



2026-27

Annual Plan

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Introduction

Latrobe Council's Annual Plan 2026/27 outlines the key priorities, initiatives and services that Council will progress during the financial year to support the continued delivery of its strategic objectives and long-term vision for the Latrobe municipal area.

Council's vision is for Latrobe to be a friendly and welcoming community, recognised for its high quality of life, attractive built environment, productive rural character, rich agricultural land, uniquely beautiful natural environment, seaside settlements, and an efficient, responsive and adaptive Council that provides strong, visionary and consultative leadership.

The 2026/27 Annual Plan has been prepared in the context of continuing economic uncertainty, rising costs of service delivery, cost-of-living pressures for households, and increasing demands associated with a growing community. Council has sought to carefully balance these factors while maintaining essential services, progressing priority initiatives and ensuring the organisation remains financially sustainable.

A key focus for 2026/27 is the delivery of a budgeted underlying surplus. This reflects Council's ongoing commitment to strengthening its long-term financial position and improving its own-source revenue capacity, while recognising the need to limit the impact on ratepayers wherever possible. The budget estimates forecast an underlying surplus of \$76,000 and an operating surplus of \$2.091 million.

The budget includes a General Rate increase of 5.8 per cent, based on the December 2025 CPI increase of 3.8 per cent, together with an additional 2 per cent consistent with Council's Long-Term Financial Plan. A Waste Management Charge increase of 10 per cent has also been included to support full cost recovery and respond to the significant increase in the State Government Waste Levy from 1 July 2026. While individual rate notices will vary depending on property circumstances, most ratepayers are expected to see an overall increase of around 7 per cent.

Council will continue to monitor economic conditions, inflation, and cost escalation throughout the year. In doing so, Council will prioritise meeting existing service delivery commitments within budget before committing additional resources to new initiatives. This disciplined approach is particularly important given ongoing uncertainty in global and national economic conditions and the impact these factors may have on Council's operating and capital costs.

The proposed capital works program for 2026/27 totals approximately \$7.5 million. This includes around \$3.4 million in carried forward projects and approximately \$4.1 million in new capital works. The program reflects Council's continued investment in roads, stormwater, buildings, land improvements, recreation facilities, flood mitigation, and other priority infrastructure that supports community wellbeing, safety and growth.

Through this Annual Plan, Council will continue to focus on good governance, organisational development, community and economic development, infrastructure and asset management, and development and regulatory services. Progress against the actions contained in this Plan will be monitored and reported to Council and the community throughout the year.

Approach for 2026/27 Annual Plan and Budget Estimates

What is the Annual Plan?

The Plan outlines our key initiatives and focus areas for the financial year 2026/27 period to deliver towards our vision of Latrobe being a friendly and welcoming community recognised for:

- The high quality of life enjoyed by residents and visitors within an attractive built environment.
- The preservation of the rural character and rich soils of the area which enables agricultural to be a key component of our economy.
- The uniquely beautiful natural environment including the seaside settlement areas.
- An efficient, responsive, and adaptive Council which provides strong, visionary, and consultative leadership.

How was it developed?

The Plan incorporates analysis of our internal and external environment, review of our current performance and responses to community and stakeholder feedback. This Plan aims to align with our Strategic Plan, a new Councillor Term Plan (to be established after the 2026 elections) and other sub strategies and is supported from funding in our annual budget.

What has changed?

The Plan reflects the updated initiatives focussed on achieving our vision. These initiatives are in addition to performing our day-to-day roles, functions, and the provision of services by us to the community.

While the overall strategic direction does not differ from our previous Annual Plan, we have taken the opportunity to leverage experience from our past year and update our strategies and strategic initiatives where appropriate.

Measuring our Progress

To ensure transparency and visible tracking of progress, we work towards a set of key performance indicators (KPIs) and targets that align to our strategic objectives and strong intention to be a high performing organisation.



Key Initiatives in terms of Strategic Objectives

In this section we highlight the key initiatives that we will progress during the 2026/27 financial year. The 2026/27 budget importantly provides the resources to progress these key initiatives.

