

Benalla Rural City Council

Council Meeting

Agenda

Date: Wednesday 6 August 2025

Time: 6pm

Venue: Civic Centre (Council Meeting Room)
13 Mair Street, Benalla

Contents

Opening and Acknowledgement of Country	3
Apologies	3
Statement of Commitment	4
Disclosures of Conflict of Interest.....	5
Confirmation of the Minutes of the Previous Meeting	5
1. Public Question Time.....	6
2. Petitions	7
Record of Committees.....	7
3.1 Recommendations from Finance and Planning Committee	7
3.2 Assemblies of Councillors, Advisory and External Committees	9
Officer Reports.....	11
4.1 Draft Benalla Airport Masterplan	11
4.2 Draft Benalla Rural City Council Plan 2025-2029.....	15
4.3 Draft Benalla Rural City Council Financial Plan 2025/26 to 2034/35.....	19
4.4 Draft Benalla Rural City Council Landfill and Resource Recovery Centre Masterplan.....	23
4.5 Draft Benalla Rural City Council Asset Plan and Draft Asset Management Policy.....	29
4.6 Draft Benalla Rural City Road Management Plan 2025-2029	33
4.7 2025/26 Major Event Funding Program	37
4.8 2025 Victorian Local Government Community Satisfaction Surveys – Benalla Rural City Council.....	41
4.9 Councillor's Expenses For The Quarter Ended 30 June 2025	47
4.10 Mayor and Councillors' Attendance At Conferences and Events	49
4.11 Council Actions Pending	53
5. Reports by Councillors	55
6. Notices of Motion	55
6.1 Notice of Motion: Winton Wetlands	55
6.2 Notice of Motion: International Campaign to Abolish Nuclear Weapons Cities Appeal and Acknowledgement of the 80 th Anniversaries of Hiroshima and Nagasaki Atomic Bombings.....	55
7. Notices of Rescission Motion	56
8. Urgent Business	56
Confidential Business	57
9.1 Australia Day Advisory Committee – Committee Member Nominations.....	59
9.2 Benalla Festival Advisory Committee – Committee Member Nominations.....	63
9.3 Benalla Indoor Recreation Centre Redevelopment Project.....	67
9.4 Tender for Contract CM25.081 Spray Sealing Works on Various Roads Within Benalla Rural City 2025/26 Program	77
9.5 Chief Executive Officer Employment and Remuneration Committee Recommendations	81
9.6 Confidential Reports by Councillors	83
9.7 Confidential Council Actions Pending	83
10. Reopening of the meeting to the public	85
Closure of the meeting	85

Agenda

Chair	Councillor Bernie Hearn (Mayor)	
Councillors	Councillor Justin King (Deputy Mayor)	
	Councillor David Blore	
	Councillor Peter Davis	
	Councillor Puna Hewa Gunaratne	
	Councillor Jillian Merkel	
	Councillor Nathan Tolliday	
In attendance	Peter Keane	Chief Executive Officer
	Robert Barber	General Manager Corporate
	Jane Archbold	Manager Community
	Cathy Fitzpatrick	Manager Finance
	Adrian Gasperoni	Manager Assets and Infrastructure
	Courtney Naughton	Manager Economic Development and Sustainability
	Greg Robertson	Manager Facilities and Information Technology
	Tom Arnold	Community and Recreation Coordinator
	Grant Banks	Community Engagement Coordinator
	Jess Pendergast	Governance Coordinator

Opening and Acknowledgement of Country

The Chair will open the meeting and recite the following Acknowledgement of Country.

We, the Benalla Rural City Council, acknowledge the traditional custodians of the land on which we are meeting. We pay our respects to their Elders past and present and to Elders from other communities who may be here today.

Apologies

Recommendation:

That the apology/ies be accepted.

Statement of Commitment

The Councillors will recite the following Statement of Commitment:

I declare,

that as a Councillor of Benalla Rural City

I will undertake on every occasion

to carry out my duties in the best interests of the community

and that my conduct shall maintain the standards of our Model Councillor Code of Conduct

so that I may faithfully represent

and uphold the trust placed in the Council

by the people of Benalla and District.

Governance Matters

This Council Meeting is conducted in accordance with the *Local Government Act 2020* and the *Benalla Rural City Council Governance Rules 2020*.

Question Time and Public Submissions

Any person wishing to participate in Question Time or Public Submissions in accordance with Rule 7.2 and 7.3 of the *Governance Rules 2020* should contact the Council by emailing council@benalla.vic.gov.au or telephoning the Governance Coordinator Jess Pendergast on (03) 5760 2600.

Recording of Council Meetings

In accordance with Rule 6.4 of the *Governance Rules 2020* the Council Meeting will be livestreamed via the Council's website and an audio recording will be made of the proceedings and made available for public access, with the exception of matters identified as confidential items in the agenda.

Members of the public can watch the live broadcast of the meeting at www.benalla.vic.gov.au

Behaviour at Meetings

Members of the public present at a meeting must remain silent during the proceedings other than when specifically invited to address the Committee.

The Chair may remove a person from a meeting for interjecting or gesticulating offensively after being asked to desist, and the chair may cause the removal of any object or material that is deemed by the Chair to be objectionable or disrespectful.

The Chair may call a break in a meeting for either a short time, or to resume another day if the behaviour at the Council table or in the gallery is significantly disrupting the Meeting.

Disclosures of Conflict of Interest

In accordance with the *Local Government Act 2020*, a Councillor must declare any Conflict of Interest pursuant to Section 130 of the Act in any items on this Agenda.

At the time indicated in the agenda, a Councillor with a conflict of interest in an item on that agenda must indicate they have a conflict of interest by clearly stating:

- the item for which they have a conflict of interest;
- whether their conflict of interest is general or material; and
- the circumstances that give rise to the conflict of interest.

Immediately prior to the consideration of the item in which they have a conflict of interest, a Councillor must indicate to the Meeting the existence of the conflict of interest and leave the Meeting.

Confirmation of the Minutes of the Previous Meeting

The minutes have been circulated to Councillors and posted on the Council website **www.benalla.vic.gov.au** pending confirmation at this meeting.

Recommendation:

That the Minutes of the Council Meeting held on Wednesday 25 June 2025 be confirmed as a true and accurate record of the meeting.

1. Public Question Time

The Council's *Governance Rules 2020* provide the opportunity for members of the public to lodge written questions of broad interest to the Council and the community.

Questions of the Council will not be allowed during any period when the Council has resolved to close the meeting in respect of a matter under section 66 (1) of the *Local Government Act 2020* (the Act).

A question may be on any matter except if it:

- is considered malicious, defamatory, indecent, abusive, offensive, irrelevant, trivial, or objectionable in language or substance;
- relates to confidential information as defined under the Act;
- relates to the personal hardship of any resident or ratepayer; or
- relates to any other matter which the Council considers would prejudice the Council or any person.

No more than two questions will be accepted from any person at any one meeting. All questions and answers must be as brief as possible, and no discussion may be allowed other than by Councillors for the purposes of clarification.

Like questions may be grouped together and a single answer provided. The Chair may nominate a Councillor, the Chief Executive Officer or another member of Council staff to respond to a question.

Recommendation:

That the question(s) and answer(s) be noted.

2. Petitions

No petitions were submitted to the meeting.

Record of Committees

3.1 Recommendations from Finance and Planning Committee

The recommendations of the Finance and Planning Committee meeting held on Wednesday 23 July 2025 are attached as **Appendix 1**.

Recommendation:

That the recommendations of the Finance and Planning Committee meeting held on Wednesday 23 July 2025 be adopted.

This page intentionally left blank

1. **Petition: Request for Council to establish an LGBTIQA+ Subcommittee of the Social Inclusion Action Group**

The report discussed a petition requesting the Council establish a LGBTIQA+ subcommittee of the Social Inclusion Action Group.

It is noted that Sean Mulcahy from Rainbow Local Government spoke in support of the petition.

Cr Hearn / Cr Blore:

1. That the report and petition be noted.
2. That the council undertake a further discussion around SIAG membership following the report.

Carried

2. **Planning Permit Application to Construct 13 Dwellings At 68 Bridge Street, West Benalla**

It is noted that Councillor Justin King declared a general conflict of interest as a relative works for the applicant. Cr King left the meeting at 6.35pm.

This report assessed a planning application received to construct 13 single-storey dwellings at 68 Bridge Street West Benalla.

It is noted that the following persons made submissions on the item:

- Daniel Bowden from Bowden Town Planning spoke in support of the planning application.
- Nola Jensen spoke against the planning application.

Cr Gunarante / Cr Tolliday:

That an extension of three minutes be granted to Nola Jensen.

Carried

Cr Gunarante / Cr Blore:

That council having considered all the matters required under Section 60 of the *Planning and Environment Act 1987* decides to issue a Notice of Decision to Grant a Permit under the provisions of the Benalla Planning Scheme in respect of the land known and described as 68 Bridge Street West, Benalla for the construction of 13 dwellings on a lot and to create/alter access to a road in a Transport Zone 2 in accordance with the endorsed plans, with the application Referenced DR-1125-01-03, Rev B, subject to the following conditions:

- 1. Before the development starts, plans must be approved and endorsed by the responsible authority. The plans must:**
 - a) Be prepared to the satisfaction of the responsible authority**
 - b) Be drawn to scale with dimensions**
 - c) Submitted in electronic form**
 - d) Be generally in accordance with the plans forming part of the application and identified as Referenced DR-1125-01-03, Rev B but modified to show the following details:**
 - i. The changes detailed in the discussion plan submitted to Council on 21 May 2025 in response to objections.**
 - ii. The addition of a window to the living room on the northern elevation for Dwellings 2, 3, 4 and 6.**
 - iii. The requirements of Conditions 17-19 as required the Head, Transport for Victoria**
- 2. The development as shown on the endorsed plans must not be altered without the written consent of the responsible authority.**
- 3. Before the development starts a landscape plan to the satisfaction of the responsible authority must be submitted to and approved by the Responsible Authority and be in accordance with the requirements of the Infrastructure Design Manual. When approved, the plan will be endorsed and will then form part of the permit. The plan must be drawn to scale with dimensions and three copies must be provided. The plan must show:**
 - a) a survey of all existing vegetation and natural features showing plants to be removed and retained;**
 - b) all trees planted as part of the landscape works shall have a minimum height of 2.0 to 2.5m at the time of planting.**
 - c) a planting schedule of all proposed trees, shrubs and ground cover, which will include the location, number and size at maturity of all plants, the botanical names of such plants and the location of all areas to be covered by grass, lawn or other surface materials as specified;**
 - d) the method of preparing, draining, watering and maintaining the landscaped area;**
 - e) landscaping and planting within all open areas of the site;**
 - f) all landscaped areas proposed to be used for stormwater retardation**
 - g) additional canopy trees in the front setback of each dwelling fronting Bridge Street West and Wedge Street.**

All species selected must be to the satisfaction of the responsible authority. The landscape plan must also indicate that an in-ground irrigation system is to be provided to all landscaped areas. Before the use/occupation of the developments starts or prior to the issue of a statement of compliance of the subdivision or by such a later date as is approved by the responsible authority in writing, landscaping works shown on the endorsed plan must be carried out and completed to the satisfaction of the responsible authority. The landscaping shown on the endorsed plans must be maintained for a period of three months

from the date of practical completion of the works to the satisfaction of the responsible authority. Any dead, diseased or damaged plants are to be replaced within 12 months of the date of practical completion for the works.

General Engineering

4. Prior to the occupancy of the development, the permit holder must undertake, or cause to be undertaken, full construction of all new access ways, drainage and related infrastructure as required by the conditions of this permit. All these works must conform to plans and specific prepared at the expense of the applicant by a Registered engineer and approved by the Responsible Authority before construction begins.

Drainage

5. Before the construction begins, drainage plans and computations prepared in accordance with the IDM procedures and criteria, must be submitted to, and approved by the Responsible Authority

Discharge from the development shall be retarded on site to the satisfaction of the Responsible Authority, to ensure a maximum discharge rate off-site as specified in the IDM unless otherwise approved by the Responsible Authority.

The information and plan must include:

- a) Details of how the works on the land are to be drained and retarded.
 - b) A maximum discharge rate from the site is to be determined by computation to the satisfaction of Council.
 - c) measures to enhance stormwater discharge quality from the site and protect downstream waterways Including the expected discharge quality emanating from the development (output from MUSIC or similar) and design calculation summaries of the treatment elements.
 - d) the details of the incorporation of water sensitive urban design designed in accordance either "Urban Stormwater Best Practice Environmental Management Guidelines" 1999.
6. Prior to the occupancy of the development the permit holder must satisfy the Responsible Authority that:
 - a) a legal point of discharge, connected to the external drainage network in accordance with IDM standards and without reducing the flow capacity or structural integrity of that network.
 - b) all stormwater runoff originating from or transferred through the development in a 20% AEP rainfall event will be collected and conveyed by underground pipes to the underground drainage network in Wedge Street.
 - c) all stormwater runoff originating from or transferred through the development site in a 1% AEP rainfall event will be collected and conveyed to a practical and satisfactory destination, without adversely affecting any person, infrastructure or natural features in or beyond the development.
 - d) the finished surface levels within all buildings shall be above the peak water level in nearby drainage reserves, waterways, floodways or water bodies in a 1% AEP rainfall or flood event.

