11
543	User Fees	903	903	903	0	677	553	(124)
8,430	Grants Operating	8,080	11,936	12,139	203	7,355	5,842	(1,513)
2,127	Grants Capital	7,983	7,983	9,239	1,256	6,605	2,932	(3,673)
115	Contributions Monetary	34	34	365	331	6	390	384
419	Net Gain/(Loss) on disposal of property,infrastructure, plant and equipment	0	0	0	0	0	93	93
549	Other Income	569	569	569	0	427	796	369
<b>25,876</b>	<b>Total income</b>	<b>32,409</b>	<b>36,265</b>	<b>38,053</b>	<b>1,788</b>	<b>29,419</b>	<b>24,907</b>	<b>(4,512)</b>
	<b>Expenses</b>							
6,989	Employee Costs	10,356	10,313	10,356	(43)	7,691	7,532	159
6,827	Materials and services	9,826	11,002	11,289	(287)	8,189	7,244	945
1	Bad and doubtful debts	10	10	9	1	0	2	(2)
4,652	Depreciation	6,357	6,357	6,357	0	4,768	4,768	0
-	Amoritisation - right of use assets	9	9	9	0	7	0	7
49	Finance Costs - Borrowings	122	122	122	0	92	80	12
9	Finance Costs - leases	9	9	9	0	7	7	0
234	Other expenses	302	302	332	(30)	180	241	(61)
<b>18,761</b>	<b>Total expenses</b>	<b>26,991</b>	<b>28,124</b>	<b>28,483</b>	<b>(359)</b>	<b>20,934</b>	<b>19,874</b>	<b>1,060</b>
<b>7,115</b>	<b>Total Comprehensive result</b>	<b>5,418</b>	<b>8,141</b>	<b>9,570</b>	<b>1,429</b>	<b>8,485</b>	<b>5,033</b>	<b>3,452</b>

**Balance Sheet**  
As at 31 March 2026

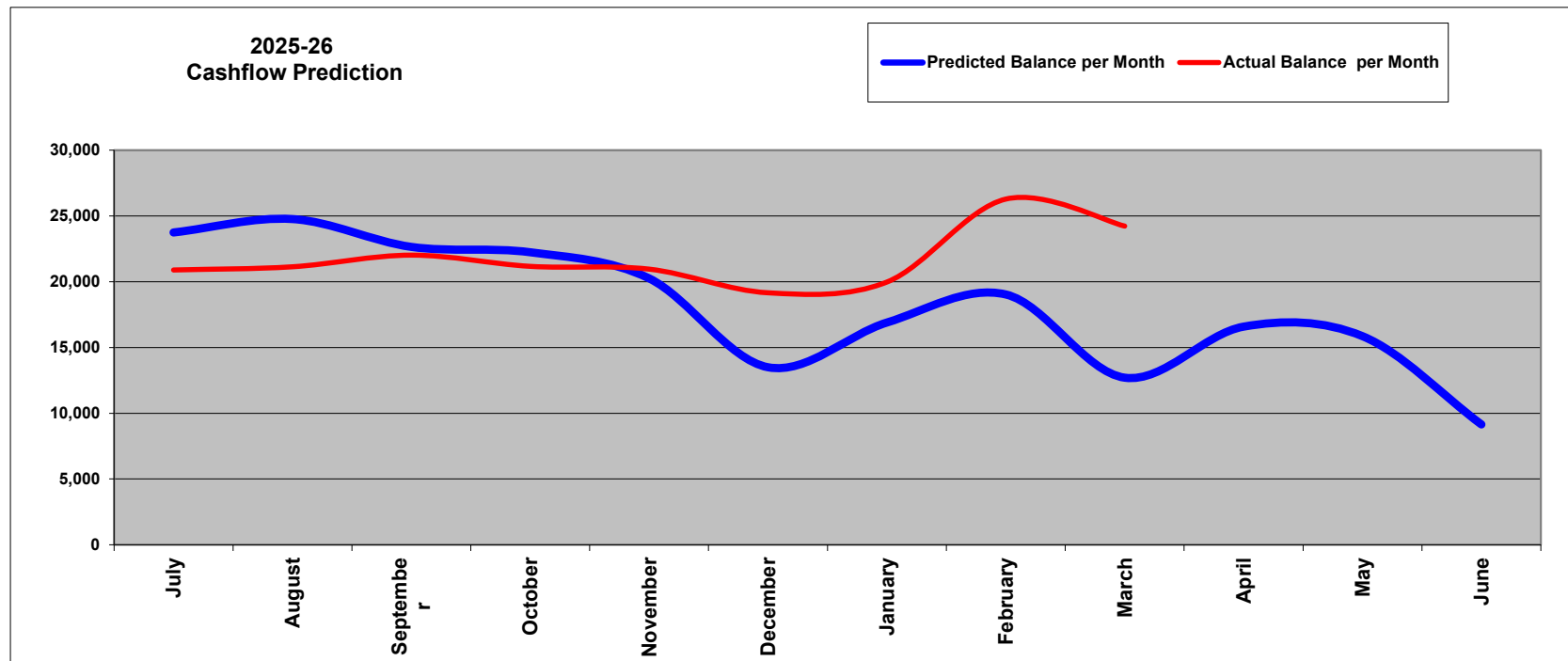
30 June 2025 (\$'000's)	Full Year				Year to Date				
	Adopted Budget (\$'000's)	Amended Budget (\$'000's)	Forecast (\$'000's)	Var (\$'000's)	Budget (\$'000's)	Actual (\$'000's)	Var (\$'000's)		
<b>Assets</b>									
<b>Current assets</b>									
23,877	Cash and cash equivalents	8,072	9,148	8,866	(282)	12,702	24,225	11,523	(14,729)
2,517	Trade and other receivables	2,580	2,662	2,662	0	4,056	3,392	(664)	145
13	Inventories	14	13	13	0	13	9	(4)	-
148	Prepayments	207	148	148	0	148	15	(133)	-
1,185	Other assets	43	1,185	1,185	0	1,185	0	(1,185)	-
<b>27,740</b>	<b>Total current assets</b>	<b>10,916</b>	<b>13,156</b>	<b>12,874</b>	<b>(282)</b>	<b>18,105</b>	<b>27,641</b>	<b>9,536</b>	
<b>Non-current assets</b>									
2	Trade and other receivables	8	2	2	0	2	(1)	(3)	
369,047	Property, infrastructure, plant and equipment	297,403	384,400	385,611	1,211	381,373	372,967	(8,406)	
<b>369,049</b>	<b>Total non-current assets</b>	<b>297,411</b>	<b>384,402</b>	<b>385,613</b>	<b>1,211</b>	<b>381,375</b>	<b>372,966</b>	<b>(8,409)</b>	
<b>396,789</b>	<b>Total assets</b>	<b>308,327</b>	<b>397,558</b>	<b>398,487</b>	<b>929</b>	<b>399,480</b>	<b>400,607</b>	<b>1,128</b>	
<b>Liabilities</b>									
<b>Current liabilities</b>									
3,414	Trade and other payables	2,435	2,438	2,438	0	(2,038)	1,205	(3,243)	
7,446	Trust funds and deposits	1,171	504	504	0	7,446	8,813	(1,367)	
11	Lease Liabilities	9	9	9	0	11	0	11	
458	Interest-bearing liabilities	404	458	458	0	116	346	(230)	
2,346	Provisions	2,393	2,346	2,346	0	2,346	2,346	0	
<b>13,675</b>	<b>Total current liabilities</b>	<b>6,412</b>	<b>5,755</b>	<b>5,755</b>	<b>0</b>	<b>7,881</b>	<b>12,710</b>	<b>(4,829)</b>	

**Balance Sheet**  
As at 31 March 2026

30 June 2025 (\$'000's)	Full Year				Year to Date		
	Adopted Budget (\$'000's)	Amended Budget (\$'000's)	Forecast (\$'000's)	Var (\$'000's)	Budget (\$'000's)	Actual (\$'000's)	Var (\$'000's)
<b>Non-current liabilities</b>							
108 Provisions	206	114	114	0	108	108	0
21 Lease Liabilities	12	21	21	0	21	0	21
2,077 Interest-bearing liabilities	2,818	2,619	2,119	500	2,077	1,847	230
<b>2,206 Total non-current liabilities</b>	<b>3,036</b>	<b>2,754</b>	<b>2,254</b>	<b>500</b>	<b>2,206</b>	<b>1,955</b>	<b>251</b>
<b>15,881 Total liabilities</b>	<b>9,448</b>	<b>8,509</b>	<b>8,009</b>	<b>500</b>	<b>10,087</b>	<b>14,665</b>	<b>(4,578)</b>
<b>380,908 Net Assets</b>	<b>298,879</b>	<b>389,049</b>	<b>390,478</b>	<b>1,429</b>	<b>389,393</b>	<b>385,942</b>	<b>(3,450)</b>
<b>Equity</b>							
125,589 Accumulated surplus	107,602	133,730	135,159	1,429	134,074	130,622	(3,452)
255,319 Reserves	191,277	255,319	255,319	0	255,319	255,320	1
<b>380,908 Total Equity</b>	<b>298,879</b>	<b>389,049</b>	<b>390,478</b>	<b>1,429</b>	<b>389,393</b>	<b>385,942</b>	<b>(3,451)</b>

<b>Cash Flow Statement</b>								
For the period ending 31 March 2026								
	30 June 2025 (\$'000's)	Full Year Inflows/(Outflows)			Year to Date Inflows/(Outflows)			
		Adopted Budget (\$'000's)	Amended Budget (\$'000's)	Forecast (\$'000's)	Var (\$'000's)	Budget (\$'000's)	Actual (\$'000's)	Var (\$'000's)
<b>Cash flows from operating activities</b>								
13,805	Rates and charges	14,396	14,399	14,397	(2)	12,588	13,192	604
236	Statutory fees and fines	296	286	287	1	222	233	11
901	User Charges	893	903	903	0	677	556	(121)
18,948	Grants Operating	8,080	11,936	12,139	203	7,355	5,842	(1,513)
6,137	Grants Capital	7,983	7,983	9,239	1,256	6,605	2,932	(3,673)
162	Contributions Monetary	34	34	365	331	6	390	384
458	Interest received	400	450	450	0	267	380	113
185	Trust Funds	0	0	1	1	0	1,367	1,367
486	Other receipts	69	119	119	0	160	416	256
1,079	Net GST	0	0	1	1	0	0	0
(9,552)	Employee costs	(10,286)	(10,307)	(10,350)	(43)	(7,691)	(7,532)	159
(10,143)	Materials and services	(9,725)	(18,912)	(19,211)	(299)	(13,642)	(8,163)	5,479
(337)	Other payments	(302)	(302)	(332)	(30)	(180)		180
							(241)	
<b>22,365</b>	<b>Net cash provided by (used in) operating acti</b>	<b>11,838</b>	<b>6,589</b>	<b>8,008</b>	<b>1,418</b>	<b>6,367</b>	<b>9,372</b>	<b>3,246</b>
<b>Cash flows from investing activities</b>								
(9,231)	Payments for property, infrastructure, plant and equipment	(12,636)	(22,037)	(23,239)	(1,201)	(17,101)	(8,688)	8,412
525	Proceeds from sale of property, infrastructure, plant and equipment	319	318	318	0	0	93	93
<b>(8,706)</b>	<b>Net cash provided by (used in) investing acti</b>	<b>(12,317)</b>	<b>(21,719)</b>	<b>(22,921)</b>	<b>(1,201)</b>	<b>(17,101)</b>	<b>(8,595)</b>	<b>8,505</b>

		<b>Cash Flow Statement</b>						
		For the period ending 31 March 2026						
		Full Year			Year to Date			
		Inflows/(Outflows)				Inflows/(Outflows)		
30 June 2025	Adopted	Amended			Budget	Actual	Var	
(\$'000's)	Budget	Budget	Forecast	Var	Budget	Actual	Var	
	(\$'000's)	(\$'000's)	(\$'000's)	(\$'000's)	(\$'000's)	(\$'000's)	(\$'000's)	
<b>Cash flows from financing activities</b>								
(66)	Finance costs	(122)	(122)	(122)	0	(92)	(80)	12
1,300	Proceeds from borrowings	1,000	1,000	500	(500)	0	0	0
(207)	Repayment of borrowings	(314)	(458)	(458)	0	(342)	(342)	0
(3)	Interest paid - lease liability	(9)	(9)	(9)	0	(7)	(7)	0
(9)	Repayment of lease liability	(9)	(9)	(9)	0	0	0	0
<b>1,015</b>	<b>Net cash provided by (used in) financing acti</b>	<b>546</b>	<b>402</b>	<b>(98)</b>	<b>(500)</b>	<b>(441)</b>	<b>(429)</b>	<b>12</b>
<b>14,675</b>	Net increase/(decrease) in cash and cash equivalents	<b>66</b>	<b>(14,728)</b>	<b>(15,011)</b>	<b>(282)</b>	<b>(11,175)</b>	348	<b>11,764</b>
9,202	Cash and cash equivalents at the beginning of the financial year	8,005	<b>23,877</b>	23,877	0	<b>23,877</b>	23,877	0
<b>23,877</b>	<b>Cash and cash equivalents at the end of the financial year</b>	<b>8,071</b>	<b>9,149</b>	<b>8,866</b>	<b>(282)</b>	<b>12,702</b>	<b>24,225</b>	<b>11,523</b>