Strategic Objective 1 – Governance and Organisational Development

Developing a people centric culture within Council

We have committed to emphasising the human aspects of managing our Council, namely staff development and culture initiatives. We will continue to build on this in the 2026/27 financial year.

We will finalise our People Strategy that will reflect on the many challenges we are currently facing and those emerging, which will ensure that we remain an organisation that continues to build capacity in the areas that deliver the greatest benefit for our community, customers, and financial outcomes for our business.

Creating a safe and caring environment for our staff, contractors, and the community

We will continue to uphold the importance of safety by focusing on improving how we go about our work in a safe and healthy way for the benefit of our staff, contractors, and the public who visit our offices and facilities.

Latrobe Council is committed to being a Child Safe organisation. We care about children and young people's safety and wellbeing, and this year will continue our journey in strengthening our alignment with the [Child and Youth Safe Organisations Act 2023](#).

Finally, our Contractor Portal will be further implemented in 2026/27.

Digital Transformation Plan

Cyber Security and data breaches remain significant concerns for local government. The swift advancement of technology, coupled with the constantly changing tactics employed by hackers, poses challenges for many organisations in staying ahead. We are enhancing our knowledge and understanding of these risks to mitigate potential events that could affect council and our communities.

This year, we will continue, to monitor our IT systems to ensure as much as possible our systems and equipment not only meet our operational needs but also protect the data we hold. We will further progress work on digitising paper records enabling our team to work more productively.

We will improve our online payments system, creating a customer-centric payment experience with improved flexibility and simplified rates collection.

We will also be improving our financial reporting software, ensuring the financial reporting across both Latrobe and Kentish Councils is contemporary.

Governance and Risk Management

Council is committed to maintaining risk management and governance frameworks to ensure the safety, sustainability, and well-being of its community. Effective risk

management is critical for identifying, assessing, and mitigating potential risks that could impact our operations, assets, and reputation.

Governance within the Council is founded on transparency, accountability, and strategic planning. Our governance framework ensures that decision-making processes are clear, equitable, and aligned with the community's long-term interests.

This year, there will be a new Councillor cohort elected at the October elections. As a result, we plan to have a comprehensive induction program which ensures Councillors have the skills and knowledge to undertake their role. As part of our strategic planning framework, Councillors will also work together to develop a Term Plan.

After the election, Council will review the appointments of Audit Panel members including considering appointment of an additional independent member to complement the independent viewpoint of the Audit Panel Chair.

Strategic Objective 2 – Community and Economic Development

Youth

Council is committed to providing young people from a diverse range of backgrounds and experiences with opportunities to thrive, be heard, and reach their aspirations.

This year, we will continue to engage with the community to ensure the youth voice is seen, heard, and valued.

It is planned to develop a clear engagement program during the year which focusses on delivery of youth services in the future.

Communicating

Using plain language reduces confusion, improves transparency, and helps residents quickly understand their rights, responsibilities and available services. Improving how we communicate will be a focus this year.

Sub-Regional Tourism Strategy

Following the recent successful collaboration with Central Coast, Devonport and Kentish Councils in developing the Mersey Leven Industrial Land Use Study, Council will collaborate with these councils on a sub-regional Mersey Leven Tourism Strategy.

This strategy will continue to build the Mersey Leven brand and guide promotions and marketing to attract visitors to the sub-region.

Strategic Objective 3 – Infrastructure and Assets

Asset Management

This year, we will continue to improve the quality, completeness and structure of Council's asset data, with an emphasis on buildings, through progressive improvements to the componentisation of assets and implementation of systematic asset condition assessments.

Enhanced asset data will support the development and continuous improvement of asset management plans and strategies, enabling more informed decision-making, improved lifecycle management, and more accurate planning for future asset renewals and investment.

Removal of High-Risk Trees

Trees are central to the character and beauty of Latrobe's idyllic landscape, providing shade, habitat, and a strong sense of place. However, to keep people and property safe, it's important to monitor tree health and, where necessary, carefully remove those that pose a high risk. This year, Council will be removing high-risk trees adjacent to our rural roads, and within the Latrobe Cemetery.