Property Access

- 7. Prior to the occupancy of the development the permit holder must satisfy the Responsible Authority that the vehicle crossings have been constructed to conform with the IDM standards.**
- 8. Prior to the issue of the statement of compliance the permit holder must satisfy the Responsible Authority that any redundant vehicle crossings have been removed and that kerb and channel and road pavement has been reinstated.**

Department of Transport and Planning Conditions

- 9. Prior to the occupation of the dwellings hereby approved, the owner of the land must enter into an agreement with the responsible authority under section 173 of the Planning and Environment Act 1987. The agreement must provide the following:**

- a) All recommendations outlined within the Environmental Audit Statement prepared by Sally Bonham and dated 21 January 2023 must be complied with at all times.**

The owner of the land must pay all of the responsible authority's reasonable legal costs and expenses of this agreement, including preparation, execution and registration on title. Department of Transport and Planning Conditions

- 10. Only one (1) access is permitted from the subject site to Bridge Street.**
- 11. Prior to commencement of any buildings and/or works, amended plans must be submitted to and approved by the Head, Transport for Victoria. When approved by the Head, Transport for Victoria, the plans must be generally in accordance with the plans date stamped January 2025 and titled Revision B but modified to show:**
 - a) Vehicle access to Bridge street is physically restricted for Units 5-13 and to prevent through traffic from Wedge street; and**
 - b) Only Units 1-4 gain vehicle access to Bridge Street**
- 12. Prior to the occupation of the development, all existing crossovers and access to Bridge Street made redundant by this permit must be removed and the area reinstated as kerb and channel to the satisfaction of Responsible Authority, and at no cost to the Responsible Authority or the Head, Transport for Victoria.**
- 13. Prior to the occupation of the development, the crossover and access to Bridge Street must be constructed to the satisfaction of the Responsible Authority or the Head, Transport for Victoria.**
- 14. All vehicles must be able to enter and exit the subject site in a forward direction.**
- 15. Driveways must be maintained in a fit and proper state so as not to compromise the ability of vehicles to enter the site in a safe manner or compromise operational safety of the road or public safety.**

North East Water

- 16. A Build Over Easement (BOE) application to North East Water is required for the visitor car parking spaces and any driveways, fencing, paving or any other structures (i.e. clothes lines or rainwater tanks) that encroach the east-west sewer easement that traverses the site. A BOE application to North East Water is also required for any structures, fencing or paving that encroach the sewer easement at the rear of Unit 13.**

17. The Lagerstroemia Indica Natchez (White flowering Crepe Myrtle) plantings must be re-located to be a minimum distance of 2m away from the easement to ensure the root system does not interfere with the sewer main.

18. This permit will expire if one of the following circumstances applies:

- a) The development is not started within two years of the date of this permit.
- b) The development is not completed within four years of the date of this permit.

The Responsible Authority may extend the commencement date if a request is made in writing by the owner or the occupier of the land to which the permit applies before the permit expires or within 6 months afterwards.

The Responsible Authority may extend the time within which the development is to be completed if the development has commenced and a request in writing is made by the owner or the occupier of the land to which it applies within 12 months after the permit expires.

General Notes

1. The granting of this permit does not obviate the necessity for compliance with the requirements of any other authority under any act, regulation or local law.
2. An asset protection permit is required prior to the commencement of any works on site.
3. Before undertaking any works that cross onto public land or roads, the permit holder must obtain a permit from the relevant authority giving Consent to Work within a Road Reserve.
4. This permit does not authorise the commencement of any building construction works. Before any such development may commence, the applicant must apply for and obtain appropriate building approval.
5. Separate consent for works within the road reserve and the specifications of these works is required under the Road Management Act 2004. For the purposes of this application the works will include provision of:
 - a) The removal of crossovers
 - b) Alteration/construction of crossovers
 - c) Any other works required.
6. The applicant is advised that New Customer Contribution (NCC) fees for water and sewer will be applicable based on the number of units and is required to be paid to North East Water prior to commencement of works.
7. The applicant is advised that there are two sewer connection points on the site that sit outside of the easement line that may require disconnection and relocation to avoid conflict with the building lines for units 5 and 13.
8. A testable backflow device is required on the main water meter if the development will only have one main water meter on the site. If each unit will be metered individually, all water meters must be installed on a metering manifold at the front of the property. No testable backflow device is required if each unit is metered individually.

Carried

Cr King returned to the meeting at 7.02pm.

3. Planning Permit Application for Buildings and Works to the Existing Office Building at 18 Bridge Street East, Benalla

This report assessed a planning application received for buildings and works at 26 Bridge Street East, Benalla to replace the door and window and repaint a section of the front façade.

It is noted that Polly Symons from Morrison and Sawers Lawyers spoke in support of the planning application.

Cr Tolliday / Cr Merkel:

That an extension of three minutes be granted to Polly Symons.

Carried

Cr King / Cr Tolliday:

That standing orders be suspended to allow for discussion on the item.

Carried

Standing orders were suspended at 7.24pm.

Cr King / Cr Hearn:

That standing orders resume.

Carried

Standing orders resumed at 7.26pm.

Councillor Justin King proposed a formal motion to lay the matter on the table.

Cr King / Cr Hearn:

That business item 3. Planning Permit Application for Buildings and Works to the Existing Office Building at 18 Bridge Street East, Benalla be deferred to the Finance and Planning Committee meeting on Wednesday 27 August 2025 for the provision of additional information.

Carried

4. Building and Planning Approvals – May and June 2025

The report detailed planning permit applications and building approvals for May and June 2025.

Cr King / Cr Tolliday:
That the report be noted.

Carried

5. Development Department Activity Report For The Quarter Ended 30 June 2025

The report presented the activities of the Development department for the quarter ended 30 June 2025.

Cr Hearn / Cr Gunaratne:
That the report be noted.

Carried

6. People and Performance Department Activity Report For The Quarter Ended 30 June 2025

The report presents the activities of the People and Performance Department for the quarter ending 30 June 2025.

Cr Hearn / Cr Gunaratne:
That the report be noted.

Carried

7. Facilities and Information Technology Department Activity Report For The Quarter Ended 30 June 2025

The report presented the activities of the Facilities and Information Technology Department for the quarter ended 30 June 2025.

Cr Blore / Cr Merkel:
That the report be noted.

Carried

8. 2025/26 Quick Response Grants Program

It is noted that Councillor Puna Hewa Gunaratne declared a general conflict of interest. A family member is member of one of the groups seeking a community grant. Cr Gunaratne left the meeting at 7.58pm.

The report presented funding applications for 2025/26 Quick Response Grants Program.

Cr Hearn / Cr King :

- 1. That a \$500 grant from the 2025/2026 Quick Response Grant Program be awarded to the Lurg Hall and Reserve Committee of Management.**
- 2. That \$750 grants from the 2025/2026 Quick Response Grant Program be awarded to Farmers Day out and Benalla Social Knitters.**

Carried

Cr Gunaratne returned to the meeting at 8pm.

9. Community Department Activity Report For The Quarter Ended 30 June 2025

The report presented the activities of the Community Department for the quarter ended 30 June 2025.

Cr Tolliday / Cr Blore:

The report be noted.

Carried

3.2 Assemblies of Councillors, Advisory and External Committees

Under Council's *Governance Rules 2020* the Chief Executive Officer is required to provide a written record of the Assemblies of Councillors at a scheduled Council Meeting.

The record of Assemblies of Councillors, Advisory and External Committees are attached as **Appendix 1**.

Copies of the Minutes from the following meetings have been provided to councillors under separate cover.

June 2025

Tuesday 3 June	Benalla Art Gallery Advisory Committee Meeting
Wednesday 11 June	Live4Life Benalla Partnership Meeting
Thursday 12 June	Benalla Indoor Recreation Centre Redevelopment Project Steering Committee Meeting
Wednesday 18 June	Assembly of Councillors – Business Review Briefing
Monday 23 June	Benalla Street Art Advisory Committee Meeting
Tuesday 24 June	Australia Day Advisory Committee Meeting
Wednesday 25 June	Communications Advisory Committee

Recommendation:

That the report be noted.

This page intentionally left blank

Record of Assemblies of Councillors, Advisory and External Committees

June 2025

Benalla Art Gallery Advisory Committee

5.30pm Tuesday 3 June 2025, Civic Centre (Council Meeting Room) 13 Mair Street, Benalla.

Chair	Barbara Alexander OA	
Committee	Cr Jillian Merkel	Councillor Representative
	Cr Puna Hewa Gunaratne	Councillor Representative
	Tim Abdallah	General Member
	Andrew Ashton	Friends of Benalla Art Gallery delegate
	Winsome McCaughey AO	General Member
	Elizabeth Costello	Tourism North East delegate
	Anna Parle	General Member
	Fiona Stephens	General Member
In attendance	Alice Tallis	General Member
	Courtney Naughton	Manager Economic Development and Sustainability
	Eric Nash	Director Benalla Art Gallery
	Peter Keane	Chief Executive Officer
	Adrian Gasperoni	Manager Assets and Infrastructure
	Penny Whitehead	Benalla Art Gallery Foundation Business Development

Apologies: Anna Parle and Andrew Ashton

Conflicts of Interest disclosed: Nil

Items discussed:

1. Stage 1 Redevelopment Update
2. Benalla Art Gallery Foundation Report – June 2025
3. Directors Report – June 2025
4. Exhibition Schedule 2025
5. Acquisition Proposal: Gareth Sansom
6. Acquisition Proposal: Kirstin Berg
7. Acquisition Proposal: Wes Walters
8. Acquisition Proposal: Guy Stuart
9. Acquisition Proposal: Clifford Possum Tjapaltjarri and Hugh Sawrey
10. Acquisition Proposal: Anniebell Marrngamarrnga
11. Acquisition Proposal: Bill Henson (CGP by Josh Fisher)
12. Acquisition Proposal: Bill Henson (CGP by Ben Hutton)
13. Acquisition Proposal: Bill Henson (CGP by Nerida Loth)
14. Acquisition Proposal: Bill Henson (CGP by Gavin Milner)
15. General Discussion

Live4Life Benalla Partnership Meeting

2pm Wednesday 11 June 2025, Benalla Police Station (Meeting Room) 1 Martin Place, Benalla.

Chair	Stephanie Brack	Youth Development Coordinator / Free From Violence Project Officer
Committee	Cr Nathan Tolliday	Councillor Representative
	Lisa Atkinson	Victoria Police
	Annette Borradaile	NE Tracks LLEN
	Kathryn Chai	Youth Live4Life
	Georgie Gray	NESAY
	Louise Daly	Australian Christian College
	Chris Di Ciero	Victoria Police
	Brad Hearn	Benalla Flexible Learning Centre
	Rebecca Higginson	Benalla Flexible Learning Centre
	Renae Hughes	FCJ College Benalla
	Sally Matheson	Tomorrow Today Foundation
	Joe Mount	FCJ College Benalla
	Lou McCloskey	Benalla P-12 College
	Tim Oliver	NE Tracks LLEN
	Steve Power	Youth Live4Life
	Annie Spelling	Australian Christian College
	Adam Toms	FCJ College Benalla

Apologies: Georgie Gray

Conflicts of Interest disclosed: Nil

Items discussed:

1. Mental Health First Aid Training
2. 2025 Crew
3. 2025 Live4Life Benalla Goals
4. Youth Live4Life Annual Dinner Update
5. Child Safe
6. Partnership to share organisational updates

Benalla Indoor Recreation Centre (BIRC) Redevelopment Project Steering Committee
Midday Thursday 12 June 2025, Civic Centre (Council Meeting Room), 13 Mair Street, Benalla.

Chair:	Adrian Gasperoni	Manager Assets and Infrastructure
Committee:	Cr Bernie Hearn	Councillor Representative
	Cr Peter Davis	Councillor Representative
	Wally Armstrong	Benalla Basketball Association
	Noel Baumgarten	Community Member
	David Booth	Community Infrastructure and Place, Sport and Recreation Victoria
	David Huxtable	Basketball Victoria
	Tom O'Connor	Basketball Victoria
	Terry Nowland	BIRC Committee of Management
	Simone Sammon	Community Member
	Jenny Sloan	Community Infrastructure and Place, Sport and Recreation Victoria
In attendance:	Tom Arnold	Community Development and Recreation Coordinator
	Laura Benson	Browns Project Solutions
	Bree Glass	Administration Officer

Apologies: Jenny Solan, Noel Baumgarten, Simone Sammon and Wally Armstrong.

Conflicts of Interest disclosed: Nil

Items discussed:

1. Project Opportunities
2. Project Design and Community Consultation
3. Key decisions and milestones
4. Information Sharing
5. Actions
6. General Business

Assembly of Councillors – Business Review

6.21pm Wednesday 18 June 2025, Civic Centre (Council Meeting Room) 13 Mair Street, Benalla.