**Statement of Capital Works**  
For the period ending 31 March 2026

	Full Year				Year to Date		
	Adopted Budget (\$'000's)	Amended Budget (\$'000's)	Forecast (\$'000's)	Var (\$'000's)	Budget (\$'000's)	Actual (\$'000's)	Var (\$'000's)
<b>Property</b>							
Land	1,000	1,000	1,000	0	500	0	500
Land Improvements	16	781	6,366	(5,585)	588	2,403	(1,815)
<b>Total land</b>	<b>1,016</b>	<b>1,781</b>	<b>7,366</b>	<b>(5,585)</b>	<b>1,088</b>	<b>2,403</b>	<b>(1,315)</b>
<b>Buildings</b>							
Buildings	53	53	90	(37)	40	79	(39)
Building improvements	5,595	5,662	120	5,542	3,610	63	3,547
<b>Total buildings</b>	<b>5,648</b>	<b>5,715</b>	<b>210</b>	<b>5,505</b>	<b>3,650</b>	<b>142</b>	<b>3,508</b>
<b>Total property</b>	<b>6,664</b>	<b>7,496</b>	<b>7,576</b>	<b>(80)</b>	<b>4,738</b>	<b>2,545</b>	<b>2,193</b>
<b>Plant and equipment</b>							
Plant, machinery and equipment	787	1,750	1,750	0	1,312	481	831
Fixtures, fittings and furniture	21	21	189	(168)	16	48	(32)
Computers and telecommunications	164	585	585	0	439	243	196
Library books	26	26	26	0	26	27	(1)
<b>Total plant and equipment</b>	<b>998</b>	<b>2,382</b>	<b>2,550</b>	<b>(168)</b>	<b>1,793</b>	<b>799</b>	<b>994</b>
<b>Infrastructure</b>							
Roads	4,134	7,374	8,081	(707)	6,388	3,986	2,402
Bridges	433	3,865	3,068	797	3,376	666	2,710
Footpaths and cycleways	31	31	38	(7)	6	32	(26)
Drainage	162	675	880	(205)	634	451	183
Waste Management	90	90	90	0	67	52	15
Recreational, leisure and community facilities	0	0	0	0	0	0	0
Other infrastructure	124	124	956	(832)	99	188	(89)
<b>Total infrastructure</b>	<b>4,974</b>	<b>12,159</b>	<b>13,113</b>	<b>(954)</b>	<b>10,570</b>	<b>5,375</b>	<b>5,195</b>
<b>Total capital works expenditure</b>	<b>12,636</b>	<b>22,037</b>	<b>23,239</b>	<b>(1,202)</b>	<b>17,101</b>	<b>8,719</b>	<b>8,382</b>
<b>Represented by:</b>							
New asset expenditure	1,389	5,031	12,255	(7,224)	3,533	3,992	(459)
Asset renewal expenditure	5,567	11,326	10,639	687	9,968	4,535	5,433
Asset expansion expenditure	0	0	0	0	0	0	0
Asset upgrade expenditure	5,680	5,680	345	5,335	3,600	193	3,407
<b>Total capital works expenditure</b>	<b>12,636</b>	<b>22,037</b>	<b>23,239</b>	<b>(1,202)</b>	<b>17,101</b>	<b>8,720</b>	<b>8,381</b>

## Capital Report

### For the period ending 31 March 2026

#### Expenditure

Project	YTD Budgets	YTD Actuals	YTD Var	Amended Budget	Forecast	Forecast Variance
General Works	61,600	95,139	(33,539)	111,000	148,200	(37,200)
General Operations	1,591,084	814,402	776,682	2,114,110	2,114,110	0
Footpaths	6,400	24,419	(18,019)	30,700	30,700	0
Kerb & Channel	20,000	0	20,000	27,500	27,500	0
Bridge Works	649,207	227,212	421,995	682,107	682,444	(337)
Drainage Works	120,000	39,376	80,624	161,500	116,000	45,500
Major Patch Program	75,000	0	75,000	103,000	103,000	0
Gravel Resheets	646,100	615,805	30,295	646,100	646,100	0
Reseals	740,300	731,415	8,885	740,300	740,300	0
Road Construction	75,000	31,878	43,122	100,000	57,775	42,225
Building Renewal Program	160,000	101,018	58,982	195,300	223,057	(27,757)
Roads to Recovery	1,841,301	1,053,061	788,240	2,455,068	2,870,125	(415,057)
TAC (SLRSP, Blackspot)	0	202,851	(202,851)	0	794,800	(794,800)
Flood Event	6,206,819	2,132,886	4,073,933	6,934,935	6,934,935	0
Recreation Projects	59,400	30,113	29,287	79,200	79,200	0
Major Projects	874,349	209,019	665,330	1,491,137	870,400	620,737
Burke Street Projects	3,974,113	2,410,608	1,563,505	6,165,483	6,800,000	(634,517)
<b>Total</b>	<b>17,100,673</b>	<b>8,719,202</b>	<b>8,381,471</b>	<b>22,037,440</b>	<b>23,238,646</b>	<b>(1,201,206)</b>

**Capital Report**  
**For the period ending 31 March 2026**

Project	Expense					
	Amended Budget	Forecast	Forecast Variance	YTD Budgets	YTD Actuals	YTD Var
<b>Council Infrastructure Program</b>						
<b>General Works</b>						
728000 - Dust Suppression GAT Seals	31,700	31,700	0	0	0	0
734000 - Playgrounds & Public Open Space Furniture	10,600	10,600	0	8,000	9,060	(1,060)
739000 - Waterways; Dams & Bores	15,900	15,900	0	14,000	4,036	9,965
740000 - Transfer Station Improvements	52,800	90,000	(37,200)	39,600	79,444	(39,844)
702071 - Directional Signage Upgrade Exp	0	0	0	0	2,599	(2,599)
	111,000	148,200	(37,200)	61,600	95,139	(33,539)
<b>General Operations</b>						
720000 - Furniture & Fittings Purchases	21,100	21,100	0	16,000	843	15,157
722000 - Forward Survey & Design Works	31,700	31,700	0	22,500	62,636	(40,136)
723000 - Motor Vehicle Purchases	318,128	318,128	0	238,596	61,256	177,340
724000 - Library Collection Purchases	26,400	26,400	0	26,400	26,606	(206)
732000 - Heavy Plant Purchases	1,431,551	1,431,551	0	1,073,664	419,828	653,836
706003 - Heavy Plant Purchases	0	0	0	0	0	0
743000 - Information Technology	285,231	285,231	0	213,924	243,234	(29,310)
	2,114,110	2,114,110	0	1,591,084	814,402	776,682
<b>Footpaths</b>						
729000 - Footpath Rehabilitation	24,300	24,300	0	0	23,794	(23,794)
730000 - Footpaths	6,400	6,400	0	6,400	0	6,400
701021 - Footpath Rehabilitation	0	0	0	0	625	(625)
	30,700	30,700	0	6,400	24,419	(18,019)

**Capital Report**  
**For the period ending 31 March 2026**

Project	Expense					
	Amended Budget	Forecast	Forecast Variance	YTD Budgets	YTD Actuals	YTD Var
<b>Kerb &amp; Channel</b>						
733000 - Kerb & Channel	27,500	27,500	0	20,000	0	20,000
<b>Bridge Works</b>						
701322 - Bridge 139 Raglan Elmhurst Rd (BRP)	0	71,000	(71,000)	0	4,450	(4,450)
721000 - Bridges; floodways; & Major Culverts	432,900	49,465	383,435	400,000	0	400,000
721010 - Bridge Reconstruction - Eurambeen-Streatham Rd - Bridges 58 & 60	0	20,000	(20,000)	0	16,803	(16,803)
721030 - Bridge Repair & Various Upgrade Works	0	0	0	0	5,158	(5,158)
721050 - Vincoa Road culvert extension	0	85,257	(85,257)	0	85,257	(85,257)
721070 - Bridge 190 (BL Jetty)	0	6,000	(6,000)	0	5,743	(5,743)
721080 - Bridge 185 (Amphitheatre Rd)	249,207	178,207	71,000	249,207	6,848	242,359
721090 - Bridge 192 (Caravan Pk foot-bridge)	0	1,000	(1,000)	0	840	(840)
721100 - Guard Rail	0	66,000	(66,000)	0	0	0
721110 - Bridge 80 High Street Renewal	0	39,015	(39,015)	0	39,016	(39,016)
721130 - Snake Island Bridge Renewal B191	0	95,000	(95,000)	0	62,018	(62,018)
721140 - B191 - Beaufort Caravan Park No. 2 (Snake Island) Footbridge Reconstruction	0	0	0	0	0	0
721150 - B63 - Eurambeen-Streatham Rd - Guardrail repair	0	15,000	(15,000)	0	0	0
721160 - B47 - Dooleys Rd - Guardrail repair	0	13,000	(13,000)	0	0	0
745010 - LRCIP Phase 4 - Bridge Rail Renewal 107	0	1,000	(1,000)	0	1,080	(1,080)
721170 - MC210 - Barkley Navarre Rd - Guardrail repair	0	10,500	(10,500)	0	0	0
721180 - MC211 - Barkley Navarre Rd - Guardrail repair	0	22,000	(22,000)	0	0	0
721190 - B88 - Landsborough Barkley Rd - Guardrail repair	0	10,000	(10,000)	0	0	0
	682,107	682,444	(337)	649,207	227,212	421,995

**Capital Report  
For the period ending 31 March 2026**

Project	Expense			YTD Budgets	YTD Actuals	YTD Var
	Amended Budget	Forecast	Forecast Variance			
<b>Drainage Works</b>						
727000 - Drainage Projects	161,500	5,000	156,500	120,000	25,394	94,606
727080 - Graves Street Beaufort	0	11,000	(11,000)	0	11,000	(11,000)
727085 - High Street Beaufort	0	0	0	0	2,318	(2,318)
727090 - Davy to Bridport Avoca	0	100,000	(100,000)	0	0	0
727100 - Drainage - Olinda St Beaufort£	0	0	0	0	664	(664)
	161,500	116,000	45,500	120,000	39,376	80,624
<b>Major Patch Program</b>						
701025 - Major Patch Program	103,000	103,000	0	75,000	0	75,000
	103,000	103,000	0	75,000	0	75,000

**Capital Report**  
**For the period ending 31 March 2026**

Project	Expense					
	Amended Budget	Forecast	Forecast Variance	YTD Budgets	YTD Actuals	YTD Var
<b>Gravel Resheets</b>						
731000 - Gravel Resheets	646,100	13,500	632,600	646,100	0	646,100
731371 - Resheet - Lobbs Road	0	30,200	(30,200)	0	40,447	(40,447)
731372 - Resheet - Moonambel-Warrenmang Rd	0	33,700	(33,700)	0	35,130	(35,130)
731373 - Resheet - Glenlofty-Warrenmang Rd	0	33,700	(33,700)	0	30,499	(30,499)
731374 - Resheet - Redbank-Barkly Rd	0	26,500	(26,500)	0	25,397	(25,397)
731375 - Resheet - East Mt Mitchell Rd	0	40,000	(40,000)	0	46,069	(46,069)
731376 - Resheet - Avoca-Greenhill Creek Rd	0	24,500	(24,500)	0	25,510	(25,510)
731377 - Resheet - Jones Rd	0	17,500	(17,500)	0	0	0
731378 - Resheet - Gordons Rd	0	22,200	(22,200)	0	39,649	(39,649)
731379 - Resheet - Pittong Snake Valley Rd	0	60,800	(60,800)	0	65,589	(65,589)
731380 - Resheet - Smiths Rd	0	58,000	(58,000)	0	50,778	(50,778)
731381 - Resheet - Waldrons Rd	0	57,000	(57,000)	0	46,428	(46,428)
731382 - Resheet - Back Raglan Rd	0	47,300	(47,300)	0	54,632	(54,632)
731383 - Resheet - Musical Gully Rd	0	42,000	(42,000)	0	36,106	(36,106)
731384 - Resheet - Wilkinsons Rd	0	55,000	(55,000)	0	47,301	(47,301)
731385 - Resheet - Carngham Lake Goldsmith Rd	0	41,800	(41,800)	0	31,178	(31,178)
731386 - Resheet - Ferntree Gully Rd	0	42,400	(42,400)	0	41,092	(41,092)
	646,100	646,100	0	646,100	615,805	30,295