Emergency Evacuation Diagrams

In our buildings, we will be updating evacuation diagrams where required across - facilities and carrying out scheduled replacement of smoke detectors at the Banksia Centre. These measures help protect the wellbeing of staff, visitors and community members, reduce risk, and support compliance with legislative and insurance requirements. Proactive maintenance of safety systems demonstrates our commitment to responsible asset management and community safety.

Waste Reduction and Minimisation Strategy

This year we will commence the implementation of a comprehensive waste reduction and minimisation management plan and initiate priority objectives identified in the waste management strategy. With the State Government mandate requiring monthly reports on all waste entering transfer stations, it has become evident that significant changes in community behaviour and expectations regarding waste management are necessary. This year, the State Government has increased its waste levy to \$70.56 per tonne (a 53.8% increase from last year), which will either need to be absorbed by the community, but preferably mitigated through education and incentives to reduce non-recyclable household waste going to landfill.

Camp Banksia Beach Cabins

Whilst enjoyed for many years, the 'beach cabins' at Camp Banksia are no longer fit for purpose and have not been used recently. Due to their condition, these cabins, which are currently boarded up to prevent vandalism, will be safely demolished. This project opens up new opportunities for the Camp and removes a safety hazard and a visual eyesore for the Camp's beautiful surrounds.

Bass Highway Crossings

Council continues to advocate for better pedestrian connectivity across the Bass Highway, particularly as more residential land continues to be developed off Moriarty Road. This year, Council will invest in data to better evidence our case. Demonstrating the scale of demand, and the potential benefits are critical to securing funding, approvals, and the support of the State Government as the road owner.

New Pathways – Scoping Designs

To ensure Council has 'shovel ready' projects for future funding opportunities, concept - design work will be completed for a pathway from Latrobe to Tarleton and for a pathway from Latrobe to the Geneva School.

Flood Mitigation Works

The Latrobe flood levy was one of Council's largest ever capital projects and is a critical safety measure to reduce the community's exposure to future flooding, protecting

homes, businesses and essential infrastructure from potentially devastating damage. The flood levy has strengthened confidence in Latrobe's long-term viability by supporting economic stability, insurability and safer land use planning. In King's Creek, additional works will now be undertaken to improve access for machinery performing critical maintenance plus a series of other identified and scoped improvements to the flood levee system including valves, diversion pipes and trash screens.

Due to growth in property development and changes in rainfall patterns, some areas in the Port Sorell and Hawley area have become subject to flooding issues during high rainfall events. Council will continue to progress designs and priority capital works in Sankey Street and Taroon Street in Hawley Beach.

Latrobe Recreation Ground Works

The Latrobe Recreation Ground is a standout community asset, bringing together high-quality sporting, recreation and cultural facilities. Catering to a wide range of activities, it is a true recreation hub. Supporting our local clubs and codes is a priority for Council. This year, we will be doing significant ground works to improve drainage and lighting. This will help Council maintain a safe, useable and resilient playing field. It extends the life of the playing surface, reduces maintenance costs, and ensures the facility can reliably support community sport, events and local clubs year-round.

The Master Plan for the Latrobe Recreation Precinct is currently under review. On finalisation of this review, design and planning for priority capital works will be progressed during 2026-27.

Strategic Objective 4 – Development and Regulatory

Public Health

Council is committed to high levels of public health protection in accordance with its obligations outlined in the *Local Government Act 1993*, *Food Act 2003*, *Environmental Management and Pollution Control Act 1994* and the *Burial and Cremation Act 2019*.

To this end the council will during the 2026/27 financial year:

- aim to undertake licencing and inspections of all relevant public health and food businesses,
- promote the education of food handlers and the requirement for Food Safety Supervisor training,
- monitor the quality of water used for recreational purposes,
- offer a sharps container exchange service for its residents,
- conduct the School Based Immunisation Program at local secondary schools in accordance with the National Immunisation Program; and
- investigate complaints in relation to issues such as smoke, waste and noise to identify and resolve any breaches of legislation.