Chair Councillor Bernie Hearn (Mayor)

Councillors Councillor Justin King (Deputy Mayor)

Councillor David Blore

Councillor Peter Davis

Councillor Puna Hewa Gunaratne

Councillor Nathan Tolliday

Electronic Attendance Councillor Jillian Merkel

In attendance Peter Keane Chief Executive Officer

Robert Barber General Manager Corporate

Nilesh Singh Manager Development

Tom Arnold Community Development and Recreation Coordinator

Marissa Batten Community Development and Recreation Officer

Apologies: Nil

Conflicts of Interest disclosed: Cr Davis, Cr King and Cr Gunaratne declared conflicts of interest on item 3.

Items discussed:

1. Presentation: Benalla Family Research Group
2. Council Emergency Management Responsibilities
3. Grant Applications for the 2024/2025 Community Grants Program

Benalla Street Art Advisory Committee

5.30pm Monday 23 June 2025, Civic Centre (Council Meeting Room) 13 Mair Street, Benalla.

Chair Raelene Stratton Community Representative

Committee Cr Jillian Merkel Councillor Representative

Cr Nathan Tolliday Councillor Representative

Ian Gonzaga Community Representative

Alex Ross Community Representative

Joyce Clarke Community Representative

Lauren Bruce Community Representative

In attendance Courtney Naughton Manager Economic Development and Sustainability

Eric Nash Director Benalla Art Gallery

Alison Angus Visitor Economy Coordinator

Grant Banks Communications and Engagement Coordinator

Sara Bowie Administration Officer

Apologies: Lauren Bruce and Eric Nash

Conflicts of Interest disclosed: Nil

Items discussed:

1. Marketing Plan
2. Terms of Reference
3. Sponsorship Prospectus Discussion
4. General Business

Australia Day Advisory Committee

10am Tuesday 25 June 2025, Customer Service Centre (Geoff Oliver Meeting Room) 1 Bridge Street East, Benalla.

Chair	Cr Bernie Hearn (Mayor)	
Committee	Cr Justin King	Councillor Representative
	Amanda Challis	Community Representative
	Robyn Goudie	Community Representative
	Jade Kirk	Community Representative
	Rex Nankervis	Community Representative
	Vicki Sherriff	Community Representative
	Christine Werner	Community Representative
	Diane Young	Community Representative
In attendance	Alison Angus	Visitor Economy Coordinator
	Kate Nolan	Tourism and Events Officer
	Sara Bowie	Administration Officer

Apologies: Jade Kirk and Amanda Challis

Not in Attendance Vicki Sherriff and Christine Werner

Conflicts of Interest disclosed: Nil

Items discussed:

1. Australia Day Program – Monday 26 January 2026
2. Australia Day Awards 2026
3. General Business

Communications Advisory Committee

1pm Wednesday 25 June, Civic Centre (Council Meeting Room) 13 Mair Street, Benalla.

Chair	Councillor Bernie Hearn (Mayor)	Councillor Representative
Councillors	Councillor David Blore	Councillor Representative
	Councillor Peter Davis	Councillor Representative
In attendance	Peter Kean	Chief Executive Officer
	Grant Banks	Communications and Engagement Coordinator
	Tracey Beaton	Executive Coordinator

Apologies: Nil

Conflicts of Interest disclosed: Nil

Items discussed:

1. Review of Actions From The Previous Meeting
2. Current Community and Community Engagement Projects
3. Challenges and Opportunities
4. General Business

Officer Reports

4.1 Draft Benalla Airport Masterplan

Ref: 1806759469-1130

Greg Robertson – Manager Facilities and Information Technology

PURPOSE OF REPORT

The report presents for consideration the draft *Benalla Airport Masterplan*.

BACKGROUND

The first *Benalla Airport Masterplan* was adopted in 2015. The Masterplan paved the way for progressive improvements to airport management, operations, and infrastructure improvements.

The introduction of the plan coincided with the council moving to direct management of the facility to ensure all Civil Aviation Authority Safety licence requirements were appropriately managed and achieved.

DISCUSSION

The draft *Benalla Airport Masterplan* (the Masterplan) builds on a successful foundation of the 2015 plan and accommodates initial feedback from stakeholders.

The Masterplan provides a comprehensive roadmap for the development of Benalla Airport over the next 20 years, reinforcing its role as a critical economic and social asset in north-eastern Victoria.

The Masterplan, developed through extensive stakeholder consultation, including with aviation and non-aviation groups, outlines a strategic vision to enhance operational efficiency, safety, and community value while respecting the airport's heritage and environmental context.

Key initiatives include:

- Upgrading runway 08/26 to accommodate larger Code 3C aircraft (such as a Dash 8 Q400).
- Expanding taxiways and aprons.
- Developing new hangar precincts.
- Improving drainage and access infrastructure.

The Masterplan also addresses non-aviation demands, such as tourism and industrial growth, with proposed visitor accommodations and mixed-use precincts.

Aligned with the National Airports Safeguarding Framework (NASF), the Masterplan prioritises airspace protection, noise management, and heritage preservation, including a recommended heritage overlay for significant structures like the BARC huts.

The implementation plan categorises projects into immediate, short-term, medium-term, and long-term priorities, with indicative costings provided for key developments.

Under the new plan, regular reviews, every five years, will ensure adaptability to market demands and stakeholder needs, fostering sustainable growth and innovation while maintaining safety and compliance.

The draft *Benalla Airport Masterplan* is attached as **Appendix 1**.

COUNCIL PLAN 2021-2025

Leadership

- *Good governance.*
- *Engaged and informed community.*

FINANCIAL IMPLICATIONS

There are no material operational financial implications with the adoption of the updated Masterplan. However, implementation of capital upgrades and expansions detailed in the Masterplan will require significant investment, which will likely be achieved through partnerships with external funders, including private enterprise and other levels of government.

LEGISLATIVE AND STATUTORY IMPLICATIONS

It is considered that the report is consistent with the *Charter of Human Rights and Responsibilities Act 2006* and *Gender Equality Act 2020*.

GENDER EQUALITY ACT

Under the *Gender Equality Act 2020* the Council is required to undertake a gender impact assessment when developing or reviewing any policy, program or service that has a direct and significant impact on the public.

A gender equity assessment found the plan has an overall neutral gender impact.

COMMUNITY ENGAGEMENT

In accordance with the Council's *Community Engagement Policy*, it is proposed that community engagement be undertaken at the 'Consult' level under the International Association for Public Participation's IAP2 public participation spectrum as detailed in the table below:

Level of Public Participation	Promise to the community	Techniques to be used
Consult	We will provide information and consider feedback prior to making a decision.	▪ Draft Masterplan presented in a public report to the Council. ▪ Draft Masterplan to be published on Council's website. ▪ Feedback invited via the Council's website and social media. ▪ Public Notice of community consultation in the Benalla Ensign and on Council website.

Community consultation on the Masterplan will open Wednesday 13 August 2025 and close 5pm Wednesday 17 September 2025.

Community feedback will be invited via the Council's website and social media channels and through a formal public notice in the *Benalla Ensign*.

OFFICER DECLARATION OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflicts of interest in this matter.

CONCLUSION

Submissions relating to the draft *Benalla Airport Masterplan* be heard at an additional meeting of the Finance and Planning Committee on Wednesday 1 October 2025.

Following the consultation period and consideration of submissions, the *Benalla Airport Masterplan* will be presented to the Council for adoption.

Recommendation:

That the draft *Benalla Airport Masterplan* be endorsed and placed on public exhibition for a period of at least 28 days.

This page intentionally left blank



DRAFT FOR CONSULTATION

Benalla Airport Master Plan 2025

Document Information

Project Code	23.242.01
Authors	Trent Kneebush, Athira Kuberan, Ashwin Subramaniam, Elvira Marques, Rob Morris
Date	13-Jun-25
Document Version	3.0
Document Status	DRAFT FOR CONSULTATION
Document Location	

Document History

Date	Version	Author	Comments
9-Oct-24	1.0	To70	Preliminary draft for Council officer review
22-May-25	2.0	To70	Draft for Council officer review
13-June-25	3.0	To70	Draft for consultation

Document Review

Date	Version	Name	Title
9-Oct-24	1.0	Preliminary draft	DRAFT Benalla Airport Master Plan 2024
22-May-25	2.0	draft	DRAFT Benalla Airport Master Plan 2025
13-June-25	3.0	Draft for consultation	Benalla Airport Master Plan 2025 – Draft for consultation

Acknowledgement: To70 Aviation (Australia) Pty Ltd was appointed by Benalla Rural City Council to undertake this review and update of the 2015 Benalla Airport Master Plan.

To70 Aviation (Australia)

ABN: 30 119 069 911

Level 5, 447 Collins St, Melbourne Vic, 3000

Level 5, 25 King St, Fortitude Valley, QLD, 4006

CONTENTS

INTRODUCTION	7	Stakeholder Consultation	39
Introduction	8	Overview of Consultation	39
Purpose and Objectives of Master Plan	8	Consultation Activities	39
Methodology and Strategic Approach	8	Summary of Consultation Outcomes	40
Report Structure	10	Forecast Aviation Demand	41
PART A: SITUATION ANALYSIS	11	Aviation Activity	41
Master Plan Context	12	Forecast of Future Operations	41
Historical Background	12	Design Aircraft	44
Regional Context	12	Current Situation	44
Socio-Economic Context	15	Forecasting, Stakeholder and Community Inputs	44
Regulatory Context	15	Design Aircraft Selection	44
Policy Context	22	Aerodrome Reference Code System	44
Previous Master Plans	24	Non-Aviation Demand	46
Current Situation	25	Population and Demographic Trends	46
Ownership and Management	25	Economic Performance and Industrial Potential	46
Site Description	25	Visitor Economy	46
Surrounding Land	25	Multi-Criteria Assessment (MCA) and Strategic Planning	46
Existing Activities/Operations	25	Gap Analysis	46
Existing Facilities	26	Conclusion	47
Ground Transport Access	31	Major Events	48
Services and Utilities	33	Potential Gliding Events	48
Environmental Values	33	Potential Ballooning Events	48
Heritage Values	33	Air Pageants / Airshows	48
SWOT Analysis	35	Strategic Vision and Objectives	49
Strengths and Advantages	35	Strategic Vision	49
Weaknesses and Constraints	35	Objectives	50
Opportunities and Prospects	35	Future Needs to Meet Forecast Demand	50
Threats and Risks	36	PART C: MASTER PLAN	52
Summary of SWOT Analysis	37	Airport Land Use Plan	53
PART B: FUTURE DIRECTION	38	Land Use Plan Overview	53
		Land Use Precincts	53
		General Land Guidelines	55

Facilities Development Plan	57
Movement Area	59
Passenger Facilities	63
Hangars	63
Air Traffic Management	65
Ground Access and Security	65
Environment and Heritage	65
Airport Safeguarding Plan	67
Managing Aircraft Noise	67
Protection of Airspace	70
Other NASF Matters	72
Planning Policies and Controls	73
Implementation Plan	74
Master Plan Recommendations	74
Development projects	77
Development Stages	78
Indicative Costings	79
Appendices	82
Appendix A – Stakeholder Consultation Table	83
Appendix B - NASF Guidelines B, C, E and I	85
Appendix D - Acronyms and Abbreviations	90

List of Figures

Figure 1: Master Plan Overarching Process	8
Figure 2: Regional airports around Benalla.....	14
Figure 3: Benalla Aerodrome Environs Area Map.....	19
Figure 4: Land Use Zoning Plan	20
Figure 5: Land Subject to Inundation Overlay (LSIO).....	21
Figure 6: Development and Design Overlay (DDO1).....	21
Figure 7: Benalla Airport Location.....	25
Figure 8: Existing movement area facilities	27
Figure 9: Apron at Benalla Airport	28
Figure 10: Existing airport facilities.....	29
Figure 11: Image of the Benalla Aero Club Hangar	30
Figure 12: Benalla Airport Access	32
Figure 13: BITRE Activity Forecast data 2014-2024	42
Figure 14: Twenty-year Total Movement Forecast.....	43
Figure 15: School Traffic Management Plan	54
Figure 16: Land Use Precincts Plan.....	56
Figure 17: Preliminary Concept Plan for Airside Infrastructure Development	58
Figure 18: Movement Area Plan.....	61
Figure 19: Fuel Facility at Benalla airport	62
Figure 20: Balloon Fuel Facility location	62
Figure 21: New Hangar Precinct Plan	64
Figure 22: 2034 Australian Noise Exposure Concept	69
Figure 23: Benalla Airport OLS	71
Figure 24: Guideline B Windshear Assessment Envelope.....	86
Figure 25: Guideline C Wildlife Buffer Zones.....	87
Figure 26: Guideline E Maximum Lighting Intensity Zones	88
Figure 27: Guideline I Public Safety Areas.....	89

List of Tables

Table 1: Methodology Overview 9

Table 2: Grandfathered Facilities..... 16

Table 3: Runways and Glider strips details 26

Table 4: Taxiways details..... 26

Table 5: Future Forecast Annual Movements for 2044 41

Table 6: Aircraft specifications..... 44

Table 7: ARC values and OMGWs limits for runways..... 44

Table 8: Taxiway characteristics 44

Table 9: List of Recommendations 75

Table 10 - List of development projects 77

Table 11 - Cost Estimate for Precinct 1 Development 80

INTRODUCTION

Draft

Introduction

Benalla Airport is a key asset for the Benalla Rural City Council (Council) which provides vital economic and social services to the area.