**Capital Report**  
**For the period ending 31 March 2026**

Project	Expense					
	Amended Budget	Forecast	Forecast Variance	YTD Budgets	YTD Actuals	YTD Var
<b>Reseals</b>						
735000 - Reseals	740,300	0	740,300	740,300	0	740,300
735310 - Landsborough Barkley Rd <sup>2</sup>	0	0	0	0	281	(281)
735440 - Beaufort Carngham RdSeal Change <sup>2</sup>	0	34,339	(34,339)	0	31,783	(31,783)
735450 - Beaufort Carngham Rd15.92 Trawalla Rd <sup>2</sup>	0	19,414	(19,414)	0	17,743	(17,743)
735460 - Black Bottom RdSegment Change <sup>2</sup>	0	60,021	(60,021)	0	58,339	(58,339)
735470 - Black Bottom Rd10.67 Hobby horse La <sup>2</sup>	0	8,208	(8,208)	0	9,656	(9,656)
735480 - Boyce StPyrenees Hwy Eos <sup>2</sup>	0	45,591	(45,591)	0	46,105	(46,105)
735490 - Camerons LaSunraysia Hwy <sup>2</sup>	0	21,109	(21,109)	0	17,913	(17,913)
735500 - Carngham Streatham Rd7.21 Waldrons Rd <sup>2</sup>	0	43,274	(43,274)	0	41,128	(41,128)
735510 - Carngham Streatham RdMena Park Rd <sup>2</sup>	0	21,642	(21,642)	0	96,089	(96,089)
735520 - Chute Waterloo RdSheisa Tk <sup>2</sup>	0	48,360	(48,360)	0	63,038	(63,038)
735530 - Duke StSeal Change <sup>2k</sup>	0	12,223	(12,223)	0	12,628	(12,628)
735540 - Ercildoun RdSeal Change <sup>2</sup>	0	52,983	(52,983)	0	47,340	(47,340)
735550 - Homebush Rd13.31 Scotts Rd <sup>2</sup>	0	64,634	(64,634)	0	60,197	(60,197)
735560 - Lawrence St S/RLeichardt St <sup>2</sup>	0	4,399	(4,399)	0	4,143	(4,143)
735570 - Lexton Ararat RdAmphitheatre Rd <sup>2</sup>	0	84,395	(84,395)	0	17,431	(17,431)
735580 - North StBeavis La <sup>2</sup>	0	7,597	(7,597)	0	10,445	(10,445)
735590 - Richards RdPyrenees Hwy <sup>2</sup>	0	27,007	(27,007)	0	28,610	(28,610)
735600 - Rileys RdSnake Valley Chepstowe Rd <sup>2</sup>	0	51,799	(51,799)	0	46,506	(46,506)
735610 - Taltarni RdSeal Change	0	33,185	(33,185)	0	30,798	(30,798)
735620 - Eurambeen Streatham Rd; Lake Wongan	0	100,120	(100,120)	0	91,242	(91,242)
	740,300	740,300	0	740,300	731,415	8,885

**Capital Report**  
**For the period ending 31 March 2026**

Project	Expense					
	Amended Budget	Forecast	Forecast Variance	YTD Budgets	YTD Actuals	YTD Var
<b>Road Construction</b>						
737140 - Waubra Talbot Rd Construction (RTR)	0	0	0	0	24,103	(24,103)
738000 - Road Construction	100,000	0	100,000	75,000	0	75,000
737220 - Havelock St; Beaufort - Drainage/Parking Upgrade	0	50,000	(50,000)	0	0	0
745090 - LRCIP Phase 4 - Kerb and Channel new - Livingstone Street	0	7,775	(7,775)	0	7,775	(7,775)
	100,000	57,775	42,225	75,000	31,878	43,122
<b>Building Renewal Program</b>						
742110 - Caravan Park Ensuite Renewal	0	50,000	(50,000)	0	21,774	(21,774)
742120 - Landsborough Caravan Park/Pool Ablutions Renewal	0	40,000	(40,000)	0	7,120	(7,120)
742130 - Council Chambers Renewal	0	0	0	0	0	0
742140 - Snake Valley Hall Toilets Renewal	0	60,000	(60,000)	0	0	0
742150 - Waubra Hub Airconditioning Renewal	0	18,057	(18,057)	0	18,057	(18,057)
744000 - Building Renewal Program	195,300	0	195,300	160,000	0	160,000
744040 - Building Renewal -Lawrence Street office toilets	0	0	0	0	0	0
744050 - Building Renewal -Lawrence Street Council Chambers	0	30,000	(30,000)	0	20,830	(20,830)
744070 - Building Renewal -Weighbridge renovation	0	25,000	(25,000)	0	33,238	(33,238)
	195,300	223,057	(27,757)	160,000	101,018	58,982

**Capital Report**  
**For the period ending 31 March 2026**

Project	Expense					
	Amended Budget	Forecast	Forecast Variance	YTD Budgets	YTD Actuals	YTD Var
<b>Roads to Recovery</b>						
701330 - Bridge 139 Raglan Elmhurst Rd (BRP)	0	82,900	(82,900)	0	0	0
737000 - Road Construction - Roads to Recovery	2,455,068	0	2,455,068	1,841,301	0	1,841,301
737120 - Stockyard Hill Rd / Beaufort Carranballac Rd Intersection Construction (RTR)	0	250,000	(250,000)	0	320,536	(320,536)
737180 - Racecourse Rd; Beaufort - Road Construction - Ch.630m to Ch.2;000m - (RTR Funded)	0	800,000	(800,000)	0	9,563	(9,563)
737190 - Langi Kal Kal Rd - Road Construction - Ch.0m to Ch.300m - (RTR Funded)	0	180,000	(180,000)	0	0	0
737200 - Trawalla Waterloo Rd - Road Construction - Ch.0m to Ch. 400m - (RTR Funded)	0	210,000	(210,000)	0	574	(574)
737210 - Crowlands Eversley Rd - Road Construction - Ch.2;020m to Ch.2;735m - (RTR Funded)	0	240,000	(240,000)	0	233,331	(233,331)
737230 - Hopes Ln - Road Reconstruction - Ch.2;540m to Ch.3;380m (Flood Repair & RTR Funded)	0	92,225	(92,225)	0	11,130	(11,130)
737310 - Waubra Talbot Rd; Evansford - Road Construction & Speed Limit Improvements & Ass. Works - Ch.11	0	645,000	(645,000)	0	325,787	(325,787)
745011 - LRCIP Phase 4 - Bridge Rail Renewal 22	0	120,000	(120,000)	0	0	0
745120 - LRCIP Phase 4 - Streetscape and drainage works - Redbank	0	250,000	(250,000)	0	152,139	(152,139)
	2,455,068	2,870,125	(415,057)	1,841,301	1,053,061	788,240

**Capital Report**  
**For the period ending 31 March 2026**

Project	Expense					
	Amended Budget	Forecast	Forecast Variance	YTD Budgets	YTD Actuals	YTD Var
<b>TAC (SLRSP, Blackspot)</b>						
737170 - Willoby St; Beaufort (Livingstone St to Electric charging Carpark driveway)	0	15,000	(15,000)	0	0	0
737240 - King St; Beaufort - Speed Limit Improvements & Ass. Works - (Project 1A - SLRSP Funded)	0	25,000	(25,000)	0	6,641	(6,641)
737250 - Raglan Township - Speed Limit Improvements & Ass. Works - (Project 1B - SLRSP Funded)	0	93,000	(93,000)	0	18,366	(18,366)
737260 - Waubra Township - Speed Limit Improvements & Ass. Works - (Project 1C - SLRSP Funded)	0	7,000	(7,000)	0	8,917	(8,917)
737270 - Snake Valley Township - Speed Limit Improvements & Ass. Works - (Project 1D - SLRSP Funded)	0	15,000	(15,000)	0	16,002	(16,002)
737280 - Old Shirley Rd; Beaufort - Speed Limit Improvements & Ass. Works - (Project 1E - SLRSP Funded)	0	16,000	(16,000)	0	6,819	(6,819)
737290 - Amphitheatre Township - Speed Limit Improvements & Ass. Works - (Project 1F - SLRSP Funded)	0	8,000	(8,000)	0	7,150	(7,150)
737300 - Trawalla Township - Speed Limit Improvements & Ass. Works - (Project 1G - SLRSP Funded)	0	8,000	(8,000)	0	8,759	(8,759)
737315 - Waubra Talbot Rd; Evansford - Road Construction & Speed Limit Improvements & Ass. Works - Ch.11	0	260,000	(260,000)	0	58,773	(58,773)
737320 - Burke St; Beaufort - LATM Works - (Project 2A - SLRSP Funded)	0	20,000	(20,000)	0	16,302	(16,302)
737330 - Homebush Rd; Avoca - LATM Works - (Project 2B - SLRSP Funded)	0	37,000	(37,000)	0	5,625	(5,625)
737340 - South St; Beaufort - LATM Works - (Project 2C - SLRSP Funded)	0	10,000	(10,000)	0	7,658	(7,658)
737350 - Gregory St; Beaufort - LATM Works - (Project 2D - SLRSP Funded)	0	16,800	(16,800)	0	10,925	(10,925)
737360 - Smythesdale Snake Valley Rd; Snake Valley - LATM Works - (Project 2E - SLRSP Funded)	0	74,000	(74,000)	0	8,094	(8,094)
737370 - Duke St; Avoca - LATM Works - (Project 2F - SLRSP Funded)	0	170,000	(170,000)	0	17,465	(17,465)
737380 - Mt William Rd & Carngham Streatham Rd Intersection Realignment - (Project 3 - SLRSP Funded)	0	20,000	(20,000)	0	5,356	(5,356)
	0	794,800	(794,800)	0	202,851	(202,851)

**Capital Report**  
**For the period ending 31 March 2026**

Project	Expense					
	Amended Budget	Forecast	Forecast Variance	YTD Budgets	YTD Actuals	YTD Var
<b>Flood Event</b>						
108570 - CERTIFIED CLAIM PSC-1037- 0001 - PACKAGE 8 GLENPATRICK BRIDGES.	695,565	695,565	0	695,565	0	695,565
108571 - CERTIFIED CLAIM PSC-1037- 0002 - PACKAGE 9 AMPHI BRIDGES	557,099	557,099	0	557,099	0	557,099
108572 - CERTIFIED CLAIM PSC-1037- 0003 - PACKAGE 13 ELMHURST BRIDGES	413,613	413,613	0	413,613	166,785	246,828
108573 - CERTIFIED CLAIM PSC-1037- 0004 - PACKAGE 10 - REDBANK BRIDGES	324,071	324,071	0	324,071	77,998	246,073
108574 - CERTIFIED CLAIM PSC-1037- 0005 - PACKAGE 12 - HILMAN ROAD	281,096	281,096	0	281,096	18,818	262,279
108575 - CERTIFIED CLAIM PSC-1037- 0006 -PACKAGE 7 - HOPES LANE	642,536	642,536	0	642,536	320,467	322,069
108576 - CERTIFIED CLAIM PSC-1037- 0007 - PACKAGE 3 - SOUTH OF BEAUFORT/SNAKE VALLEY	93,673	93,673	0	93,673	0	93,673
108577 - CERTIFIED CLAIM PSC-1037- 0008 - PACKAGE 1 - LEXTON AND GLEN BRAE	578,456	578,456	0	578,456	310,616	267,840
108578 - CERTIFIED CLAIM PSC-1037- 0009 - PACKAGE 2 - HOMEBUSH AND AVOCA	322,347	322,347	0	241,761	192,346	49,415
108579 - CERTIFIED CLAIM PSC-1037- 0010 -PACKAGE 4 - WATERLOO AND RAGLAN	502,808	502,808	0	377,106	251,898	125,208
108580 - CERTIFIED CLAIM PSC-1037- 0011 - PACKAGE 5 - LANDSBOROUGH AND OTHERS	159,775	159,775	0	159,775	93,945	65,830
108581 - CERTIFIED CLAIM PSC-1037- 0012 - PACKAGE 6 - MT LONARCH; GLENLOGIE	261,473	261,473	0	196,104	25,517	170,587
108582 - CERTIFIED CLAIM PSC-1037- 0013 - PACKAGE 11 - LOWER WIMMERA RIVER BRIDGE	9,635	9,635	0	0	0	0
108583 - CERTIFIED CLAIM PSC-1037- 0015 - PACKAGE 15 & 16 - SNAKE VALLEY CULVERTS -BEAUFORT BRIDGE	176,996	176,996	0	176,996	101,292	75,704
108584 - CERTIFIED CLAIM PSC-1037- 0017 - PACKAGE 17 - LEXTONS CULVERTS AND FLOODWAYS	513,513	513,513	0	513,513	259,226	254,287
108585 - CERTIFIED CLAIM PSC-1037- 0018 - PACKAGE 18 - GUARDRAILS - VARIOUS LOCATION	383,106	383,106	0	383,106	81,085	302,021
108586 - CERTIFIED CLAIM PSC-1037- 0019 - PACKAGE 19 - NO PRE-EXISTING PHOTOS	366,748	366,748	0	366,748	199,941	166,807
108587 - CERTIFIED CLAIM PSC-1037- 0020 - PACKAGE 14 - MT EMU BRIDGES	388,098	388,098	0	0	0	0
108588 - CERTIFIED CLAIM PSC-1037- 0021 - PACKAGE 19 - NO PRE-EXISTING PHOTOS	29,417	29,417	0	29,417	21,670	7,747
108598 - Certified Claim PSC-1037-0023 Betterment	234,910	234,910	0	176,184	11,283	164,901
	6,934,935	6,934,935	0	6,206,819	2,132,886	4,073,933
<b>Recreation Projects</b>						
726000 - Recreation Projects	79,200	79,200	0	59,400	30,113	29,287