Measuring our Progress

The following tables summarise the specific actions included in our annual plan together with the performance measure to be applied. We will report progress quarterly at Council meetings and in Council's Annual Report using the following status key:

Status Key

Completed ✓ In Progress > Delayed X

1. Governance and Organisational Development

No.	Action	Performance Measure	Status
1.1	Finalise People Strategy	Strategy finalised	
1.2	Strengthen alignment with the Child and Youth Safe Organisations Act 2023	Alignment strengthened	
1.3	Progress work on digitising paper records	Paper records digitised	
1.4	Implement improved online payment system	New online payment system implemented	
1.5	Improve Financial Reporting Software	Additional module implemented	
1.6	Conduct councillor induction program	All councillors completed induction	
1.7	Develop a Councillor Term Plan	Term Plan Developed	

2. Community and Economic Development

No.	Action	Performance Measure	Status
2.1	Develop Youth Engagement Program	Program developed	
2.2	Improve (plain English) communication	Communication improved	
2.3	Collaborate on a sub-regional Mersey Leven Tourism Strategy	Strategy completed	

3. Infrastructure and Assets

No.	Action	Performance Measure	Status
3.1	Improve buildings asset data, componentisation and condition assessments	Data improved	
3.2	Commence implementation of a comprehensive waste reduction and minimisation management plan	Implementation commenced	
3.3	Demolish and remove Camp Banksia Beach Cabins	Cabins removed and site rehabilitated	
3.4	Deliver the Council's capital works program	Meet the target KPI of 80%	
3.5	Progress implementation of the Field Force 4 report recommendations within the Operations area	Recommendations implemented	
3.6	Remove high risk roadside trees	High risk trees identified and removed	
3.7	Update evacuation diagrams	Diagrams updated	
3.8	Collect data demonstrating the scale of demand for better pedestrian connectivity across the Bass Highway near Moriarty Road	Data collected	
3.9	Complete concept design work for a pathway from Latrobe to Tarleton	Concept Plans Completed	
3.10	Complete concept design work for a pathway from Latrobe to Geneva School.	Concept Plans Completed	
3.11	Construct an access ramp in Kings Park and other identified operational improvements to the flood levy system in Latrobe.	Access ramp and general improvements are operational	
3.12	Progress designs and begin priority stormwater capital works in Sankey Street Hawley	Designs completed and capital works progressed	
3.13	Progress designs and begin priority stormwater capital works in Taroona Street Hawley	Designs completed and capital works progressed	
3.14	Undertake significant ground works to improve lighting and drainage at Latrobe Recreation Ground	Lighting upgraded and Drainage system maintained and effective	
3.15	Commence design and planning for priority capital works identified in the Latrobe Recreation Precinct Master Plan review	Priority capital works designed and planned	

4. Development and Regulatory

No.	Action	Performance Measure	Status
4.1	Undertake licencing and inspections of all relevant public health and food businesses	Licences issued and inspections conducted	
4.2	Promote the education of food handlers and the requirement for Food Safety Supervisors training	Promotion delivered	
4.3	Monitor the quality of water used for recreational purposes	Regular monitoring performed	
4.4	Maintain sharps container exchange service for the community	Service maintained	
4.5	Conduct the School Based Immunisation Program at local secondary schools in accordance with the National Immunisation Program	Program delivered	

We have also identified the following measures of success that will help tell us how we are tracking towards the achievement of our strategic objectives.

Strategic Objective	Key Performance Indicator	2024/25 Actual	2025/26 Forecast	2026/27 Target
Development and Regulatory	Total value of building approvals	\$70.4 million	\$61.0 million	\$50.0 million
	% of Development Applications determined within statutory timeframes	90.4%	90%	100%
Infrastructure and Assets	% of Capital works program completed	74%	80%	80%
	Diversion from Landfill*	49.3%	49%	55%*
Governance and Organisational Development	Underlying Surplus / (Deficit)Ratio	-9.3%	2.0%	0.7%