The Council, in conjunction with the Gliding Club of Victoria and Gliding Australia, hosted the 34th World Air Sports Federation *World Gliding Championships (WGC)* in 2017, marking the airport as a world-class facility. Council intends to build on the success of the WGC by future proofing the development of the airport for future major events. This Master Plan will establish a 20-year planning horizon, to establish a strategic direction through to 2044.

As airports are essential public infrastructure assets, particularly within regional contexts, there is a significant reliance to ensure their ongoing protection, as well as safe and efficient operations. Council recognises that poor airport planning can result in significant disruption and economic loss for the City of Benalla if not conducted effectively.

The current Master Plan aims to:

Review recommendations offered in the previous Master Plan 2015

Review subsequent developments at the airport

Analyse forecasted future aviation activities and

Suggest ideal improvements to airport facilities that to both aviation and non-aviation activities at the airport, while meeting the council's vision & objectives for the airport.

Purpose and Objectives of Master Plan

The purpose or objectives behind each airport Master Plan will vary according to the particular location and circumstances. However, in general, master planning for airports can have several purposes which can be divided into on-airport and off-airport objectives. It is important to define the purpose or objectives of the Master Plan early in the process to set the scene for the project.

Whilst there are no legislative requirements to undertake an airport Master Plan for non-Commonwealth leased airports in Australia, Council recognises that is best practice to do so, ensuring there is a clear direction, strategy, land use planning and environmental commitment for the airport. This document also serves as a tool for Council to communicate the intentions regarding airport development to all stakeholders who have an interest in the operations.

Methodology and Strategic Approach

The overarching planning process and Master Plan component adopt the framework and template set out in the Australian Airports Association's Regional Airport Master Planning Guideline. The AAA guideline has been used as the basis of multiple airport Master Plans around Australia and has also been adapted by the NZ Airports Association for use in New Zealand. The high-level approach to addressing the requirements of the brief is summarised in Figure 1 below:

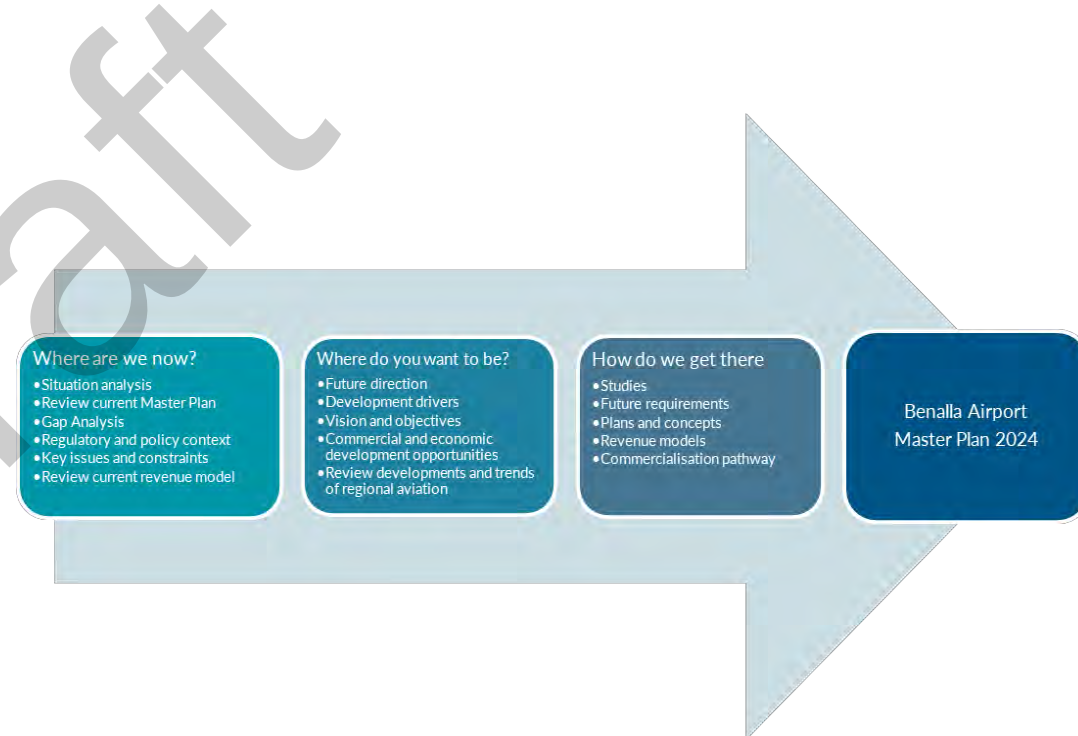


Figure 1: Master Plan Overarching Process

Using this overarching planning process, the project was undertaken in six stages, summarised below in Table 1.

Table 1: Methodology Overview

Stage 1: Project Inception
Project Inception Meeting
Site Inspection
Consultation Plan
Stage 2: Situation Analysis (updating Chapters 2-4 of current Master Plan)
Review Existing Conditions, Background and Context
Community and Stakeholder Consultation
SWOT Analysis
Situation Analysis Report
Stage 3: Future Direction (updating Chapters 5-9 of current Master Plan)
Community Vision and Guiding Principles
Forecast Demand – Aviation
Design Aircraft
Non-Aviation Demand and Development Opportunities

Stage 4: Master Plan Preparation (updating Chapters 10-13 of current Master Plan)
Principles and Objectives
Airport Land Use
Airport Safeguarding
Facilities Development Plan
Major Events
Airport Staged Developments
Implementation Plan
Indicative Costings
Stage 6: Draft Master Plan (updating Chapters 1 of current Master Plan)
Draft Master Plan Preparation
Council Review
Councillor Briefing
Public Exhibition of Draft Master Plan
Stage 7: Final Master Plan
Finalise Master Plan
Council Adoption

Stakeholder Consultation Process

The methodology has been based on significant individual and workshop consultations with industry and community stakeholders to understand the future aviation and non-aviation needs and obtain input on the emerging planning outcomes for Benalla Airport.

The consultation activities highlighted some key themes and outcomes from the various groups in Benalla. Industry and Airport users showed strong support for the Airport through the 'Have Your Say' surveys.

Strategic Approach

The considerations for the Benalla Airport Master Plan are to:

Establish strategic direction for the efficient and economic development of the airport over the planning horizon.

Provide for the development of the proposed uses of the airport site.

Consider inputs from stakeholders, including the broader Benalla community, on the intended uses of the airport site.

Reduce potential conflicts between uses of the airport and ensure that uses are compatible with surrounding areas.

Report Structure

The structure of this report is based on the AAA Regional Airport Master Planning Guideline.

Part A: Situation Analysis

A Situation Analysis report was prepared during Stage 2 of the Master Plan process to understand the current state of Benalla Airport. The report informed the decisions made in the later stages of the Master Plan process. The content of that report forms Part A and gives background and context surrounding the airport and its current state.

Part B: Future Direction

The Future Direction sets out the future direction for Benalla Airport based on Forecast Aviation, Design Aircraft and Non-Aviation demands and opportunities. It also includes the Community Vision and Guiding Principles for the airport.

Part C: Master Plan

The Master Plan sets out the future planning framework for Benalla Airport and highlights key development activities to enhance and safeguard the airport for the future. It includes a Land Use Plan, a Facilities Development Plan, an Airport Safeguarding Plan and an Implementation Plan.

PART A: SITUATION ANALYSIS

Draft

Master Plan Context

Historical Background

Benalla Airport is located adjacent to the township of Benalla in Victoria, Australia. The Airport was established in 1941 during World War II as part of the Empire Air Training Scheme (EATS), a Commonwealth initiative to train aircrew for the Royal Australian Air Force (RAAF) and other allied air forces.

Originally known as RAAF Station Benalla, it was one of many airfields built across Australia to serve as a training base for pilots and navigators. The airport featured a range of facilities, including hangars, accommodation for personnel, and maintenance workshops. After the war, RAAF Station Benalla was decommissioned, and the airport transitioned to civilian use. Only one of the original airside buildings, the Bellman hangar, is still located at the airport, and of the original 120 base structures, only nine P1 huts survive.

Regional Context

The region has been developed in agriculture, agricultural processing, and manufacturing. It has a strong service industry supporting tourism, business, and the community, as well as some unique tourism, sporting, and cultural attractions.

Local businesses are drivers of the region's character and provide vital community amenities. Large manufacturing and military-based companies also provide vital economic enhancements.

The Broken River flows through the region of Benalla making it diverse in agricultural activities. Hence, Benalla's predominant economy is its agricultural roots. The region is also home to farming which includes dairy production, cultivation of grains, and livestock because of its climate and fertile soil.

The weather is ideal for outdoor events and activities due to its clear, sunny skies during the summers and cool winters. Hence, makes Benalla an ideal location for aviation, particularly gliding.

Benalla's thriving tourism industry has expanded due to its heritage of culture, aviation events, and natural beauty. Along with this, the Benalla Art Gallery, the well-known art street, and the Benalla Festival attract more tourists to the region.

Regional Airport Competition

Benalla Airport's existing advantage is the resident Gliding Club of Victoria (GCV) operations, and the airport's airspace and capacity making it suitable for the

development of other aviation activities. Thereby, making the airport a hub for gliding, despite having other airports with gliding activities in the region as shown in Figure 2.

The airport also has activities like ballooning, war birds, ultra-light, general aviation, and emergency and firefighting activities at the airport. The air ambulance and firefighting activities utilise Benalla only when required.

Other airports in the region that have permanent glider operations include:

Corowa Airport (YCOR)

Corowa Airport is a small regional airport primarily catering to general aviation and recreational flying, with 2 runways 14/32 and 05/23. It attracts European and Japanese visitors during the summer period by offering high-end glider package deals. The airport also provides both Avgas and Jet A1 turbine fuel facilities.

Mount Beauty Airport (YMBT)

Mount Beauty Airport is a small yet active airfield primarily serving general aviation and recreational flying. The airport features an asphalt, accommodating a variety of light aircraft and gliders which has limitations in certain crosswind conditions. The airport is used by members from GCV under certain weather conditions and to experience mountain flying. The airport offers aviation fuel, specifically Avgas, ensuring easy access for refuelling.

Tocumwal Airport (YTOC)

Tocumwal Airport features two paved runways and two parallel runways for glider operations, which accommodate a variety of aircraft, including larger general aviation planes and gliders. It is particularly famous for its gliding community, benefiting from the area's favourable weather conditions and wide-open spaces. The gliding centre has package deals including low budget accommodation for full-time gliding training and flying Tocumwal Airport offers essential services, such as Avgas, making it convenient for pilots.

Wangaratta Airport (YWGT)

Wangaratta Airport, approximately 30 kilometres northeast of Benalla, is an important general aviation facility in the region. It has one paved runway, which supports various aviation operations, including charter flights and pilot training, and a grass runway. Wangaratta Airport also hosts several aviation-related businesses, contributing to the local economy and offering essential services for general aviation pilots. The airport offers aviation fuel services, providing both Avgas and Jet A1 fuel to meet the needs of visiting pilots.

Yarrawonga Aerodrome (YYWG)

Located around 60 kilometres north of Benalla, Yarrawonga Aerodrome is a well-regarded facility for general aviation. It features an asphalt runway, making it suitable for recreational flying and flight training, and a grass runway. Yarrawonga Aerodrome is a popular destination for weekend flyers and aviation enthusiasts, providing a relaxed atmosphere and excellent flying conditions. Yarrawonga Airport is equipped with basic aviation services, including Avgas fuel.

Mangalore Airport (YMNG)

Mangalore Airport, about 50 kilometres southwest of Benalla, is a key general aviation facility in central Victoria. It features two asphalt runways, which supports a range of aviation operations, including pilot training, charter flights, and emergency services. The airport's strategic location along major transport routes enhance its accessibility and utility. Mangalore Airport offers both Avgas and Jet A1 fuel services, and its proximity to flight schools and aviation maintenance facilities makes it a key regional aviation hub.

Albury Airport (YMAY)

Albury Airport, located approximately 110 kilometres northeast of Benalla, is primarily known for its scheduled commercial services but also caters to general aviation. It has one asphalt runway. The airport supports general aviation, emergency services, and a variety of corporate and private flights, serving as an essential hub for regional air travel. Albury Airport's modern terminal and extensive facilities make it a crucial aviation hub in the region, accommodating both commercial and general aviation traffic effectively. Albury Airport offers both Jet A1 and Avgas fuel services.