## Capital Report

### For the period ending 31 March 2026

Project	Expense					
	Amended Budget	Forecast	Forecast Variance	YTD Budgets	YTD Actuals	YTD Var
<b>Major Projects</b>						
702095 - front counter renovations in Council offices - Frontline Service Review	58,144	60,000	(1,856)	43,608	0	43,608
703019 - Avoca Depot Upgrade Exp	8,993	4,500	4,493	6,741	8,993	(2,252)
705245 - Strategic Capital Projects	1,000,000	0	1,000,000	500,000	0	500,000
705252 - Community Participation & Support; Old Beaufort Primary School Exp	0	0	0	0	0	0
705258 - Tiny Towns Fund Rd2 - Avoca Entrance Sculpture Project Inc	0	0	0	0	0	0
741000 - Beaufort Caravan Park Redevelopment	0	0	0	0	12,341	(12,341)
742000 - End user computing strategy implementation stage 2	300,000	300,000	0	225,000	0	225,000
745140 - Beggs Street Dog Park Beaufort Exp	124,000	124,000	0	99,000	14	98,986
745150 - Waubra Playground Development Project Exp	0	331,900	(331,900)	0	187,672	(187,672)
705257 - Tiny Towns Fund Rd2 - Avoca Entrance Sculpture Project Exp	0	50,000	(50,000)	0	0	0
	1,491,137	870,400	620,737	874,349	209,019	665,330
<b>Burke Street Project:</b>						
750000 - Regional Workers Accommodation	5,400,000	0	5,400,000	3,400,000	0	3,400,000
705253 - Burke Street Infrastructure Exp	0	2,500,000	(2,500,000)	0	62,794	(62,794)
705251 - Burke Street Workers Accommodation Exp	765,483	4,300,000	(3,534,517)	574,113	2,335,829	(1,761,716)
738010 - Willoby St Reconstruction - Lawrene St to Livingstone St	0	0	0	0	11,985	(11,985)
	6,165,483	6,800,000	(634,517)	3,974,113	2,410,608	1,563,505
<b>Grand Total</b>	<b>22,037,440</b>	<b>23,238,646</b>	<b>(1,201,206)</b>	<b>17,100,673</b>	<b>8,719,202</b>	<b>8,381,471</b>

### Performance Indicators For the period ending 31 March 2026

		Full Year				Year to Date		
		Adopted Budget	Amended Budget	Forecast	Var	Budget	Actual	Var
<b>Operating position:</b>								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	-10.5%	0.6%	1.1%	0.6%	8.2%	9.6%	1.3%
<b>Liquidity</b>								
Working Capital	Current assets / current liabilities	170.2%	228.6%	223.7%	(4.9%)	229.7%	217.5%	-12.3%
Unrestricted cash	Unrestricted cash (\$'000)	4,466	6,206	5,924	(282)	7,294	14,207	6,913
<b>Obligations</b>								
Loans and borrowings	Interest bearing loans and borrowings / rate & charges	22.2%	21.2%	17.7%	-3.4%	15.5%	15.6%	0.1%
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	3.1%	4.1%	4.1%	0.0%	3.1%	3.0%	-0.1%
Indebtedness	Non-current liabilities / own source revenue	18.6%	16.9%	13.8%	-3.1%	14.3%	12.4%	-1.9%
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	176.9%	267.5%	172.8%	-94.7%	284.6%	99.2%	-185.4%

**Creditor Listing**  
**Payments greater than \$300k**  
**For period 1 July 2024 to 31 March 2026**

Creditor Code	Creditor Name	No. Invoices	Invoice Paid Amount (Inc GST)
777	AUSTRALIAN TAXATION OFFICE	55	3,422,876
3026	STATE REVENUE OFFICE - VICTORIA	6	3,029,718
147	VISION SUPER	1041	2,001,269
2731	PRIMAL SURFACING PTY LTD	71	2,123,445
128	HOWELL CONTRACTORS PTY. LTD.	370	1,899,578
549	DAVID ELDRIDGE PTY LTD (TRADING AS DE QUARRY SOLUTIONS)	173	1,513,053
236	VEOLIA	175	1,253,804
4354	GJ GARDNER HOMES BALLARAT	22	1,270,937
5572	HOTONDO HOMES (HUNTER DELL PTY LTD)	31	1,140,718
805	FOUR SEASONS WASTE PTY. LTD.	21	1,018,202
4889	BELGRAVIA HEALTH & LEISURE GROUP PTY LTD	25	921,729
929	CLEANAWAY PTY LTD (66835 - Waste Collection)	30	874,422
797	UNDER CONSTRUCTION	48	865,903
138	JLT RISK SOLUTIONS PTY LTD	29	849,894
4793	BERNE FLEMING CIVIL PTY LTD	89	844,659
5279	RMG (AUS) PTY LTD	52	667,047
39	PEARCE EARTHMOVING	76	644,942
5294	A & N DURANT EARTH MOVING P/L	55	617,318
64	BROADBENT MACHINERY	159	550,832
2326	GALLAGHER BASSETT SERVICES	5	505,789
2641	LMK EARTHWORKS	41	495,026
2264	MAV INSURANCE - LIABILITY MUTUAL INSURANCE (826088862)	2	485,594
2958	HITACHI CONSTRUCTION MACHINERY	6	452,953
5642	TODD DEVINE HOMES PTY LTD	12	444,667
5684	ASIC OFFICIAL ADMINISTERED RECEIPTS TRUST CO	1	388,303
2622	KERNOW ENVIRONMENTAL SERVICES P/L	22	420,350
4990	BRG DRAINAGE AND CIVIL EARTHWORKS	12	380,229
4325	AUSTRALIAN COMMERCIAL MAINTENANCE PTY LTD	501	377,192
5638	FEDERATION LUXURY TRANSPORTABLES PTY LTD	9	359,092
5235	TRAFFIC MANAGEMENT SOLUTIONS VICTORIA	46	340,989
82	CITY OF BALLARAT	42	319,389

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**30,479,918**

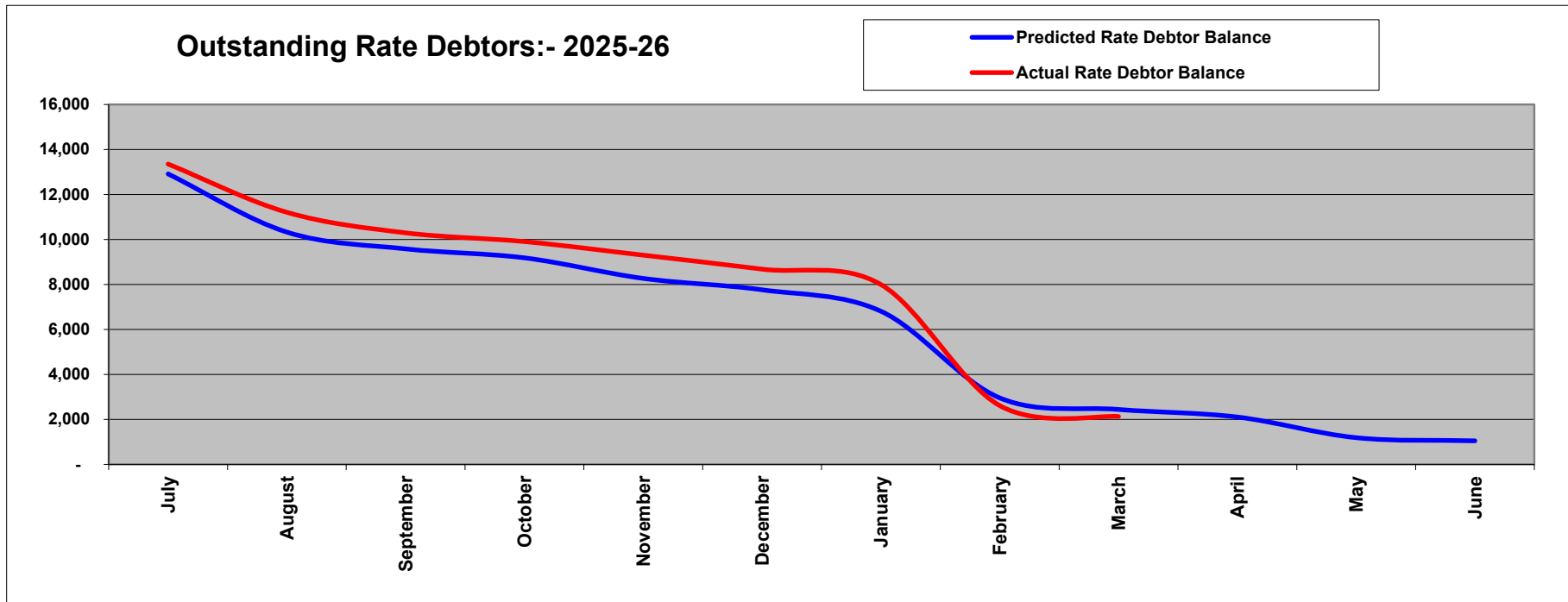
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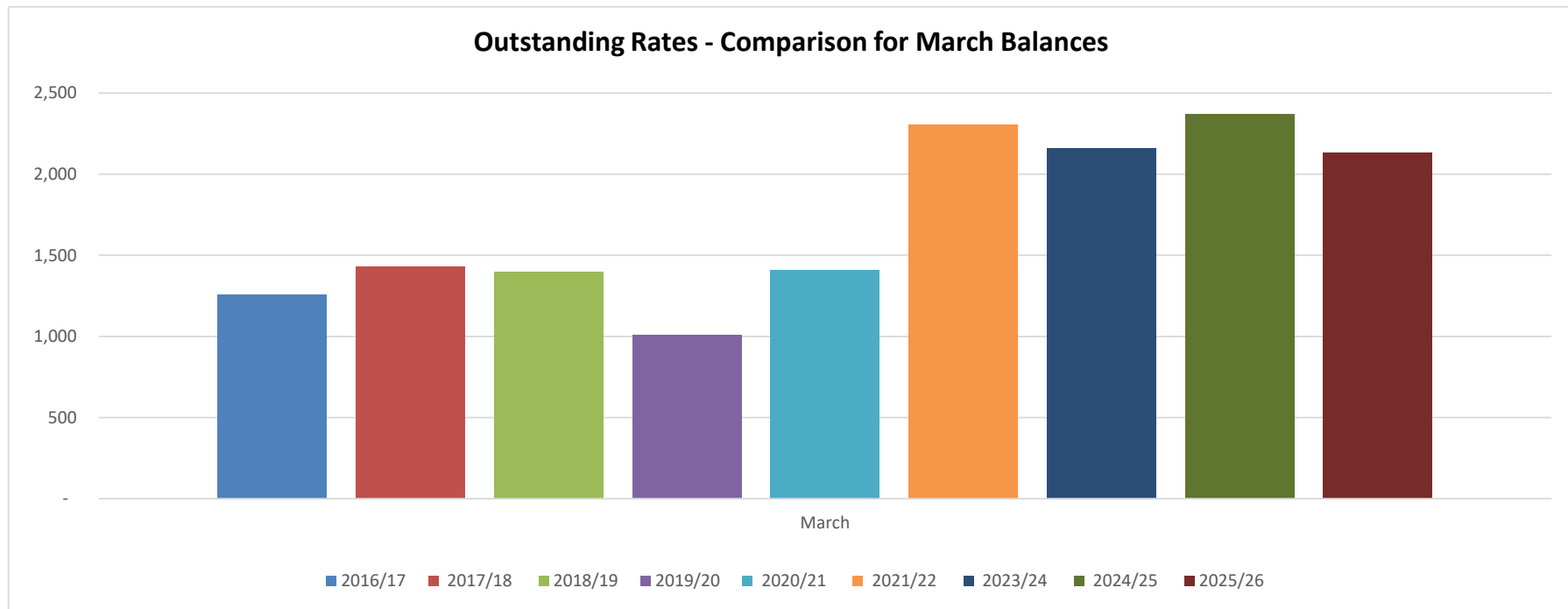
### Trust Deposits As at 31 March 2026