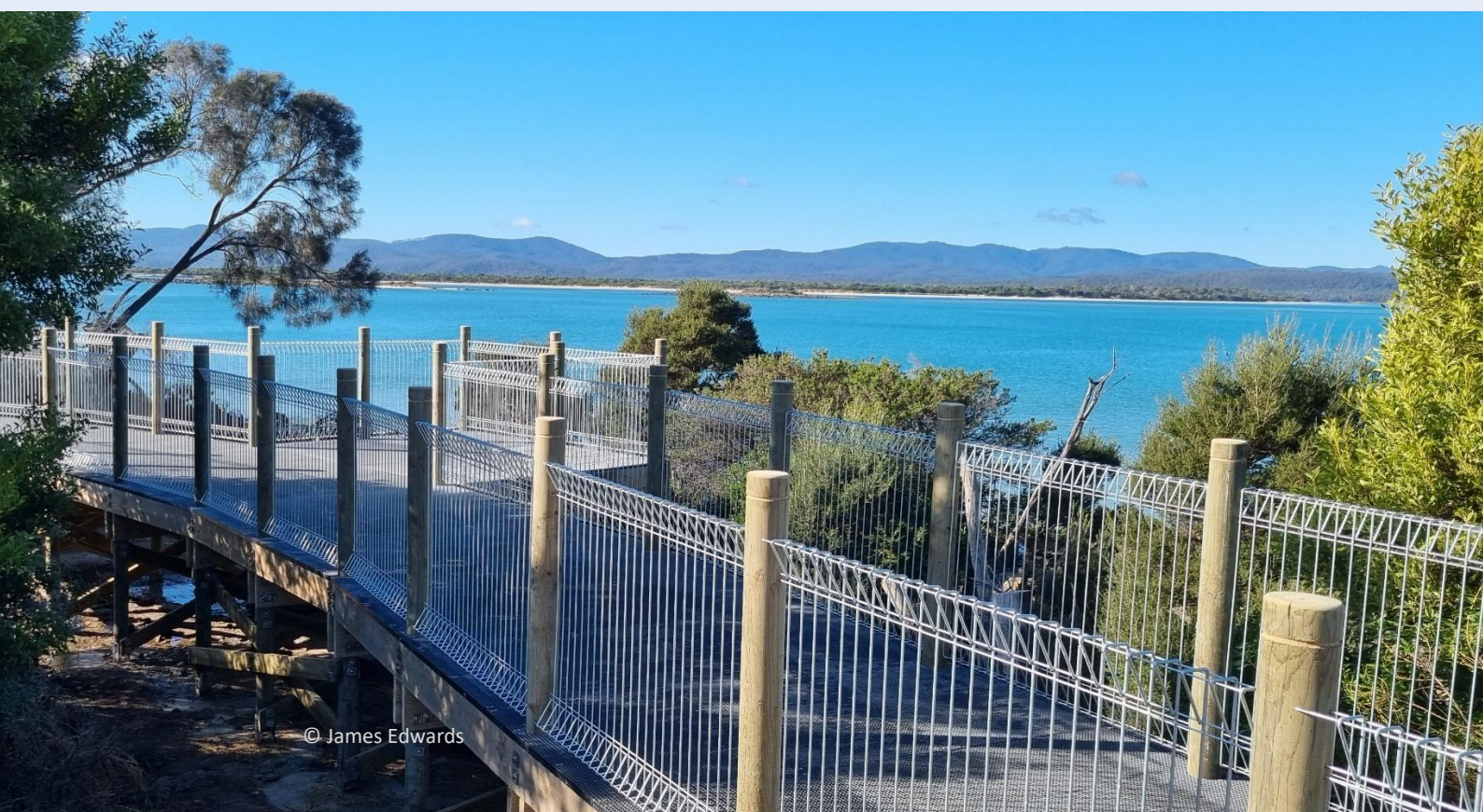
*These figures are derived from kerbside collections. In previous years this figure only reported Fogo diversion from landfill. The 26/27 year will include Fogo and co-mingled recycling.

We may also, at times, survey our staff and community to understand their perceptions and attitudes, satisfaction and agreement levels with services, facilities, or programs.

Financial Forecasts

Our financial forecast for the financial year 2026/27 is provided below.