Other airports in the region that have General Aviation and RPT operations include:

Shepparton Airport (YSHT)

Shepparton Airport, situated about 70 kilometres west of Benalla, is a vital general aviation hub featuring an asphalt runway, designated 18/36, accommodating a variety of light to medium-sized aircraft and a grass runway 09/27. The airport supports a variety of aviation operations, such as charter services, flight training, agricultural aviation, and recreational flying. Shepparton Airport is equipped with Avgas fuel services but does not offer Jet A1 fuel.

Both Mangalore and Wangaratta are used by the Victorian Police Air Wing which includes the air ambulance helicopter for Jet A1 fuelling staging points. Another significant fact is that Benalla Airport provides an ideal environment for most boutique aviation flights because it is not served by Regular Public Transport (RPT) operations, which need high security requirements, such as Albury, or large numbers of powered recreational and training flights.

Benalla Airport is relatively close to Melbourne Airport. There is inadequate demand for airplane services from other regional or capital cities, and there are already RPT flights in Albury within the region. Therefore, Benalla Airport is unlikely to provide sustainable airline services in the foreseeable future.

BENALLA AIRPORT MASTER PLAN | REGIONAL CONTEXT PLAN

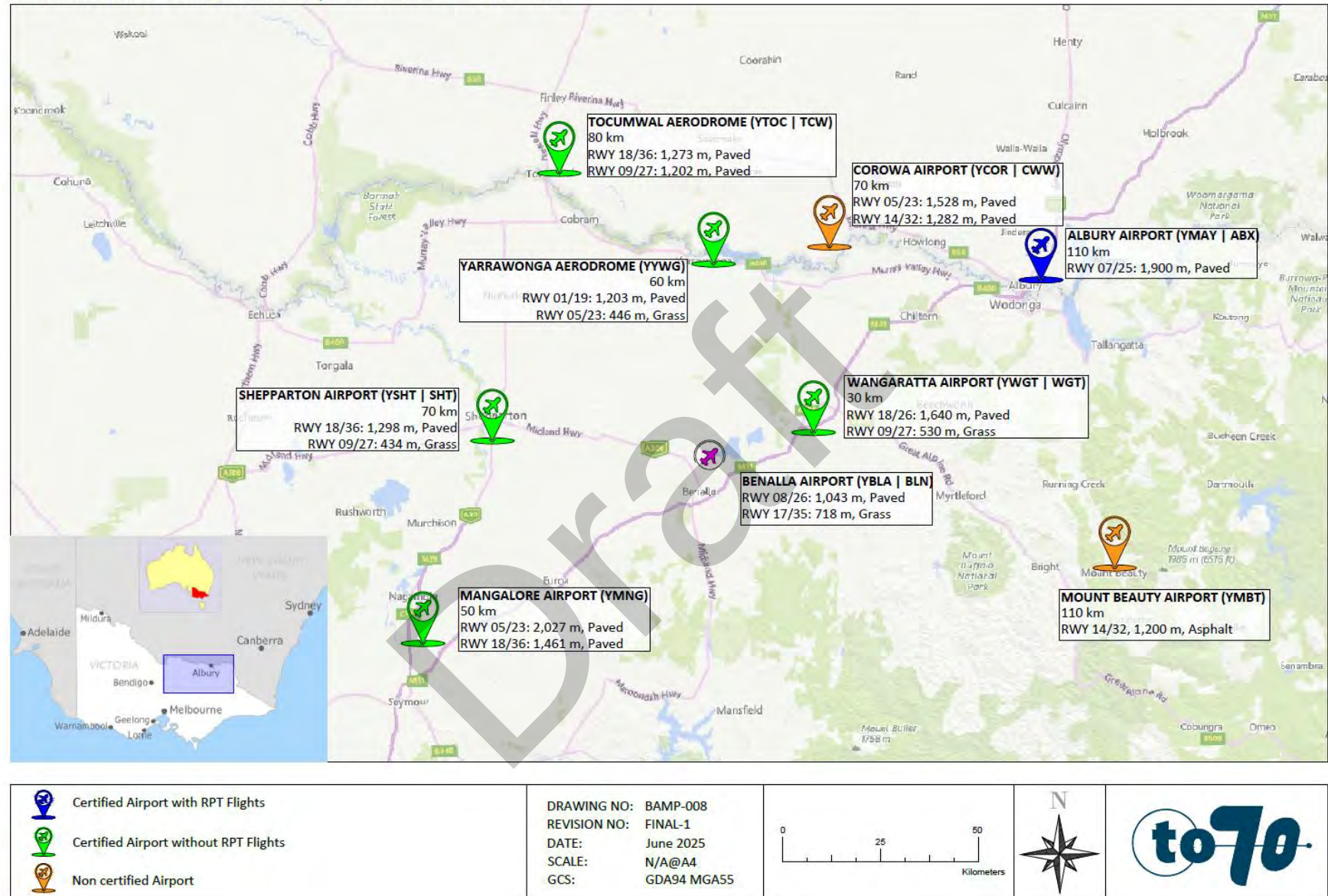


Figure 2: Regional airports around Benalla

Socio-Economic Context

Benalla has experienced steady population growth, from 13,807 in 2006 to 14,529 in 2023, with a projected increase to 15,110 by 2036, which indicates a growing demand for improved transportation infrastructure. This growth could drive increased passenger traffic and cargo needs.

The demographic profile reveals a lower percentage of younger residents (17.2%) and a higher proportion of senior residents (53.3%). Income levels in Benalla predominantly consist of lower to middle-income earners, with 24.3% of the population falling within the working-age category.

Economically, Benalla has shown consistent growth, particularly in construction, manufacturing, and agriculture, which are central to the local economy. The consistent economic growth in these sectors suggests significant opportunities for industrial development, particularly near the airport and the northern boundaries. Moreover, the growth in these industries indicates a need for improved logistics and transport links.

The visitor economy, driven by domestic tourism, also presents opportunities for development in tourism-related sectors. The significant increase in domestic tourism expenditure and visitor numbers highlights a strong potential for growth in the tourism sector. Domestic overnight expenditure in 2023 reached \$1,793 million, highlighting the importance of tourism to the regional economy.

Regulatory Context

This section discusses the regulatory framework Benalla must consider when planning for the future of the airport.

Commonwealth Government

Article 37 of the Chicago Convention provides for the International Civil Aviation Organization (ICAO) to make standards and recommended practices (SARPS) related to the safety, regularity and efficiency of air navigation. The current SARPS are published by ICAO as Annexes to the Chicago Convention. A multiagency Memorandum of Understanding (MoU) exists between several federal government agencies to show who is responsible for each annex, which includes the Department of Infrastructure, Transport, Regional Development Communications and the Arts (DITRDCA), Airservices Australia, Department of Home Affairs, Australian Transport Safety Authority, Australian Maritime Safety Authority, Australia Bureau of Meteorology, Department of Defence and the Department of Foreign Affairs and Trade.

Civil Aviation Safety Authority

CASA is the authority responsible for implementing and enforcing safety regulations for civil aviation operations in Australia. Its authority is derived under the Civil Aviation Act 1988 and promulgated through the Civil Aviation Safety Regulations 1988 (CASR).

Through Part 139 of the Civil Aviation Safety Regulations, CASA issues directives for aerodrome operators to ensure technical standards are met, and aircraft operations are undertaken safely at certified aerodromes. Benalla Airport has been a certified aerodrome under the CASR since 2005.

Further, the Part 139 Manual of Standards (Aerodromes), published by CASA, is made under Part 139 of the CASR and sets out detailed standards and operating procedures for certified aerodromes used in air transport. The manual provides rules, mandatory standards, and procedures for the planning, design, and operation of certified aerodromes (Part 139 MoS can be located here - MOS 139 Aerodromes). In addition, CASA develops and publishes advisory circulars that aid aerodrome operators in implementing specific standards/good practices to ensure safety in their aerodromes.

Benalla Airport Infrastructure – MoS Compliance

The current MOS 139 came into operation in 2020. As a result, some aspects of Benalla Airport's infrastructure were grandfathered under previous CASA provisions when the required standards were changed in the new MOS 139. Such facilities are listed in the Aerodrome Manual section 2.7 as follows:

Table 2: Grandfathered Facilities

Facility (grandfathered)	Description
Runway 08 / 26 lights	Runway threshold lights do not comply, and no turn pad lights exist.
Runway 08 / 26 surface	Does not meet Table 6.09(1)-1 of Part 139 of MOS.
Runway 26	No turn pad markings exist.
Runway holding position markings	As per figure 8.39(2) Pattern A do not comply
Glider strip 08/26 and 17/35	Markings are not located outside the glider strips and are not the correct dimensions.

Potential infrastructure changes and the impacts of grandfathering provisions at Benalla Airport.

Airside infrastructure changes, including upgrades to existing facilities or development of new facilities, will require the aerodrome operator to bring those specific elements in compliance with the latest Part 139 MoS, while other facilities that are impacted by the changes continue to be grandfathered. CASA Advisory Circular AC 139.A-03 v1.1, dated August 2023, provides comprehensive insights on how future airside infrastructure changes could impact the airport's grandfathering status. Some of the changes that could impact the grandfathering status at Benalla Airport include:

Scenario 1: If the RWY length of the sealed RWY 08/26 is extended, the upgraded facility should then be compliant with the recent Part 139 MoS. Further, associated facilities, including RWY strips, RESAs, OLS surfaces for RWY 08/26, RWY surface conditions, RWY lighting, and markings, must also comply with the provisions of the latest Part 139 MoS in practice at the time of upgrading.

Scenario 2: If the taxiways leading to RWY 08/26 are upgraded or resurfaced. The upgraded facility should then be compliant with the recent Part 139 MoS.

Further, associated facilities, including TWY strips, TWY surface conditions, and TWY markings, including the RWY holding position markings, should be upgraded to comply with the latest Part 139 MoS.

In the current scenario, the RWY holding position marking does not comply with Pattern-A markings provided in the latest Part 139 MoS.

Further Technical Standards

In addition to MOS 139, other parts of CASR apply, and CASA conducts periodic inspections (surveillances) to ensure airport and aircraft operators meet their regulatory responsibilities under:

CASR Part 139 – Aerodromes

CASR Part 175 – Aeronautical information management

CASR Part 173 – Instrument flight procedure design

CASA also provides guidance to aerodrome operators to comply with regulations through many advisory circulars, including:

- AC 139.A-03 Application of aerodrome standards
- AC 139.A-02 Aerodrome and aircraft compatibility
- AC 139.C-01 Aerodrome manual
- AC 139.C-03 Serviceability inspections
- AC 139.C-04 Aerodrome technical inspections and aerodrome manual validations
- AC 139.C-07 Strength rating of aerodrome pavements
- AC 139.C-09 Visual aids, markings, signals and signs
- AC 139.C-11 Commissioning of aerodrome lighting systems
- AC 139.C-13 Apron safety management
- AC 139.C-14 Airside vehicle control
- AC 139.C-16 Wildlife hazard management
- AC 139.C-18 Aerodrome emergency planning
- AC 139.C-22 Runway safety teams
- AC 139.C-26 Safety management system for aerodromes – under development

AC 139.C-27 Risk management plans for aerodromes

AC 139-19 All-weather operations at aerodromes

Airservices Australia

Airservices Australia (Airservices) is responsible for managing airspace and air traffic and providing Australia's network of aviation users with facilities for aircraft navigation, communication, and surveillance. It provides Air Traffic Management (ATM) services for the safe and efficient management of Australia's skies, which comprise 11 per cent of the world's airspace.

In addition, Airservices is also responsible for Aeronautical Information Management (AIM) as per Part 175 of the CASR. As an aeronautical information service provider, they work collaboratively with industry to provide quality data and information for air navigation. Hence, aerodrome operators must constantly update Airservices with aerodrome-related information for publication in the Aeronautical Information Package (AIP).

An AIP consists of a package of documents that provides all operational information necessary for the safe and efficient conduct of air navigation. As part of the AIP, Airservices also maintain and publish Enroute Supplement Australia (ERSA), which contains vital aerodrome information necessary for planning and executing a flight. Further, Airservices also publish various charts including aerodrome and procedure charts, enroute charts, terminal area charts and visual navigation charts.

Local governments are encouraged to seek advice from Airservices on any development that can potentially impact an aviation facility's sensitive areas, such as landing and navigational areas.

Planning and Environment Act 1987 (Vic)

The Planning and Environment Act 1987 (PE Act) serves as the foundation for regulating land use, development, and land protection in Victoria.