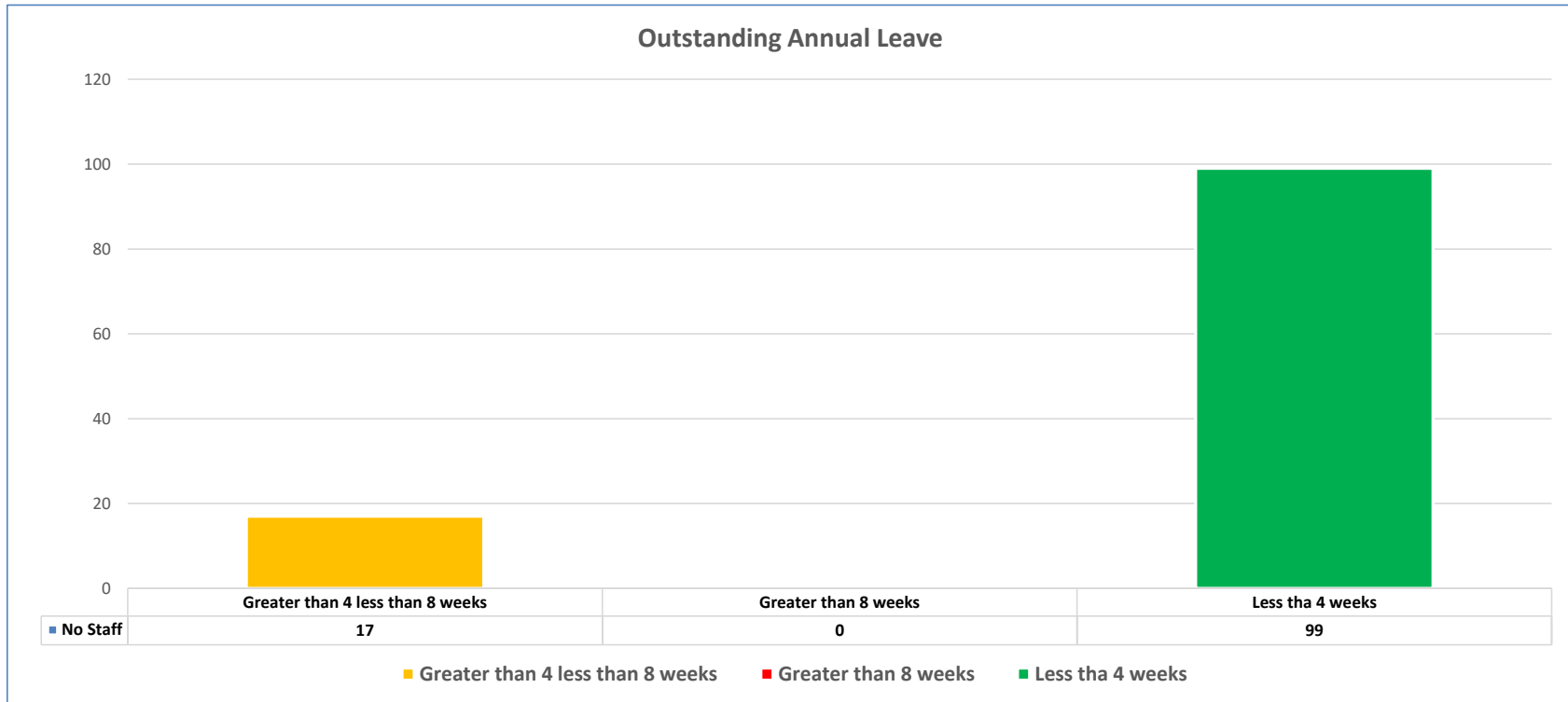
Acc No	Acc Description	YTD Balance
950028	Melbourne Cup Sweep Fund	(470)
950036	Hall Hire Security Deposits	(320)
950038	Security Deposits	(103,231)
950052	Contract Deposits	(3,374)
950058	Camphill Trust Fund	(9,353)
950066	Landsborough Swimming Pool/Caravan Park Trust	(152,162)
950098	Avoca Youth Council Trust	(2,612)
950106	Sale of Land Trust	(8,941)
950107	Stockyard Hill Wind Farm - Fire Recovery Fund	(50,000)
950109	Flood Study Implementation Support for Pyrenees Shire Council - Extra Holding	(245,710)
950217	HACC-PYP Minor Capital Holding	(10,000)
950263	Kindergarten Infrastructure and Service Plan Grant	256,390
950265	LRCIP Local Roads and Community Infrastructure Program Phase 4	-
950269	Pyrenees Municipal Bushfire Hazard Assessment 2023-24 Holding	(6,730)
950271	Glenlofty Unknown Funds - Holding	(6,254)
950273	CERTIFIED CLAIM PSC-1037- 0016	(194,000)
950274	CERTIFIED CLAIM PSC-1037- 0009 - PACKAGE 2 - HOMEBUSH AND AVOCA HOLDING	(241,760)
950276	CERTIFIED CLAIM PSC-1037- 0006 -PACKAGE 7 - HOPES LANE HOLDING	(481,317)
950278	CERTIFIED CLAIM PSC-1037- 0015 - PACKAGE 15 & 16 - SNAKE VALLEY CULVERTS -BEAUFORT BRIDGES AND CULVERTS HOLDING	(132,747)
950280	Increase the visibility;awareness;accessibility of our Libraries Holding	(200,000)
950281	CERTIFIED CLAIM PSC-1037- 0012 - PACKAGE 6 - MT LONARCH; GLENLOGIE HOLDING	(130,009)
950282	CERTIFIED CLAIM PSC-1037- 0002 - PACKAGE 9 - AMPHITHEATRE BRIDGES HOLDING	(400,149)
950285	Disaster Recovery Heritage Program - Belmont (H0644) 2023-25 - Holding	(5,446)
950286	Men's Shed Funding Holding	(100,000)
950287	Beggs Street Dog Park Beaufort Holding	(27,750)
950288	Burke Street Infrastructure RWAFF Holding	(4,920,832)
950290	Ausnet Fundng	(176,849)
950292	Hillman Road Major Culvert works; Middle Creek Project Holding	(154,545)
950293	Regional Planning Hub Flood - 2025-26 RPH Pyrenees Housing Needs Assessment Holding	(55,000)
950294	Council Support Fund AGRN 1242	(1,250,000)
		<b><u><u>(8,813,171)</u></u></b>

### Outstanding Rate Debtors

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26		
	Actual (\$'000's)									Revised Budget (\$'000's)	Actual (\$'000's)	Var (\$'000's)
<b>Opening Balance</b>		344	383	280	305	316	336	405	1,102	<b>903</b>		
<b>July</b>	359	283	9,764	209	10,588	11,137	11,584	12,388	12,525	<b>12,913</b>	<b>13,351</b>	<b>(438)</b>
<b>August</b>	8,673	9,082	9,192	9,759	10,300	10,679	10,653	11,516	11,954	<b>10,325</b>	<b>11,206</b>	<b>(881)</b>
<b>September</b>	7,822	8,263	8,536	8,648	9,093	9,543	9,603	10,989	11,233	<b>9,581</b>	<b>10,293</b>	<b>(712)</b>
<b>October</b>	7,451	7,890	8,065	8,290	8,678	9,167	9,407	10,309	10,845	<b>9,181</b>	<b>9,905</b>	<b>(724)</b>
<b>November</b>	6,704	7,136	7,287	7,522	7,880	8,334	8,492	9,552	9,959	<b>8,268</b>	<b>9,301</b>	<b>(1,033)</b>
<b>December</b>	6,346	6,811	7,025	7,113	7,465	7,975	8,094	9,184	9,468	<b>7,762</b>	<b>8,680</b>	<b>(918)</b>
<b>January</b>	5,989	6,196	6,345	6,557	7,061	7,436	7,525	8,452	8,544	<b>6,809</b>	<b>7,996</b>	<b>(1,187)</b>
<b>February</b>	1,746	2,068	1,954	1,848	2,048	2,711	2,648	2,626	2,867	<b>2,956</b>	<b>2,614</b>	342
<b>March</b>	1,258	1,432	1,395	1,010	1,410	2,305	2,306	2,160	2,369	<b>2,442</b>	<b>2,130</b>	312
<b>April</b>	1,189	1,267	1,076	1,243	1,137	1,919	1,512	1,979	2,042	<b>2,105</b>		2,105
<b>May</b>	561	652	452	573	460	727	780	1,222	1,152	<b>1,188</b>		1,188
<b>June</b>	344	383	280	305	316	336	405	1,102	903	<b>1,048</b>		1,048
<b>Variance</b>		<b>11.3%</b>	<b>-26.9%</b>	<b>8.9%</b>	<b>3.6%</b>	<b>6.3%</b>	<b>20.5%</b>	<b>172.1%</b>	<b>-18.1%</b>	<b>16.1%</b>		









**Pyrenees**  
Shire Council

**Date:** 18 Feb 2026

**NP52:** Proposal to name unnamed road off Hill Street and Callister Street, Beaufort **“MABEL COURT”**

**Datum Start Point:** Latitude: 37° 25' 52.7376" S

**Datum End Point:** Latitude: 37° 25' 55.452" S

Longitude: 143° 23' 27.2976" E

Longitude: 143° 23' 31.6644" E

**Road Length:** 135 metres

**Locality:** Beaufort





**NGA** 2026  
National General Assembly

**INFORMATION  
FLYER**

National Convention Centre, Canberra 23 - 25 June 2026

# 2026 Proposed Programs

## Forums

### TUESDAY 23 JUNE REGIONAL FORUM: ROYAL THEATRE

8.00am	Registrations Open
9.00am	Regional Forum Opening Session
<b>10.00AM</b>	<b>MORNING TEA</b>
10.30am	Opportunities & Challenges - Renewable Transition
11.30am	State of the Regions
<b>12.30PM</b>	<b>LUNCH</b>
1.30pm	Disaster Management Fatigue
2.30pm	National productivity & local roads
<b>3.30PM</b>	<b>AFTERNOON TEA</b>
4.30pm	Regional Health
5.30pm - 7.30pm	National General Assembly Welcome Reception & Exhibition Opening Sponsored by Payble

### TUESDAY 23 JUNE URBAN FORUM: BRADMAN THEATRE

8.00am	Registrations Open
9.00am	Urban Forum Opening Session
<b>10.00AM</b>	<b>MORNING TEA</b>
10.30am	State of the Cities
11.30am	Precinct Building: Creating places people want to be
<b>12.30PM</b>	<b>LUNCH</b>
1.30pm	Emergency Management: Communicating to large populations
2.30pm	Growing pains: Rapid urban growth
<b>3.30PM</b>	<b>AFTERNOON TEA</b>
4.30pm	Decarbonisation in the urban context
5.30pm - 7.30pm	National General Assembly Welcome Reception & Exhibition Opening Sponsored by Payble

## National General Assembly

### WEDNESDAY 24 JUNE NATIONAL GENERAL ASSEMBLY

8.00am	Registrations Open
9.00am	Opening Session MC Welcome and Introduction Welcome to Country
10.00am	Session 1 David Speers (MC) in conversation with Ministers
<b>11.00AM</b>	<b>MEAL BREAK ONE</b>
12.00pm	Session 2: Listen and Action With Jason Clarke, including the launch of the Jobs and Skills Survey
<b>2.00PM</b>	<b>MEAL BREAK TWO</b>
3.00pm	Session 3: Debate on Motions
5.30pm	Close of day one

### THURSDAY 25 JUNE NATIONAL GENERAL ASSEMBLY

8.30am	Session 4: Debate on Motions
<b>11.00AM</b>	<b>MEAL BREAK ONE</b>
12.00pm	Session 5: Financial Sustainability Launch of State of the Assets & Around the Grounds (Association Presidents)
1.00pm	Session 6: Disability Inclusion in Action
<b>2.00PM</b>	<b>MEAL BREAK TWO</b>
3.00pm	Session 7: Securing Funds How to Get that Grant & Payable Research
4.00pm	Session 8: Respectful communication in the online world
7.00pm	General Assembly Dinner Australian War Memorial Sponsored by Telstra
7.00pm	Networking Event Verity Lane Market

View the full program on the website  
[NGA26.com.au](https://nga26.com.au)

# NGA 2026 INFORMATION

## SOCIAL FUNCTIONS

### Welcome Reception & Exhibition Opening

Sponsored by Payble  
Tuesday 23 June 2026

Venue: National Convention Centre Canberra

The Welcome Reception will be held in the exhibition hall and foyer.