Financial Summary	2025/26 Forecast (\$'000)	2025/26 Budget (\$'000)	2026/27 Budget (\$'000)
Underlying Surplus/(Deficit)	\$392,000	\$469,000	\$76,000
Underlying Result Ratio	1.8%	2.2%	0.3%
Capital Expenditure Total			
- Roads	\$5,150,000	\$4,395,000	\$2,548,000
- Stormwater	\$320,000	\$2,447,000	\$2,215,000
- Buildings	\$956,000	\$840,000	\$965,000
- Land	\$50,000	\$30,000	
- Land improvements	\$970,000	\$745,000	\$1,018,000
- Plant and equipment	\$1,416,000	\$1,325,000	\$736,000



Appendices

Appendix 1: Income Statement

Budgeted Statement of Comprehensive Income for the Year Ending 30 June 2027

	Actual	Revised Budget	Budget
	2025-A	2026-B	2027-B
Income			
Recurrent Income			
Rates and charges	13,019,149	14,546,695	15,864,279
Statutory fees and fines	681,951	741,596	688,200
User fees	2,345,580	2,365,031	2,454,162
Grants	1,629,501	2,445,222	2,535,749
Interest	522,815	470,000	388,000
Other income	361,268	300,518	181,233
Investment revenue from Water Corporation	458,400	496,600	440,000
Share of net profits/(losses) of associates accounted for by the equity method	326,613	187,188	276,125
	19,345,276	21,552,850	22,827,748
Capital Income			
Capital grants	4,619,878	2,264,445	995,370
Contributions - cash	73,391	32,970	20,000
Contributions - non-monetary assets	3,826,887	2,245,673	1,000,000
	8,520,157	4,543,088	2,015,370
Total Income	27,865,433	26,095,937	24,843,118
Expenses			
Employee costs	(5,366,941)	(6,343,241)	(6,592,476)
Materials and services	(7,158,323)	(6,635,779)	(7,254,868)
Impairment of receivables	102,439	-	-
Depreciation and amortisation	(4,760,291)	(5,051,213)	(5,300,856)
Finance costs	(923,838)	(898,822)	(998,033)
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(1,489,840)	(433,019)	(218,009)
Other expenses	(2,541,005)	(1,696,356)	(2,387,959)
Total Expenses	(22,137,799)	(21,058,430)	(22,752,200)
Net Operating Result for the year	5,727,634	5,037,508	2,090,917
Adjustments			
Net Operating Result for the year	5,727,634	5,037,508	2,090,917
Contributions - cash	(73,391)	(32,970)	(20,000)
Contributions non-monetary assets	(3,826,887)	(2,245,673)	(1,000,000)
Grants specifically for new/ upgraded assets	(4,583,010)	(2,264,445)	(995,370)
Non-operational income			
Grants received in advance - current year	(1,244,737)	(1,244,737)	(2,014,526)
Grants received in advance - prior year	2,045,899	1,244,737	2,014,526
Gains from one-off disposal of surplus assets		(102,430)	-
Disaster recovery reimbursements	(36,868)	-	-
Disaster recovery costs	115,254	-	-
Underlying Result	(1,876,107)	391,990	75,547