The objectives of the planning framework established by this Act are:

to ensure sound, strategic planning and coordinated action at State, regional and municipal levels.

to establish a system of planning schemes based on municipal districts to be the principal way of setting out objectives, policies and controls for the use, development and protection of land.

to enable land use and development planning and policy to be easily integrated with environmental, social, economic, conservation, and resource management policies at the State, regional, and municipal levels.

to ensure that the environmental effects are considered and provide for explicit consideration of social and economic effects when decisions are made about the use and development of land.

to facilitate development that achieves the planning objectives in Victoria and the objectives set out in planning schemes.

to provide for a single authority to issue permits for land use or development and related matters and to coordinate the issue of permits with related approvals.

to encourage the achievement of planning objectives through positive actions by responsible authorities and planning authorities.

to establish a clear procedure for amending planning schemes, with appropriate public participation in decision-making.

to ensure that those affected by proposals for the use, development or protection of land or changes in planning policy or requirements receive appropriate notice.

to provide an accessible process for just and timely review of decisions without unnecessary formality.

to provide effective enforcement procedures to comply with planning schemes, permits and agreements.

to provide compensation when land is set aside for public purposes and in other circumstances.

The PE Act provides for a single instrument of planning control for each municipality, the planning scheme, which sets out how land may be used or developed. The planning scheme is a legal document prepared and approved under the PE Act. It contains state and local planning policies, zones, overlays, and other provisions that affect how land can be used and developed.

Planning schemes contain the policies and provisions that control land use and development and apply to all private and public land in Victoria.

As a council-owned and operated asset, Benalla Airport is subject to the Local Government Act 2020 requirements. This applies to the sale, lease, transfer exchange, and use of land. The Council must operate under the Local Government Act.

Adjacent buildings to the airport site are on the Victorian Heritage Register. All new buildings within the Heritage overlay will generally require a Heritage Permit from Heritage Victoria under Part 5 of the Heritage Act 2017.

Benalla Planning Scheme

The Benalla Planning Scheme encompasses policies and provisions designed to regulate land use and development in the Rural City of Benalla. The scheme consists of an ordinance, which comprises written policies and clauses and maps that illustrate the specific locations where zones and overlays are applicable within the designated planning scheme area.

Clause 18.02-7S: Airports and Airfields

Clause 18.02-7S sets out a state policy relating to airports and airfields. The objective of the policy is:

To strengthen the role of Victoria's airports and airfields within the state's economic and transport infrastructure, guide their siting and expansion, and safeguard their ongoing, safe and efficient operation.

The strategies of this policy include:

Protect airports and airfields from incompatible land use and development.

Prevent land use or development that poses risks to the safety or efficiency of an airport or airfield, including any of the following risks:

Building-generated wind shear and turbulence.

Increased risk of wildlife strike.

Pilot distraction from lighting.

Intrusion into protected airspace.

Interference with communication, navigation and surveillance facilities.

Increased risk to public safety at the end of runways.

Minimise the detrimental effects of aircraft noise when planning for areas around airports and airfields.

Limit the intensification of noise-sensitive land uses and avoid zoning or overlay changes that allow noise-sensitive land use and development where ultimate capacity, or long-range noise modelling indicates an area is within a 20 Australian Noise Exposure Forecast (ANEF) contour or higher.

Avoid zoning or overlay changes that allow noise-sensitive land uses outside the Urban Growth Boundary, and encourage measures to reduce the impact of aircraft noise in planning for areas within the Urban Growth Boundary, where ultimate capacity or long-range noise modelling indicates an area is within 'number above' contours (N Contours) representing:

20 or more daily events greater than 70 dB(A).

50 or more daily events of greater than 65 dB(A).

100 or more daily events greater than 60 dB(A).

6 events or more between the hours of 11 pm to 6 am greater than 60 dB(A).

Ensure land use and development at airports and airfields contribute to the state's aviation needs and the efficient and functional operation of the airport or airfield.

Plan for areas around airports and airfields so that land use or development does not prejudice future airport or airfield operations or expansions following an approved strategy or master plan for that airport or airfield.

Ensure that land use decisions are integrated into the planning of airports and airfields, appropriate land use buffers are in place, and provision is made for associated businesses that service airports.

The National Airports Safeguarding Framework (NASF) is referred to as a policy document that must be considered (as relevant) in association with this policy.

NASF is discussed further in Section 2.5 of this report.

Clause 18.02-7L sets out a local policy relating to Benalla Airport. This policy applies to land shown within the 'policy area' in the Benalla Aerodrome Environs Area Map (Figure 3).

Protect the Benalla Aerodrome from sensitive uses.

s bounded by development
Irwin Road, Benalla.

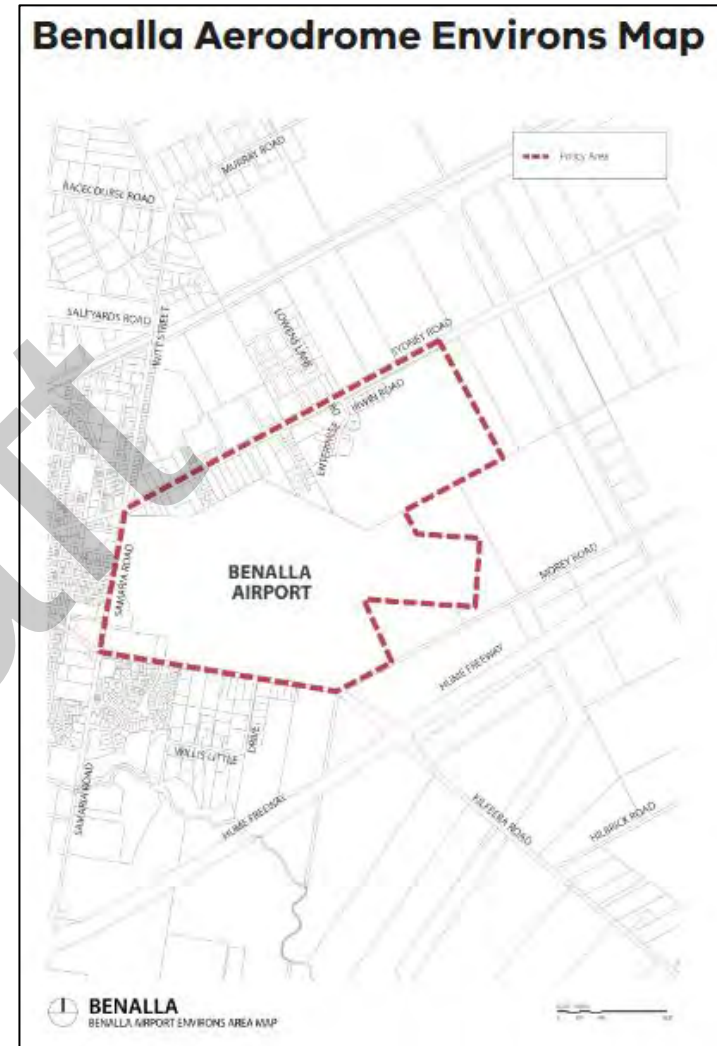


Figure 3: Benalla Aerodrome Environs Area Map

Land Use Zoning

Benalla Airport is zoned Transport Zone 4 (TRZ4) under the Benalla Planning Scheme (see Figure 4). The purpose of the zone is to:

To implement the Municipal Planning Strategy and the Planning Policy Framework.

To provide planning for an integrated and sustainable transport system.

To identify transport land use and land required for transport services and facilities.

To provide for the use and development of land that complements, or is consistent with, the transport system or public land reservation.

To ensure the efficient and safe use of transport infrastructure and land comprising the transport system.

Under the provisions of the TRZ4, 'Transport Terminal (other than Railway)', which includes 'Airport' and 'Heliport', is a section 1 (permit not required) to use subject to the condition that "The use must be carried out by or on behalf of a relevant transport manager". 'Any other use' is also in section 1 of the table of uses, subject to the condition that "The use must be for a transport purpose and carried out by or on behalf of a relevant transport manager". No section 2 (permit required) or 3 (prohibited) uses exist.

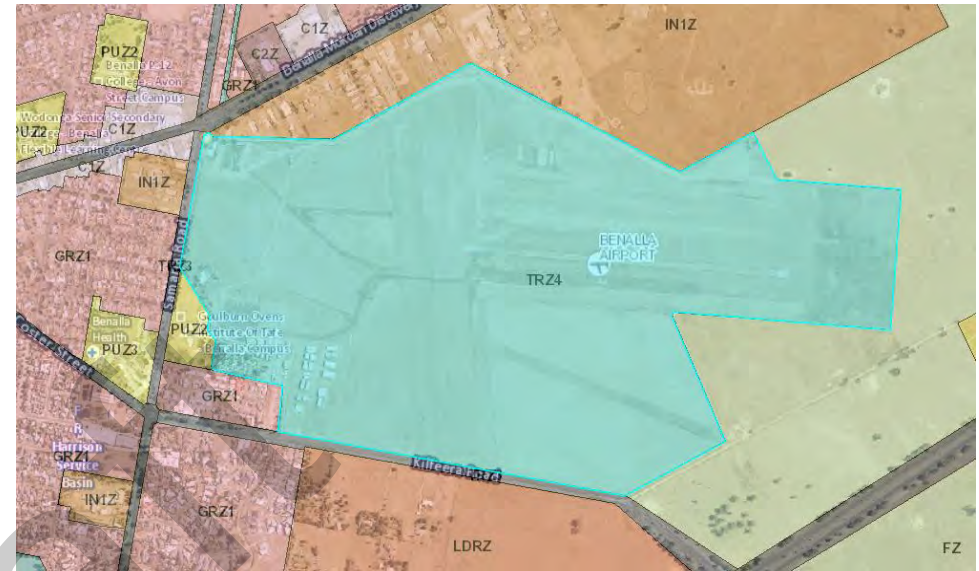


Figure 4: Land Use Zoning Plan

Land Subject to Inundation Overlay

The Land Subject to Inundation Overlay (LSIO) also applies to part of the airport site as shown in Figure 5. The purpose of this overlay is as follows:

To implement the Municipal Planning Strategy and the Planning Policy Framework.

To identify flood-prone land in a riverine or coastal area affected by the 1 in 100 (1 per cent Annual Exceedance Probability) year flood or any other area determined by the floodplain management authority.

To ensure that development maintains the free passage and temporary storage of floodwaters, minimises flood damage, responds to flood hazards and local drainage conditions and will not cause any significant rise in flood level or flow velocity.

To minimise the potential flood risk to life, health and safety associated with development.

To reflect a declaration under Division 4 of Part 10 of the Water Act, 1989.

To protect water quality and waterways as natural resources, urban stormwater management, protection of water supply catchment areas, and management of saline discharges are essential to minimise risks to the environmental quality of water and groundwater.

To ensure that development maintains or improves river, marine, coastal and wetland health, waterway protection and floodplain health.

Under the provisions of the Land Subject to Inundation Overlay, a permit is generally required to construct a building or to construct or carry out works (except there are some specified exclusions).



Figure 5: Land Subject to Inundation Overlay (LSIO)

Design and Development Overlay

Benalla Airport also has a Development and Design Overlay, DDO1: Aerodrome Environs Area Benalla, which applies to its approach and take-off flight paths (see Figure 6). This overlay has the following design objectives:

Protect Benalla Aerodrome, an important asset from development that may affect the safe flying environment of the aerodrome and approaches.

Protect the approaches to the Benalla Aerodrome by regulating the construction and height of buildings or works or natural vegetation.

Specify the height limitations that apply to the area around the Benalla Aerodrome and along the flight path approaches to the runways.

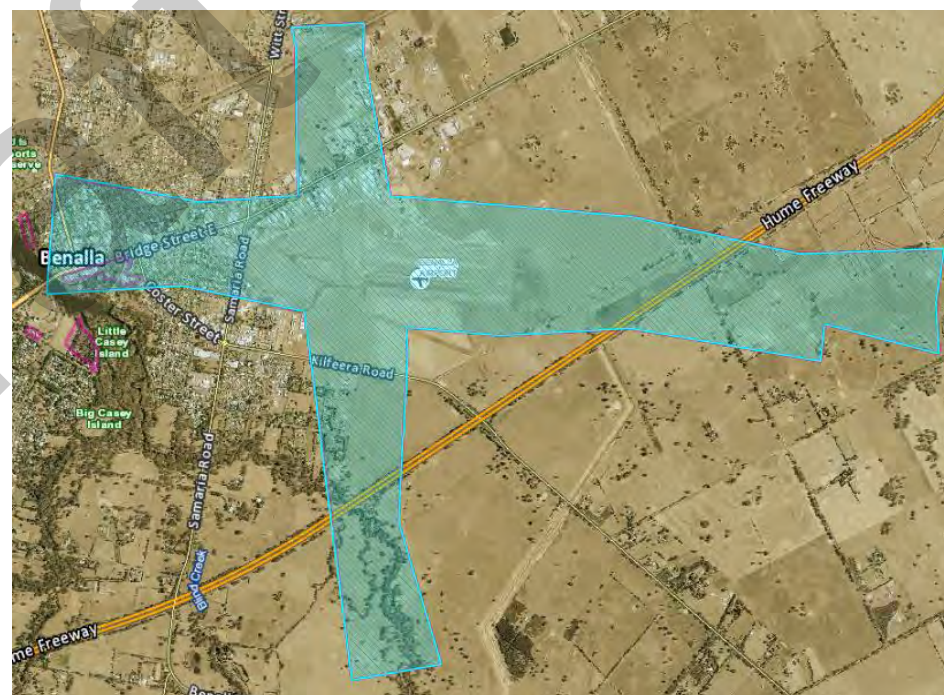


Figure 6: Development and Design Overlay (DDO1)

Under DDO1, a permit application must indicate that any proposed building or works within the areas described in Clause 2.1 of the schedule will not be constructed to a height greater than indicated on the drawings attached to the schedule. The responsible authority may require a property owner or occupier to reduce the height of any building or works, or natural vegetation to ensure that the specified height limitations are not exceeded.