5:30pm - 7:30pm

\$55.00 per person for day delegates and guests. No charge for full registered delegates. No charge for registered accompanying partners.

Dress Code: Smart casual

### General Assembly Dinner

Sponsored by Telstra  
Thursday 25 June 2026

Venue: Australian War Memorial

7:00pm - 10:00pm

\$245.00 per person

Dress Code: Formal/Cocktail

Numbers to this dinner are strictly limited. Tickets are allocated on a first in basis.

### Networking Night at Verity Lane

Thursday 25 June 2026

Venue: Verity Lane Market

7:00pm - 11:00pm

\$109.00 per person

Dress Code: Formal/Cocktail

**\*\*Note: These functions are on the same night \*\***

### General Assembly Business Sessions

Wednesday 24 June 2026 - Thursday 25 June 2026

Venue: National Convention Centre Canberra

All plenary sessions will be held in the Royal Theatre at the National Convention Centre.

Dress Code: Smart casual

### Exhibition

Tuesday 23 June 2026 - Thursday 25 June 2026

Venue: National Convention Centre Canberra

The exhibition is being held in the Exhibition Hall and the Upstairs Ballroom at the National Convention Centre.

### Partner Tours

The partners meet at the Crowne Plaza Hotel each morning to commence their tour.

#### A Day in Hall

Wednesday 24 June - 9.45am

Explore the character and charm of Hall on this relaxed, full-day experience. Begin at the Hall School Museum & Heritage Centre, where local stories and historic displays paint a picture of the region's past. Move on to a guided spirit and wine tasting with Local Spirit Group, complemented by a fresh lunch from 1882 Hall. Finish the day with a wander through Cockington Green Gardens, taking in the detailed miniature villages and beautifully maintained grounds. Enjoy a ride on the miniature steam train before heading off. A balanced mix of history, flavour and leisurely sightseeing.

#### Lake Side Art & History Tour

Thursday 25 June - 9:45am

Experience Canberra from three unique angles on the Lakeside Art & History Tour. Start with a relaxed circuit of Lake Burley Griffin, where the calm surroundings provide a comfortable setting for a lakeside life-drawing session and Morning Tea. Enjoy a laid-back lunch at Wilma Asian BBQ, combining good food with an easy atmosphere. Finish with a guided visit to Calthorpes House, exploring its well-preserved architecture, gardens and the stories that reflect Canberra's early heritage. A balanced mix of art, nature, food and history.

*NOTE These programs are subject to change without notice.*

# REGISTRATION INFORMATION

Registration form available at [NGA26.COM.AU](https://NGA26.COM.AU)

## GENERAL ASSEMBLY REGISTRATION

- Attendance to all General Assembly sessions
- Meal breaks as per the General Assembly program
- One ticket to the Welcome Reception & Exhibition Opening
- General Assembly satchel and materials

Early Bird Payment received by Thursday 30 April 2026	\$999.00
Late Payment received after Thursday 30 April 2026	\$1,125.00

## DAY REGISTRATION FEES

- Attendance to all General Assembly sessions on the day of registration
- Meal breaks as per the General Assembly program
- One ticket to the Welcome Reception & Exhibition Opening
- General Assembly satchel and materials

Wednesday 24 June 2026	\$570.00
Thursday 25 June 2026	\$570.00

## TUESDAY REGIONAL FORUM OR URBAN FORUM REGISTRATION FEES

- Attendance to all registered Forum sessions
- Meal breaks as per the Forum program

Forum Only Tuesday 23 June 2026	\$555.00
Forum NGA Delegate Discount	\$350.00

## ACCOMPANYING PARTNER REGISTRATION FEES

- 1 ticket to the Welcome Reception & Exhibition Opening
- Day tour Wednesday 24 June 2026
- Day tour Thursday 25 June 2026

Partner Registration Fee	\$335.00
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All amounts include GST

# GENERAL INFORMATION

## PRIVACY DISCLOSURE

ALGA collects your personal contact information in its role as a peak body for local government. ALGA may disclose your personal contact information to the sponsors of the event for the purposes of commercial business opportunities.

If you do not consent to ALGA using and disclosing your personal contact information in this way, please tick the appropriate box on the registration form.

Importantly, your name can also be included in the General Assembly List of Participants. You must tick the appropriate box on the registration form if you wish your name to appear in this list.

## Photographs

During the General Assembly there will be a contracted photographer taking photographs during the sessions and social functions. If you have your picture taken it is assumed that you are giving consent for ALGA to use the image. Images may be used for print and electronic publications.

## CAR PARKING

Parking for delegates is available underneath the National Convention Centre for a cost of approximately \$23.50 per day. Alternatively, voucher public parking is available 300m from the Centre at a cost of approximately \$20.00 per day. The voucher machines accept either cash or cards (Visa or MasterCard).

## PAYMENT PROCEDURES

Payment can be made by:

Credit card MasterCard and Visa

Electronic Funds Transfer  
Bank: Commonwealth Bank  
Branch: Woden  
BSB No: 062905  
Account No: 10097760

ALGA ABN  
31 008 613 876

### Canberra Weather in June

Winter days in Canberra are characterised by clear sunny skies but the days are cool at around 11-15°C and temperatures do drop to 0°C on average in the evenings, so be sure to bring a warm jacket.

Mornings can be foggy so keep this in mind when booking flights. It is best to avoid early arrivals or departures in case of delays due to fog.

# CANCELLATION POLICY

## STANDARD REGISTRATION TERMS

An administration charge of \$220.00 will be made to any participant cancelling before Thursday 30 April 2026. Cancellations received after Thursday 30 April 2026 will be required to pay full registration fees. However, if you are unable to attend, substitutes are welcome at no additional cost

By submitting your registration you agree to the terms of the cancellation policy.

## Substitutions

As with all ALGA events, substitutions are allowed for delegates. Please notify the conference organisers in writing if substitutions are required.

No refund will be available to no shows.

## ACCOMMODATION TERMS

All cancellations or amendments must be made in writing to Conference Co-ordinators and will be acknowledged by email.

All rooms cancelled 30 day prior to check-in will be charged the full amount unless the room can be resold.

You are required to pay for your full accommodation account and any incidental expenses incurred during your stay when checking in to the hotel.

No refund will be available to no shows.

# Conference Hotels

## A by Adina

1 Constitution Avenue, Canberra

A by Adina Canberra is the newest hotel to Canberra which is located on Constitution Avenue only a 5-minute walk from the National Convention Centre.

The hotel combines spacious apartment living with 24-hour reception, room service, service provided by knowledgeable concierges and a well-equipped gym.

A new dining district is also newly constructed in the immediate area.

All rooms have a king bed and the studios offer a twin option of two singles beds.

Studio Rooms: \$249 per night  
— Single/twin/double

1 Bedroom Apartments: \$299 per night  
— Single/double

## Adina Serviced Apartments

79 Northbourne Avenue, Canberra

Adina Serviced Apartments Canberra James Court (formerly Medina) is located in the heart of the city on Northbourne Ave. offering contemporary spacious one bedroom apartments. Each apartment features a fully-equipped kitchen, in-room laundry and modern conveniences including flat screen TVs and free WiFi, outdoor pool, sauna, gym, spa and undercover parking on site (\$20/day). The hotel is approximately a 20-minute walk from the National Convention Centre.

1 Bedroom Apartments: \$219 per night  
— Single

## Avenue Hotel

80 Northbourne Avenue, Canberra

The Avenue Hotel is one of the only 5 star options in the Canberra city and offers guests both studio and apartment style rooms. The hotel is a 15-20 minute walk from the Convention Centre.

The apartments have a fully functioning kitchen. Twin option at the hotel consists of two king singles.

Superior King Rooms \$330 per night  
— Single/twin/double

1 Bedroom Apartments \$360 per night  
— Single/double

## Crowne Plaza

1 Binara Street, Canberra

The Crowne Plaza is adjacent to the Convention Centre and only a short walk from restaurants, bars and the main shopping district.

Twin option at the hotel consists of two double beds.

City View Room \$375 per night  
— Single/twin/double

Park View Room \$420 per night  
— Single/twin/double

## Mantra on Northbourne

84 Northbourne Avenue, Canberra

Mantra on Northbourne is centrally located within the CBD and approximately a 15-20 minute walk from the National Convention Centre. The hotel features underground parking (for a fee), a 24 hour reception, a heated indoor pool, sauna and a fully-equipped gymnasium.

All apartments offer one king bed, individually controlled air-conditioning, WiFi (for a fee), pay per view movies, mini bar, tea/coffee making facilities, a separate lounge and dining area, kitchen and a fully equipped laundry.

1 Bedroom Apartments: \$219 per night  
— Single/double

## Nesuto Apartments

2 Akuna Street, Canberra

Located in the heart of Canberra's CBD, the Nesuto Apartments is only a five-minute walk from the National Convention Centre. The one-bedroom apartments also offer a separate lounge/dining area.

Twin option at the hotel consists of two single beds. Additional costs will apply if more than two guests are within the one room.

Studio Apartment \$289 per night  
— Single/twin/double

1 Bedroom Apartments \$309 per night  
— Single/twin/double

## Qt Hotel

1 London Circuit, Canberra

The Qt Hotel is a modern hotel with boutique style furnishings, central to the city and a 10-minute walk to the National Convention Centre.

Twin option at the hotel consists of two single beds.

King Room \$249 per night  
— Single/twin/double

Superior King Room \$269 per night  
— Single/twin/double

## The Sebel Canberra Civic

197 London Circuit, Canberra

The Sebel Canberra Civic is one of Canberra's newest hotels which opened in June 2019 and is just a 7-minute walk from the National Convention Centre.

This property offers free WiFi throughout the hotel, a fully equipped gym, and an onsite restaurant and bar lounge.

All rooms come with a fully equipped kitchenette with Nespresso machine and dining table. Every bathroom is accessibility friendly with walk in showers.

Superior Room \$235 per night  
— Single/double

Executive Room \$265 per night  
— Single/double

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## **BRIEFING NOTE – Tuesday 31 March, 2026**

# Fuel shortages and rising prices – impacts on rural Councils

## Background

Rising fuel prices and insecurity has impacted rural communities and councils in a far greater way than city or regional populations.

Rural Councils Victoria has heard from many of its members about the key impacts to Councils, community and how help can be provided from other levels of government.

Contributing to this information has been the Councils of:

South Gippsland, Pyrenees, Corangamite, Horsham, Glenelg, West Wimmera, Loddon, Northern Grampians, Campaspe, East Gippsland, Murrindindi, Strathbogie, Mansfield and Hepburn.

## Key Messages

Fuel is a critical input in rural Victoria.

Price and supply shocks are now threatening essential services, local economies, and community wellbeing.

Without targeted intervention, councils will be forced to reduce services and delay recovery.

## Key Asks

### **Priority 1: Fuel Security and Priority Access**

Guarantee supply for:

- Agriculture
- Councils (essential services)
- Freight

31 March 2026



### **Priority 2: Immediate Financial Relief and Flexibility**

- Emergency funding or offsets for councils to maintain service delivery
- Flexibility in:
  - Grants
  - Delivery timelines
  - Co-contributions
  - Council reporting requirements

### **Priority 3: Targeted Rural Cost Relief**

- Time-limited measures:
  - Support for primary producers and freight
  - Support for rural businesses, especially tourism.
  - Support for community to manage cost of living

## Summary of Member input

### **There is a service delivery risk.**

- Councils are still maintaining services currently, but are deferring works, drawing down reserves and absorbing increasing costs.
- There is a clear tipping point where:
  - Road maintenance will reduce
  - Waste services may change (frequency, cost)
  - Capital programs will be cut or delayed.