Appendix 2: Balance Sheet

Budgeted Balance Sheet as at 30 June 2027

	Actual 2025-A	Revised Budget 2026-B	Budget 2027-B
Assets			
Current assets			
Cash and cash equivalents	1,318,601	1,326,112	6,100,810
Trade and other receivables	2,332,900	2,332,900	2,332,900
Investments	7,000,000	6,000,000	-
Inventories	32,000	32,000	32,000
Other assets	1,826,476	1,826,476	1,826,476
Assets held for sale	520,711	520,711	520,711
Total current assets	13,030,688	12,038,199	10,812,897
Non-current assets			
Investment in associates accounted for using the equity	5,557,144	5,744,332	6,020,457
Investment in water corporation	32,971,027	32,971,027	32,971,027
Property, infrastructure, plant and equipment	467,027,141	472,650,319	475,613,741
Total non-current assets	505,555,312	511,365,678	514,605,225
Total assets	518,586,000	523,403,877	525,418,122
Liabilities			
Current liabilities			
Trade and other payables	2,548,114	2,548,114	2,548,114
Trust funds and deposits	614,921	614,921	614,921
Provisions	985,421	985,421	985,421
Contract liabilities	39,572	39,572	39,572
Interest - bearing loans and borrowings	404,631	425,856	448,189
Total current liabilities	4,592,659	4,613,884	4,636,217
Non-current liabilities			
Trust funds and deposits	6,189	6,189	6,189
Provisions	19,393,192	19,287,824	19,639,195
Interest - bearing loans and borrowings	10,307,509	9,879,466	9,429,090
Total non-current liabilities	29,706,890	29,173,479	29,074,474
Total liabilities	34,299,549	33,787,363	33,710,691
Net Assets	484,286,451	489,616,514	491,707,431
Equity			
Accumulated Surplus	130,324,057	135,654,120	137,745,037
Reserves	353,962,394	353,962,394	353,962,394
Total Equity	484,286,451	489,616,514	491,707,431

Appendix 3: Cash Flow Statement

Budgeted Cash Flow Statement for the year ended as at 30 June 2027

		Actual	Revised Budget	Budget
		2025-A	2026-B	2027-B
Cash flows from operating activities				
Rates		12,901,909	14,546,695	15,864,279
Statutory fees and fines		681,951	741,596	688,200
User charges and other fines		2,904,389	2,365,031	2,454,162
Grants		1,630,001	2,445,222	2,535,749
Interest		522,815	470,000	388,000
Other receipts		185,719	300,518	181,233
Share of Profits of Associates (Dulverton Waste Management)		82,125	187,188	-
Investment revenue from water corporation		458,400	496,600	440,000
Net GST refund/payment		1,342,317	-	-
Payments to suppliers		(8,337,532)	(6,635,779)	(7,254,868)
Payments to employees (including redundancies)		(5,501,407)	(6,343,241)	(6,592,476)
Finance costs		(579,121)	(898,822)	(646,662)
Other payments		(1,938,222)	(1,696,356)	(2,387,959)
Net cash provided by (or used in) operating activities		4,353,344	5,978,651	5,669,658
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment		(8,914,537)	(8,861,737)	(7,482,287)
Cash outflows for investments lodged		(9,000,000)	-	-
Proceeds from sale of property, infrastructure, plant and equipment		780,435	-	-
Capital grants		2,614,358	2,264,445	995,370
Contributions		72,892	32,970	20,000
Net proceeds from/(payments for) investments		2,500,000	1,000,000	6,000,000
Net Cash provided by (or used in) Investing Activities		(11,946,852)	(5,564,322)	(466,917)
		Actual	Revised Budget	Budget
		2025-A	2026-B	2027-B
Cash flows from financing activities				
Trust funds and deposits		156,809	-	-
Repayment of interest-bearing loans and borrowings		(383,298)	(406,818)	(428,043)
Net cash provided by (or used in) financing activities		(226,489)	(406,818)	(428,043)
Net increase/(decrease) in cash and cash equivalents		(7,819,997)	7,511	4,774,698
Cash and cash equivalents at the beginning of the financial year		9,138,598	1,318,601	1,326,112
Cash and cash equivalents at the end of the financial year		1,318,601	1,326,112	6,100,810