Environment Protection and Biodiversity Conservation Act 1999 (Cth)

The Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act) provides a legal framework to protect and manage nationally and internationally significant flora, fauna, ecological communities and heritage places. It is administered by the Commonwealth Department of Climate Change, Energy, the Environment and Water (DCCEEW).

The EPBC Act aims to:

protect the environment, especially protected matters,
conserve our biodiversity - the variety of all life forms in Australia,
protect and manage our important natural and cultural places,
assess the environmental impact of projects and decide whether to approve them,
control how plants and animals, including specimens and products, move in and out of Australia,
promote ecologically sustainable development through careful use of our natural resources,
appreciate the role of Indigenous peoples in protecting and sustainably using the environment,
promote using Indigenous peoples' knowledge, with their permission and cooperation.

The EPBC Act refers to living things (including plants and animals), habitats, and places that need protection as 'matters of national environmental significance'. There are nine of these:

World Heritage areas
Commonwealth Heritage places
Wetlands of international importance (listed under the Ramsar Convention)
Listed threatened species and listed ecological communities

Listed migratory species (protected under international agreements)
Commonwealth marine areas
Great Barrier Reef Marine Park
Nuclear actions (including uranium mines)
Water resources (relating to coal seam gas development and large coal mining development).

A project (also called 'an action') that has an impact on protected matters, is a controlled action under the EPBC Act. The Act governs the referral and assessment process for controlled actions.

Heritage Act 2017 (Vic)

Adjacent buildings to the airport site are on the Victorian Heritage Register. All new buildings within the Heritage overlay will generally require a Heritage Permit from Heritage Victoria under Part 5 of the Heritage Act 2017.

Local Government Act 2020 (Vic)

As a council-owned and operated asset, Benalla Airport is subject to the Local Government Act 2020 requirements. This applies to the sale, lease, transfer exchange, and use of land. The Council must operate under the Local Government Act.

Policy Context

This section details the relevant policies that influence the future use and development of Benalla Airport. The Master Plan should be consistent with the existing planning policies, strategic objectives, and guidelines relevant to the airport.

National Airports Safeguarding Framework (NASF)

The NASF is a national land use planning framework that aims to:

Improve community amenities by minimising aircraft noise-sensitive developments near airports and
Improve safety outcomes by ensuring recognition of aviation safety requirements in land use planning decisions.

NASF was developed by the National Airports Safeguarding Advisory Group (NASAG), which comprises Commonwealth, State, and Territory Government

planning and transport officials, the Australian Government Department of Defence, the Civil Aviation Safety Authority, Airservices Australia, and the Australian Local Government Association.

NASF was convened by Commonwealth, State and Territory Ministers at the Standing Council on Transport and Infrastructure (SCOTI) meeting on 18 May 2012. The agreement represents a collective commitment from Governments to ensure that an appropriate balance is maintained between the community's social, economic, and environmental needs and the effective use of airport sites. The Framework applies at all airports in Australia and affects planning and development around airports, including development activity that might penetrate operational airspace and/or affect navigational procedures for aircraft. Pursuant to the SCOTI agreement, it is the responsibility of each jurisdiction to implement the Framework into their respective planning systems.

In October 2015, the Victorian Government approved Amendment VC128, which introduced the consideration of NASF into the Planning Policy Framework in Clause 18.02-7S: Airports and Airfields.

NASF is comprised of a set of seven principles and nine guidelines. The NASF principles are:

Principle 1 – The safety, efficiency and operational integrity of airports should be protected by all governments, recognising their economic, defence and social significance

Principle 2 – Airports, governments and local communities should share responsibility to ensure that airport planning is integrated with local and regional planning

Principle 3 – Governments at all levels should align land use planning and building requirements in the vicinity of airports

Principle 4 – Land use planning processes should balance and protect both airport/aviation operations and community safety and amenity expectations

Principle 5 – Governments will protect operational airspace around airports in the interests of both aviation and community safety

Principle 6 – Strategic and statutory planning frameworks should address aircraft noise by applying a comprehensive suite of noise measures

Principle 7 – Airports should work with governments to provide comprehensive and understandable information to local communities on their operations concerning noise impacts and airspace requirements.

The nine guidelines are:

Guideline A – Measures for Managing Impacts of Aircraft Noise

Guideline B – Managing the Risk of Building Generated Windshear and Turbulence at Airports

Guideline C – Managing the Risk of Wildlife Strikes in the Vicinity of Airports

Guideline D – Managing the Risk of Wind Turbine Farms as Physical Obstacles to Air Navigation

Guideline E – Managing the Risk of Distractions to Pilots from Lighting in the Vicinity of Airports

Guideline F – Managing the Risk of Intrusions into the Protected Airspace of Airports

Guideline G – Protecting Aviation Facilities – Communication, Navigation and Surveillance

Guideline H – Protecting Strategically Important Helicopter Landing Sites

Guideline I – Managing the Risk in Public Safety Zones at the Ends of Runways

Copies of the full set of current guidelines can be found on the Department of Infrastructure, Transport, Regional Development, Communications and the Arts' [website](#).

Aviation White Paper – Towards 2050

The Aviation White Paper, released on 26 August 2024, sets out the Australian Government's vision for Australia's aviation sector towards 2050 to ensure it remains safe, competitive, productive and sustainable.

The White Paper and the development of its 56 policy initiatives was informed by extensive consultation (on an initial Aviation Green Paper) with the aviation industry, state and territory governments, and the Australian community. These 56 policy initiatives cover 10 key areas including:

a better passenger experience

a competitive and efficient aviation sector

a skilled, secure and productive workforce

maximising aviation's contribution to net zero
connecting regional Australia
regenerating General Aviation
a balanced approach to airport planning and noise
world leading safety, security and airspace regulation
enabling new aviation technologies
connecting Australia to the world.

Through the Aviation White Paper, the government will strengthen regional and remote aviation through a range of initiatives including:

Extending the Remote Airstrip Upgrade Program
Extending the Regional Airports Program
Funding the Remote Aerodrome Inspection Program
Supporting Closing the Gap outcomes

Some of these topics directly relate to regional airports which will be vital to consider in the development of the Benalla Airport Master Plan. The AWP also acknowledges the importance of General Aviation (GA). GA covers a range of aviation operations that are not commercial air transport services. From the engineers who keep the aircraft flying, to the very remote regions of the country where GA delivers vital health services, food and emergency assistance during natural disasters, GA plays an essential role across Australia. Through the Aviation White Paper, the government has committed to a range of measures to support and regenerate GA.

Previous Master Plans

The most recent and current Master Plan, published in 2015, catered for growth in aviation activities at Benalla Airport over the 20 years to 2034. The Master Plan proposed the following developments to the airport infrastructure:

Extension of main Runway 08/26 in both east and west directions to an overall length of 1750m.
Provision of RESA (60 x 60 m) from the end of RWY strip.
Provision of parallel taxiway to the main RWY 08/26 capable of handling Code C aircraft.
Extending glider RWY 08L/26R in both east and west directions parallel to main RWY 08/26.

Pavement strength of main RWY 08/26 to be upgraded to suit design aircraft (F50) operations.
Provision of parallel taxiway (grass) to grass RWY 17/35 capable of handling Code A aircraft.
Extension of the apron towards east to accommodate the design aircraft.
Two purpose-built balloon launch areas for hot air balloons, one North and one South of the existing runway.
Helicopter parking area – north of main apron.
Improvised OLS surfaces for RWY 08/26 to suit Code C aircraft operations.
Introductions of PANS-OPS surfaces for RWY 26.
Provision for additional hangar space for the growth of the aviation museum and war bird adventure flights. And, the Eastern Hangar Park for additional hangars to be developed in line with the demand requirements, which includes an MRO hangar.
Fuel precinct to the north of Apron area.
Provision of an Automatic Weather Information Station (AWIS).
The current Master Plan aims to:
Review recommendations offered in the previous Master Plan 2015
Review subsequent developments at the airport
Analyse forecasted future aviation activities and
Suggest ideal improvements to airport facilities that to both aviation and non-aviation activities at the airport, while meeting the council's vision & objectives for the airport.

Current Situation

Ownership and Management

Benalla Airport has been a Council asset since a deed signed between the Commonwealth of Australia and the City of Benalla in July 1992. As per the deed signed, the Secretary of the responsible Commonwealth Department can sell, lease, or otherwise dispose of part or the entire airport.

The Airport Manager is responsible for operating and maintaining the airport as per the Benalla Aerodrome Manual dated July 2020 which is still under review. The Airport Manager is currently the Manager Facilities, and this position is supported by the aerodrome reporting officers, the Facilities & Development Administration Officer, and the Benalla Airport Advisory Committee.

Site Description

Benalla is a town located in northeastern Victoria, Australia, approximately 212 kilometres northeast of Melbourne. The airport is well located immediately adjacent to Benalla city centre (as shown in Figure 7) and between the city and the Hume Freeway. It is situated approximately 3 kilometres west of the town centre of Benalla, along Samaria Road.

The airport is located on very flat land with minimal fall and suffers from severe flooding during heavy rain falls as does most of the township of Benalla and surrounding areas. The airport has an elevation of 569 feet (173 metres) Above Mean Sea Level (AMSL).

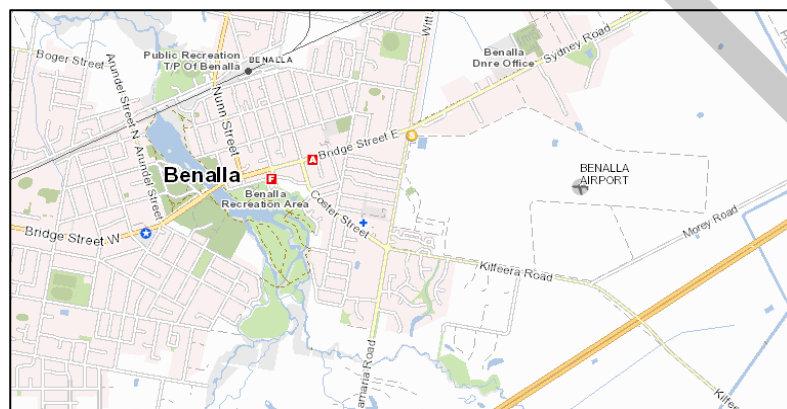


Figure 7: Benalla Airport Location

The primary activities on the airport site currently include:

The State Gliding Centre

The Aviation Museum

Larger hangars for the storage and maintenance of light aircraft

A number of historic huts (BARC huts) which are used by the community for a variety of community and recreational activities

A number of privately leased aircraft hangars

Low cost accommodation (the 'Aeropark') comprising huts, demountable cabins, caravans and powered sites

An area used for the storage of glider trailers.

Until recently, unused areas of the airport provided revenue to Council through annual cropping leases.

Surrounding Land

The airport is located very close to the Benalla main street and a range of existing community facilities. The airport adjoins the Benalla hospital and a large retirement village, and it is within walking distance to the river, regional art gallery and a number of accommodation facilities. The Goulburn Ovens TAFE facility (GoTAFE) and Benalla Performing Arts Centre (BPAC) are located on the Samaria Road frontage. Whilst these facilities are not located on the airport land holding, they functionally form part of the airport precinct.

The adjacent land uses are a mixture of:

Residential

Commercial

Industrial, and

Farming

Existing Activities/Operations

Benalla Airport experiences high gliding activity, primarily from September to March, with peak operations occurring between December and January. Most gliders use tow launches, with limited self-launched glider operations.

In addition to gliding, Benalla Airport hosts general aviation operations, including both Jet and Non-Jet powered aircraft, as well as Balloon flights. Although these operations are less frequent compared to gliding, their numbers have remained

steady in recent years. The airport also supports emergency services such as Air Ambulance and Aerial Fire Fighting operations as needed.

Benalla Airport does not have Regular Public Transport (RPT) flights, and its current infrastructure is not equipped to support such operations. The airport employs a contra circuit system on all runways, enabling powered aircraft to operate in one direction while gliders operate in the opposite direction.

Existing Facilities

Movement Area

According to CASA, movement area means that part of an aerodrome to be used for the take-off, landing and taxiing of aircraft, consisting of the manoeuvring area and the aprons. The existing movement area facilities at Benalla airport are shown in Figure 8.

Runways

Benalla Airport has one sealed runway and one grass runway. Apart from the RWYs, the airport comprises of two glider strips that are parallel to the sealed and grass RWYs. Table 3 shows the runways, glider strips and their primary use.