*Rural councils are holding to existing service levels, but they are at risk if fuel pressure persists.*

### **Rural Councils face a structural disadvantage**

- No public transport alternatives in many communities.
- Long travel distances for staff and community to access work, healthcare, education etc
- Heavy reliance
  - Fleet
  - Contractors
  - Freight

*Fuel is not discretionary in rural Victoria; it is a core input for daily life, service delivery and economic activity.*

### **This will become a financial sustainability crisis**

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- Fuel budgets increasing 50-100%
- Costs exceeding rate cap growth
- Some councils reporting:
  - o Reaching 95% of fuel budgets by Q3
  - o Forecasting deficits
  - o Redirecting \$1m from budgets

*Councils cannot absorb this withing existing funding models.*

### **Fuel supply insecurity is as critical as price**

- Councils are reporting:
  - o Delayed or partial deliveries
  - o Bulk fuel shortages forcing retail purchases
  - o Some towns running out of fuel entirely – Nhill and Kaniva 48 hour outage, restricted fuel to emergency vehicles only.

*Security of supply is now a critical risk for rural communities and essential services.*

### **Flow on impacts are compounding across rural economies**

- Agriculture under pressure (fuel + fertiliser + freight)
- Tourism declining (especially Easter/snow season risk)
- Small businesses reducing hours or closing
- Construction costs escalating (bitumen + transport)

*Fuel volatility is triggering broader rural economic contraction*

### **Community impacts are immediate and visible**

- People unable to:
  - o Travel to work
  - o Attend medical appointments
  - o Participate in sport/community life
- Rising:
  - o Hardship
  - o Anxiety (linked to COVID + bushfire trauma)
  - o Risk of social issues (DV, crime, isolation)

*This is a cost-of-living and social cohesion issue, not just an fuel issue*



## Full response from members

### Key impacts to councils

- Likely to be redirecting \$1m (potentially more) from next years draft budget to try and ensure service delivery at least in the short term (estimate \$600k in additional \$ in terms of fuel in todays \$ just to run our plant and fleet)- discussion with Cr group on Wednesday morning (\$1m in one cost code so we can track). We will have sufficient surplus this year to get us to 1 July (most likely)
- In discussions with key contractors – waste contracts ok for now but potentially a massive hit due (price & supply)
- Staff uncertainty and concern (lots of comparisons to COVID)- cost of fuel for staff getting to work starting to be raised (front line and Depot- those who cant work from home)
- Costs escalation – both direct and indirect (\$250K 25-26, \$1M plus potential in 26-27).
- Risk to Business Continuity (eg kerbside waste collection)
- Hardship is starting to trend up.
- No impacts on services at this point but this will change if prices continue to surge.
- We will seek to mitigate cost impacts through managing initially within budget – basically do less discretionary projects or deferring works
- Staff wellbeing is an issue
- We have turned our mind to implementing mandatory measures if necessary
- As an operator of a regional landfill we will need to pass on cost increases similar for kerbside waste collection
- I have also considered the idea of a levy on user fees where the service has a high fuel input
- Cost pressure on operations and contracts: Fuel is a material input to roads, waste, fleet operations and outsourced services, so volatility quickly translates into higher delivery costs.
- Service delivery: Even where services appear to continue as normal, councils are having to spend more effort on monitoring, contingency planning and prioritising essential activities.
- Workforce and community hardship pressure: Rural workforces and communities often have limited alternatives to driving, so fuel price shocks intensify cost-of-living impacts, including on staff who commute long distances.
- For Horsham Rural City Council - This month alone our fuel bill has increased by \$72,000.
- Still maintaining current service levels but need to review if we can absorb the costs until 1 July.
- At today's prices anticipating an extra \$800K+ to run plant and fleet in next years budget, will need to be offset with reduction in capital delivery.

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- Contractors contacting us to say they cant maintain current pricing – currently considering these impacts
- Lots of staff uncertainty – considering ways we can assist staff who cant work from home eg fuel allowance, pool car availability with ride share
- Uncertainty and reminders of COVID are being flagged with us.
- Escalating fuel costs for fleet, heating pools, road maintenance costs - not just the fleet but road base etc, anything that needs transporting here.
- Working to keep airport and Port bowser filled, but we’ve experienced delays and loads being a little short.
- Tourism Impacts and VIC spend. Broader community impacts here for business and high street viability esp in smaller towns.
- **Direct Fiscal Threat:** Council's fuel budget is projected to double. Because **95% of our rate revenue** depends on primary producers currently in crisis, this represents a fundamental threat to our long-term financial sustainability.
- **Service Erosion:** Surging plant operating costs have forced a reduction in road maintenance and the suspension of essential works.
- **Operational Paralysis:** Reserves are depleted. The inability to refill even small containers (jerry cans) at local depots like KCR in Kaniva has stalled small-scale emergency repairs.
- **Workforce & Transport Gap:** We have mandated "drive smart" protocols (car-pooling between Edenhope and Kaniva and pivoting to MS Teams). However, with **zero public transport** in most of our small towns, these internal efficiencies cannot offset the lack of community mobility.
- 2026/27 budget forecast (at current costs) will result in additional fuel costs of over \$400,000-\$500,000 compared to a 2.75% rate cap which will increase our revenue by just over \$300,000.
- Requests for fuel cost share on construction contracts.
- Additional waste costs passed directly to the customer as we set the waste charge
- Reliance on service stations for plant and equipment fuel supply
- Cost of living impacts on staff and expectations of the organisation addressing them
- Direct cost impost from diesel, petrol, emulsion and gas price increases.
- We are factoring into our budgets 6 months of fuel price spike then a slow reduction from September 2026 down to a higher base level than prior to the war. The impact on our budgets for the current year and next year are in the table below.
- Regarding indirect costs we are assuming 5% CPI increase over our operating materials and services budgeted costs, excluding fuel and gas. The impact on our budgets for the current year and next year are in the table below.

Impact	2025-26 Impact	2026-27 Impact	Total Impact
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Direct Costs	\$250,000	\$300,000	\$550,000
Indirect Costs	\$18,000	\$150,000	\$168,000
<b>Total</b>	<b>\$268,000</b>	<b>\$450,000</b>	<b>\$718,000</b>

- Retail fuel unit cost to 25/26 budget has increased by 67% so far. This may be a sustained/long term impact.
- Unable to have bulk diesel delivered, meaning vehicles that utilise the cheaper bulk diesel are now buying retail.
- Risk of fuel theft is increasing
- More staff car sharing
- Contractors requesting variations in relation to fuel increases
- We have reached 95% of our annual fuel budget by the end of quarter 3 and are anticipating an over spend of up to \$500,000 this year if we retain service levels at BAU levels
- Currently reviewing our fuel budget for 26/27 and are anticipating a need to double our fuel allocation for our own plant and fleet use next year – this puts our budget into deficit
- We are currently reviewing clauses in a number of our multi-year contracts as they have annual price adjustments, we are moving to a more regular indexing with clauses currently being drafted by our lawyers – this places pressure on our procurement team to vary a range of contracts;
- We have a range of contracts currently out to market that we have no idea how tenderers are going to price the risk;
- We too are beginning to experience fuel theft
- Have stopped our teams accessing fuel from our depots to try and reserve this for essential services;
- Working with contractors on their business continuity plans for essential services (waste; road maintenance etc);
- Officers being encouraged to reduce all non-essential work and field visits and work from home if needed
- Have a range of contracts that need additional clauses to manage risk prior to awarding
- Staff anxiety on back of Black Summer and COVID
- In addition, fuel volatility is occurring during active bushfire recovery, directly affecting clean-up, fencing replacement, earthworks, freight and contractor mobilisation following the January 2026 fires.
- MSC’s dispersed settlements and mountainous terrain increase fuel intensity for essential services, leaving limited capacity to absorb further cost shocks.
- Increased hardship is being experienced across township residents and farming properties within Strathbogie Shire, consistent with broader national cost-of-living pressures acknowledged by the Commonwealth Government. As a rural council, our local economy is heavily dependent on agriculture, making it particularly vulnerable to rising fuel, fertiliser, construction, and operational costs.

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- We are predicting significant escalation in contract pricing (approx. 30%), maintenance, and capital delivery costs (approximately 15-20%), placing pressure on service sustainability at a time when community demand for hardship support and recovery assistance is increasing. These impacts are magnified by limited economies of scale and constrained revenue-raising capacity typical of small rural councils.
- Increased costs for kerbside collection services will hit next quarter - propose to look at altered collection frequency for red bin and other strategies to offset costs as much as possible and conserve fuel for agriculture. Have already implemented increased WFH/car pooling.
- Tourism impact at Easter and to snow season will compound bushfire impacts to Mansfield and Mt Buller - propose that ESVF be reduced/scrapped (at least reduced back to previous FSPL amount).
- Last week, we faced several challenges related to our bulk fuel delivery. The shipment arrived much later than expected—late Friday—and delivered only 80% of our original order. Had it not turned up, we would have been completely out of fuel by Monday morning. Additionally, escalating bitumen contract rates have increased our costs by approximately \$120,000 within an \$800,000 program, requiring us to scale back the program accordingly.
- Compounding these issues, one of our construction contractors informed us on Friday that they are unable to secure fuel deliveries, which means they cannot begin work on a significant road reconstruction project. Meanwhile, our operational staff are experiencing heightened pressure due to lengthy commute distances, lower wages, and the inability to work remotely. Continued encouragement of remote work has inadvertently fostered a two-tier workforce, further intensifying these challenges.



## • Flow on effects being seen or anticipated

- Rising community hardship compounding drought and fire impacts.
- Adverse business impacts are starting to appear
- Higher transport costs
- Higher fertiliser costs
- Higher food costs
- Potential for increase in homelessness and domestic violence. Animal welfare could also become an issue.
- Freight and supply chain cost escalation, particularly for construction materials and everyday goods, which then flows into council projects and service contracts.
- Higher input costs for key industries (agriculture, transport, tourism, small business), which can reduce viability and confidence, and potentially lead to reduced activity and investment.
- More cost variation requests and delivery delays on infrastructure and maintenance work where suppliers can't absorb increases or where price certainty becomes difficult.
- Local haulage firms and construction firms have a myriad of contract types – some more heavily impacted than others. This will be passed on to the consumer/us one way or another.
- Increased bilking at service stations.
- Farmers not yet clear of drought impacts and we are entering the key period for urea requirements.
- **Infrastructure Cost Spikes:** As of April 1st, bitumen prices have surged by 35–40%. Combined with contractor hikes, our capital road programs face massive overruns or total suspension.
- **Agricultural "Cash Flow Crunch":** Diesel has spiked from ~\$1.65/L to over \$3.29/L. Coupled with a 5-week backlog on orders and a 100% increase in Urea prices (\$1,500/MT), farmers are being forced into less effective inputs or risky crop pivots.
- **Economic Contraction:** The Western Highway is at COVID-era lows (evidenced by vacant facilities at Madden St, Kaniva). Local traders are closing early, and builders are applying "emergency levies" to previously fixed-price housing contracts.
- **Rural Crime:** We anticipate an increase in on-farm fuel theft as diesel becomes a high-value commodity.
  - reduction in the reseal contract length to offset additional bitumen costs
  - concern about additional costs for all day-to-day needs being passed to the customer (ie. cost of living) in a low SEIFA community

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- work from home impact on small business
- tourism / discretionary spend reduction impacting small businesses
- short term concerns of fuel supply shortages, increasing pressure from suppliers seeking contract variations, particularly contractors with considerable fuel costs as part of their business expenses. Increased default payments of rates and charges.
- Freight costs are rising or delayed due to fuel shortages.
- At \$1.80 per litre fuel price meant that we were spending \$235,000 per quarter. At \$3.00 per litre Council will spend \$392,925 per quarter. For 26/27 at \$3.00 per litre over the financial year we would spend \$632,000 increase in additional fuel cost.
- Staff are having to fuel up at retail outlets, reducing efficiency.
- Depending on duration of fuel issues – plan to potentially stop or reduce services/service levels. E.g. RMP service levels – prioritising essential services
- Road crews are unable to fill tanks completely – limited to 300 litres meaning multiple trips.
- Anticipating potential reduction in revenue in tourism and other areas
- Anticipating higher inflation and interest rates
- Anticipated impact on Capital project cost and maintenance costs in short to medium term
- Council is anticipating an increase in outstanding debts if people are unable to pay their rates, debtors, etc.
- Increased waste dumping
- Budget impacts as indicated above
- Risks to external funding where we have a time deadline – for eg we have a \$10mil contract for an airport runway extension which is very fuel dependent, but also has a funding deliver by deadline, this uncertainty around funding extensions is a real risk for us around projects such as this.
- Concerned about the ongoing resilience of some of our civil contractors, we need them to be here at the end of whatever this is, but how do we support them during a time of escalating prices? The skinny supplier and service contractor markets make us vulnerable.
- As a tourism region, our traders are very concerned about what is going to happen over Easter and school holidays, which represents an important tradie time for many
- Limited public transport makes free public transport commitments of limited value
- Some short-term supply issues already being experienced in outlying areas.
- Farmers as other have stated – impact on productivity
- Our fishing fleet is very fuel dependent and are wondering how long they can afford to continue to supply – most of their profit margin has already been eroded.
- MSC is highly dependent on a small pool of local and regional contractors, many of whom are also engaged in private recovery and agricultural work, increasing vulnerability if contractors withdraw or fail under sustained cost pressure.
- Grant-funded recovery and infrastructure projects with fixed delivery timeframes are exposed to fuel-driven cost escalation and uncertainty around extensions.
- Rising costs (including fertiliser, freight, and fuel) are undermining business viability across the agriculture sector and associated supply chains. This aligns with national

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concerns raised by the Federal Government regarding cost pressures on primary producers and supply chain resilience.