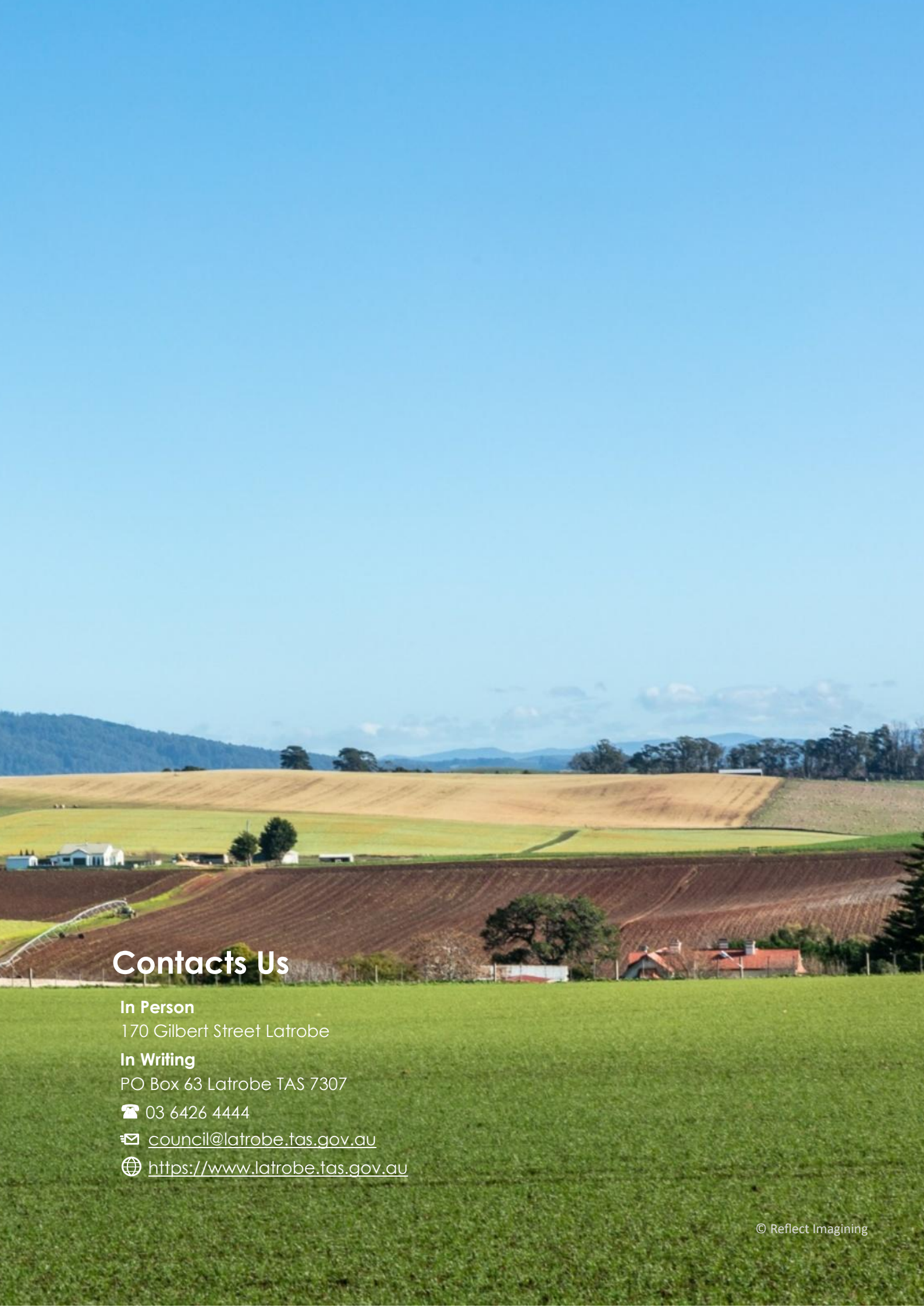
Appendix 4: Top 5 Capital Projects and Programs

A: Top 5 Capital Projects

Projects	Renewal	Upgrade / New	Total Project Budget
Sankey Street Hawley, address flood issues		\$1,400,000	\$1,400,000
Tarleton Road pavement rehabilitation	\$907,000		\$907,000
Latrobe Recreation Ground lighting upgrade	\$236,000	\$236,000	\$472,000
Flood levees – land purchase, minor modifications etc		\$345,000	\$345,000
Percival Street pavement rehabilitation	\$268,000		\$268,000

B: Top 5 Capital Programs

Capital Programs	2026/27 Budget
Sealed Road Reseals	\$588,000
Fleet, Plant and Equipment	\$500,000
Unsealed Road Re-sheeting	\$250,000
Elderly Persons Units Refurbishments	\$300,000
Information & Communication Technology	\$116,000



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