- In Strathbogie Shire, there is heightened risk of service disruption should fuel not be explicitly prioritised for farming and rural communities. Unlike metropolitan areas, residents have no access to public transport alternatives, meaning fuel shortages or price volatility directly impact employment, health access, education, and food security. Community isolation is an increasing risk factor.



## What Councils are hearing from rural communities

- Tourism visitation will be impacted. Pyrenees are expecting winery cellar door visits will be impacted.
- belief that the city is being prioritised over the country
- concern about input and transport costs in agriculture
- concern about fuel availability
- concern about the additional cost to small/marginal businesses
- concern about tourism visitation over the upcoming school holiday period
- Rising community hardship compounding drought and fire impacts.
- Adverse SME impacts are starting to appear.
- At least one family can't afford to take their child to kinder
- Staff working part time or casual for Council have also indicated if prices rise further they won't be able to afford to travel to work
- Fuel costs are biting hard in rural areas because distances are unavoidable and public transport options are limited.
- Household budgets are under pressure, and people are worried about the cumulative impact (fuel + groceries + utilities + freight-driven price rises).
- Local businesses are anxious about passing costs on, losing customers, and maintaining service coverage.
- In some areas, there's also concern about access and fairness, and heightened sensitivity to what people see happening at the bowser (which can amplify anxiety even when supply is available).
- **Towns Running Dry:** Total diesel outages in Kaniva and Nhill—where fuel was restricted to emergency vehicles for 48 hours—have caused widespread anxiety.
- **The "Easter Trap":** Serious concern that tourists will be stranded in our towns, further exhausting local food and fresh produce supplies.
- **Collapse of Social Fabric:**
  - a. **Volunteering:** A noticeable decline in volunteer turnout as travel becomes unaffordable.
  - b. **Sport & Mental Health:** Reduced attendance at training and matches, threatening the primary social outlet for our residents and increasing mental health risks.
  - c. **Medical Access:** Residents are missing essential medical appointments due to the lack of both fuel and public transport alternatives.
- **Discretionary Spend:** Visitors are "sitting on the fence"; those who do travel are skipping local pubs and cafes to pay for fuel.
- Anxiety around increased cost of living, ability to purchase fuel and panic buying behaviours
- Local business impact

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- Tourism impact and reduced attendance for upcoming events
- Impact on Service Access due travel costs
- Impact on businesses from both a security of supply and a market perspective
- Cost of freight for those like our fresh-cut horticulture industry that rely on markets in Sydney and Melbourne
- Anxiety – where we saw anxiety around Black Summer and COVID this translated to increases in domestic violence, crime and anti-social behaviour.
- Tourism impacts
- Agricultural impacts
- Food security in outlying areas and small remote communities.
- Community anxiety in Murrindindi is amplified by cumulative shocks: Black Saturday legacy, the 2019–20 fires, COVID, and now the January 2026 bushfires, with fuel insecurity triggering strong concern beyond price alone.
- Farmers and small businesses are particularly concerned about fuel availability during peak recovery and production periods.
- Fertiliser cost and availability are also exacerbating farming viability
- All good and well to provide free public transport but this is of no value to Murrindindi where there's none
- Messages from the Strathbogie community relate to escalating cost-of-living pressures, significant anxiety about fuel access and affordability, and the viability of local businesses. Farmers are concerned about their ability to maintain operations during peak seasons if fuel availability is constrained.
- There are also strong concerns around power reliability. In rural areas, electricity outages require fuel-dependent generators to maintain essential services. Without reliable fuel access, outages have cascading impacts, including loss of telecommunications, emergency communications, and business continuity issues that have been acknowledged nationally but are acutely felt in rural communities.
- It's also important to consider the broader impact on the visitor economy, particularly in areas not serviced by public transport. The introduction of free public transport may inadvertently draw tourists away from regions like ours, where public transport options are limited or non-existent. Perhaps the State could temporarily remove the Short Stay Levy to help mitigate this effect.

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## Supports required by rural Councils

- Fuel security (particularly for farmers)
- Continued sharing of data and approaches from across LG- its been great so far- on this issue
- Increase in financial assistance grants
- Taxation relief for business by Commonwealth and State
- Temporary removal of fuel excise
- Red tape reduction across the board
- Short-term stabilisation measures to soften acute price shocks for rural households and essential service providers (time-limited and targeted to avoid long-term distortion).
- Clear, coordinated communication and assurance on regional fuel supply, so communities and councils can plan with confidence.
- Flexibility in government funding and program settings (including grants and delivery timeframes) where genuine fuel-driven cost escalation is impacting project delivery.
- Support for critical rural industries and freight, recognising the outsized reliance on road transport in regional areas.
- Support for regional public and community transport, recognising that limited service coverage means fuel price shocks directly reduce access to jobs, health and education in rural areas.
- Recognition of the disproportionate impacts for rural and regional councils
- Free public transport means nothing to rural communities who have little public transport in the first place
- Security of supply for local government as an essential service
- Assistance with managing budget blow out
- Support for farmers and business
- Securing food deliveries to the smaller communities stores.
- Providing farmers with reasonably priced fuel and fertiliser working with Ag Vic and the drought taskforce to coordinate need/response.
- Clarity on the ask of LG – reduce use of be essential service. Depending on that, secure fuel or fund the bump in price.
- **Immediate Financial Relief:** Emergency funding to bridge the unbudgeted gap in fuel and bitumen costs to maintain road safety.
- **Fuel Security & Priority Access:** Guaranteed diesel supply for regional councils, the transport sector, and primary producers.
- **Regulatory & Fiscal Flexibility:** Formal recognition that these conditions materially impact Annual Plan targets.
- **Scrap the Essential Services Variable Fuel (ESVF) levy** and other equivalent burdening frameworks
- Additional funding to offset construction costs
- Direction regarding WFH arrangements to enable an end dates for additional flexibility arrangements

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- Security of fuel supply for rural Victoria
- Financial relief in some form would be most useful but with the state in a debt situation that they are I'm not sure they can. However, choosing to not have large battery facilities be considered to be generating activities in the Electricity Act would enable council's to rate large battery storage facilities rather than only receiving PILOR. Another cost saving option would be delaying the new requirement for additional bins. For those councils that haven't implemented it yet it would save the council's and their communities hundreds of thousands.
- The reason why I'm suggesting longer term solutions to a short term problem is that we are structurally unsustainable and as a result have little fat in the system to deal with price shocks without impacting our communities deeply. This needs to change.
- Fuel security for regional essential services, agriculture and Council
- Reduce fuel excise tax
- Longer term - More funding for EV charging stations in the regional areas and alternative other fuel transport
- Additional public transport opportunities in regional areas
- Supply guarantee for our services considered essential services (well defined during COVID)
- Support for businesses impacted severely by cost and supply impacts (agriculture; fishing; tourism etc)
- Fast-tracked supply of electric fleet and plant
- Certainty about grant funding and deadline extensions
- Budget assistance to keep essential services running
- Recognition that this is worse the further out from metro Melbourne a Council is – ie Metro and Rural are not the same!
- In addition, fuel security and price stability are critical to bushfire recovery, not just business-as-usual service delivery.
- Certainty and flexibility around grant conditions, including clear pathways for deadline extensions where fuel and supply disruptions materially affect delivery, would significantly reduce risk for recovery-affected councils.
- Fuel security measures that prioritise agricultural and rural communities.
- Targeted cost-of-living relief that recognises the disproportionate impact on rural households.
- Greater flexibility in funding arrangements, acknowledging that small rural councils have limited capacity to raise revenue outside of rates.
- As a council directly impacted by the January 2026 Bushfires, adequate and sustained recovery funding is also critical. This includes support for rates assistance, planning fee waivers, animal registration fee waivers, and other relief measures to ensure recovery programs can genuinely meet community need without shifting additional financial burden back onto our community.

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## Top asks of State and Federal Governments

- Fuel certainty for ag sector (this is vital) and regional Victoria as a priority
- ESVF- lets not keep taxing rural Vic
- Increase in financial assistance grants
- Temporary removal of fuel excise
- Priority ask 1: Time-limited regional fuel / freight relief or stabilisation measures  
Targeted to rural and regional areas where distance is unavoidable and fuel price shocks hit households, businesses and essential services first.
- Priority ask 2: Immediate flexibility in government funding and delivery settings  
So councils and essential service contractors can manage verified cost escalation without project failure, service reduction, or councils carrying unfunded risk for factors outside local control.
- Fuel security for rural areas – farmers need to keep producing food
- Assistance to manage expectations of community if services or delivery needs to be reduced
- Time to scrap ESVF levy – to help alleviate pressure on rural communities
- Clarity and communications.
- Immediate reduction in costs once crisis over – quick to rise and slow to fall will prolong the impacts here massively where we rely on private transport for work and leisure.
- **Reporting & Compliance Amnesty:** Deferral of reporting obligations so Council can focus limited resources on essential service delivery rather than administrative compliance during an operational crisis.
- **Strategic Resource Intervention:** Immediate action to secure regional fuel availability and curb "inflationary levies" on contracts. This must include addressing the systemic failure of Australia's inadequate fuel stockpile and refining capacity.
- State government should offer grants for renewal of assets without the requirement for a co-contribution. As to the federal government they should increase the FAGS funding back to 1% of taxation as it was 30 years ago.
- Fuel security for agriculture, transport and regional areas. – short and long term impacts
- Reduce cost of fuel.
- Consider more on shore processing capability
- Review of the ESVF and impact on regional communities
- Better long-term preparedness to ensure that this vulnerability is recognised and addressed
- Fuel security and price offsetting for food producers and those industries most impacted
- Subsidies for our essential services
- We emphasise the need for fuel security and targeted support for recovery-affected regions, recognising that short-term excise relief will expire before much recovery activity peaks.
- Fuel security for agriculture and rural communities, coupled with measures to improve power reliability and protect essential service continuity.
- Increased and genuinely untied funding, particularly through the Financial Assistance Grants (FAGs).
- Council specifically requests that the Commonwealth Government progressively increase Financial Assistance Grants over time, beyond population growth and indexation. This is essential to restore the grant pool closer to its original intent approximately 1% of Commonwealth tax revenue rather than the current level of around 0.51%, as evident in the

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2024/25 and 2025/26 Commonwealth Budgets, including the compounding impact of the three-year indexation pause commencing in 2014 -15.

- For councils like Strathbogie, this reform is critical to sustaining core services, supporting disaster recovery, and maintaining liveable and resilient rural communities.
- Agree with points made by others - could add funding to accelerate program for electric vehicle purchase and rooftop solar/batteries to charge overnight.
- Address DTP road maintenance issues/approach as road safety is being compromised by delays in fixing potholes and many \$\$ are wasted watching them grow larger. Look at moving to NSW model of funding road maintenance through LG for remote/regional areas and achieve better value for money, avoiding cost/inefficiencies from centralised (poor) maintenance.
- Scrap the completely unnecessary purple bin and save fuel immediately (we don't have it, but there are trucks running around Melbourne picking them up!)
- I would like to request that the Minister review their decisions regarding the rate cap for 2026/27, taking into account the considerable impacts we are already experiencing for 2025/26. While I'm not advocating for a rate increase given the current cost of living pressures, it is essential that the Minister actively responds to these concerns, and Councils have the option to consider.
- Furthermore, I recommend advocacy to either increase the Financial Assistance Grants pool or providing a one-off boost to Roads to Recovery Funding. It's important to highlight that early payment of Financial Assistance Grants by the federal government does not offer meaningful assistance for our situation.