Table 3: Runways and Glider strips details

Runway	Length	Surface	Use
RWY 08/26	1043 m	Sealed Bitumen	All aircraft operations including gliders
Glider Strip 08/26	1043 m	Grass & marked by orange gables	Gliders and Tow launches

RWY 17/35	718 m	Other – Grass slit clay & marked by white gables	Non-Jet aircraft & gliders
Glider Strip 17/35	718 m	Grass & marked by orange gables	Gliders and Tow launches

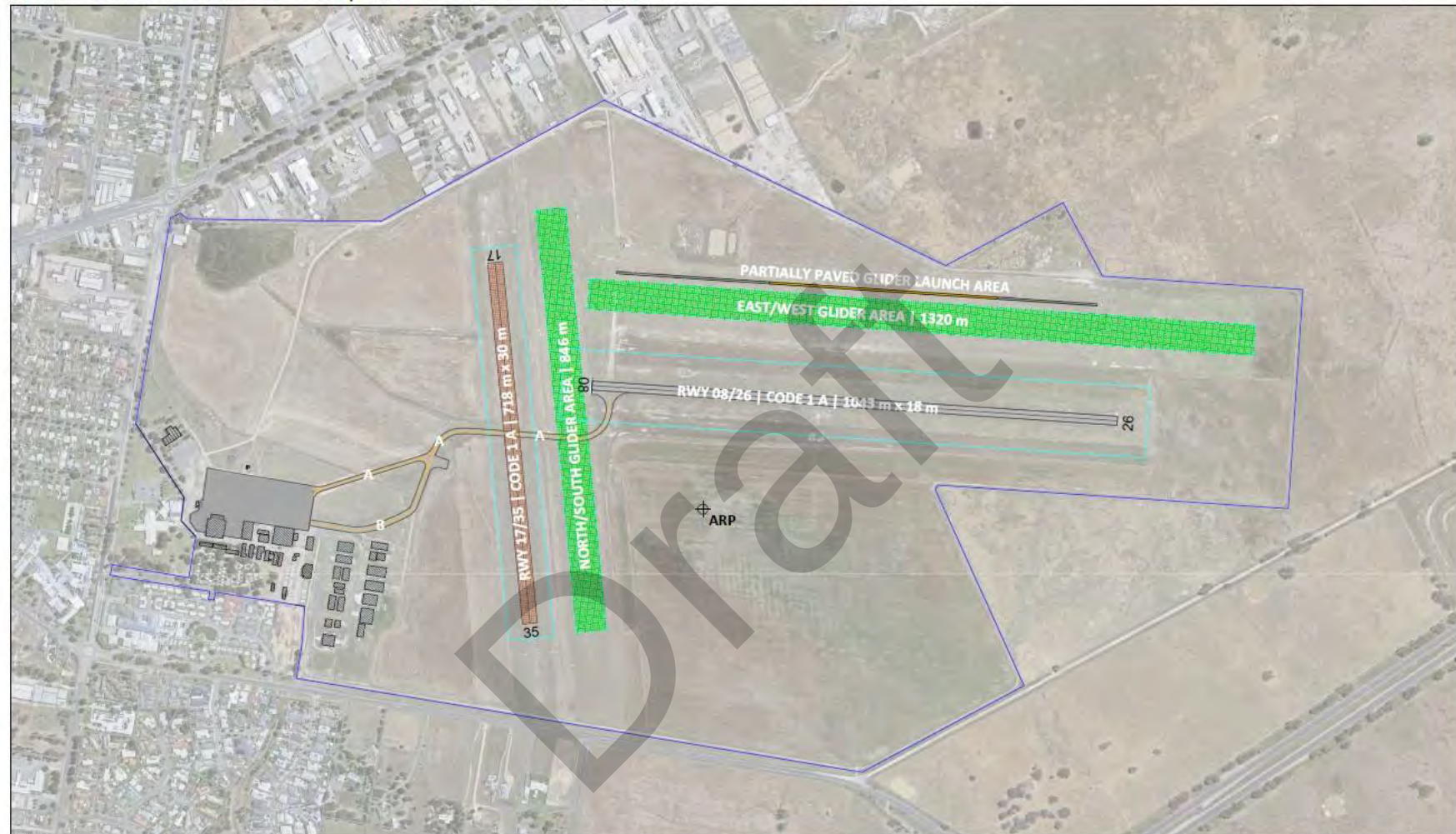
Taxiways

Benalla Airport has two taxiways that connect RWY 08/26 with hangars and the apron. The taxiways suit existing aircraft operations. Table 4 below shows Taxiway details:

Table 4: Taxiways details

Taxiway	Taxiway width	Surface	Connects
Taxiway A	11m	Sealed Bitumen	Hangars to RWY 08 threshold
Taxiway B	7.5m	Sealed Bitumen	Apron to RWY 08 threshold

BENALLA AIRPORT MASTER PLAN | EXISTING CONDITIONS PLAN



RUNWAY 08/26 1043 m x 18 m, PCN 10 /F /B /450 (65 PSI) /U, Sealed, Code 1A
RUNWAY 17/35 718 m x 30 m, 5700/450 (65 PSI), Grass slit clay, Code 1A
ARP 36° 33' 15" S | 146° 00' 33" E (WGS84)
 Two additional glider strips, one parallel to RWY 08/26, and one parallel to RWY 17/35

DRAWING NO: BAMP-002
REVISION NO: FINAL-2
DATE: July 2025
SCALE: 1:10,000@A4
GCS: GDA94 MGA55

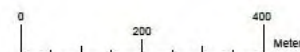


Figure 8: Existing movement area facilities

Aprons

Benalla Airport comprises of a sealed (Bitumen surface) apron that has the capability to host aircraft that currently operate to/from the airport. While the apron surface and the existing airside operating procedures safe and efficient aircraft movement on the apron, there are no designated parking positions marked owing to no RPT/international operations at the airport as seen in Figure 9.



Figure 9: Apron at Benalla Airport

Gliding Club Operations

Gliding Club House

The gliding club building comprises of a two level facility. Internally the building has the following facilities:

- Large general area with tables and chairs
- Commercial and general kitchen areas

- Training room

- Flight simulator room

- Offices and storage areas

- Toilets and shower areas

- External to the club room is a covered BBQ and seating areas

Airfield Gliding Facilities and Operation

The gliders operate from the end and to the side of the operating duty glider runway/strip. The area is used for glider marshalling and gridding of the gliders prior to launch. Glider tugs operate within the glider strip. Glider club members park their cars adjacent to the launch area and outside the runway strip. The glider club operates air experience flights for the general public, and they are required to navigate themselves out along the airside perimeter road to the glider launch area. The only public viewing area within line of sight of the glider launch area is airside. There is one toilet facility provided near the western end of the glider runway/strip RWY 08L/26R.

The pavement used for glider launch is highlighted in Figure 10 for reference.

Aircraft Refuelling

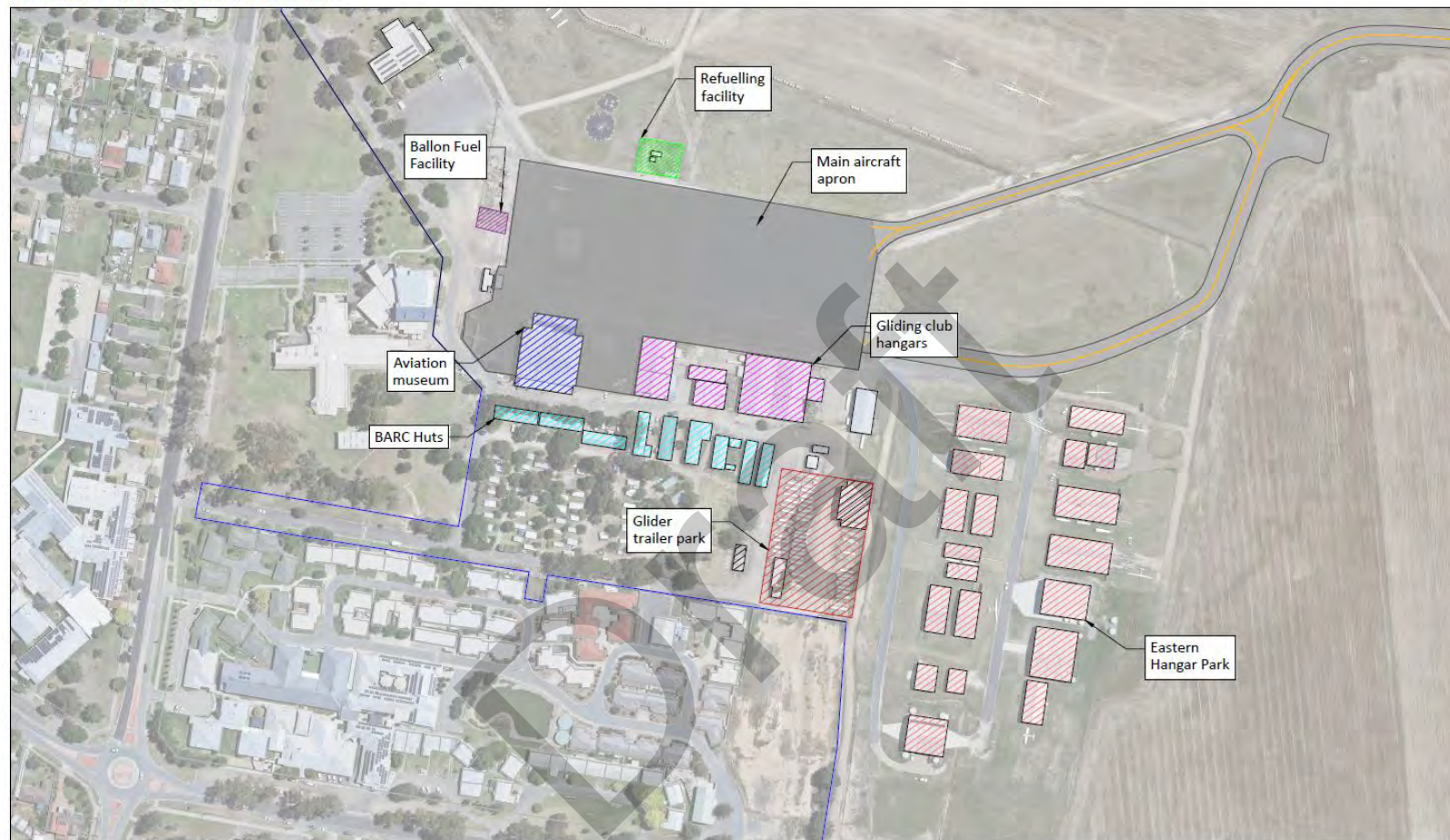
The current fuel facility is located airside, just north of the apron. Aero refuellers provide both AVGAS and Jet A1 fuel for aircraft operators, with details available in the ERSA for aviation community awareness. Its location allows visiting charter aircraft to refuel directly from the apron, following standard safety procedures. The facility is well-equipped to meet both present and future aircraft fuel demands.

Jet A1 fuel meets the requirements of turbine-powered aircraft, including Police Air Wing helicopters, air ambulance fixed and helicopters and firefighting helicopters. There is no Mogas fuel provided at Benalla which is required for most light sport aircraft. A gas refilling facility for Balloon operations is currently under construction.

Aircraft Hangars

The airport has numerous hangars for both powered aircraft and gliders (Figure 10). They are located in two respective precincts: the Heritage/Glider Precinct and the Eastern Hangar Park.

BENALLA AIRPORT MASTER PLAN



EXISTING CONDITIONS
PLAN - BUILDINGS

DRAWING NO: BAMP-003
REVISION NO: FINAL-1
DATE: June 2025
SCALE: 1:10,000@A4
GCS: GDA94 MGA55

0 50 100 Meters



Figure 10: Existing airport facilities

Large Hangars Precinct

The large hangar precinct (comprising heritage glider hangars) comprises of four hangars with direct access to the sealed apron areas. Three of the hangars front directly onto the sealed taxiway and in some circumstances infringe the taxiway clearance line.

Figure 11 shows the hanger facility for Benalla Aero Club at the airport.

Small Hangars Precinct/Eastern Hangar Park

The small hangar precinct comprises of twenty-four smaller hangars that are accessed via unsealed (gravel) taxilanes. The apron area for each of these is between the taxilanes and the respective hangar and is unsealed (grass and/or gravel). The area varies with differing floor levels, apron grades and is subject to flooding from heavy rain which severely affects access to the hangars.



Figure 11: Image of the Benalla Aero Club Hangar

Air Traffic Control

There is no air traffic control tower provided at the airport due to the very low number of aircraft movements. Aircraft separation is maintained by pilots (operating both powered and glider aircraft) through the Common Traffic Advisory Frequency (CTAF), and the carriage of radio is not mandatory. The CTAF frequency for Benalla Airport is 1256 MHz and covers a 10 NM radius from the aerodrome reference point. Due to prevailing operating environment and demand, the airport is also not equipped with an automated Aerodrome Frequency Response Unit (AFRU).

Navigation, Landing Aids and Lighting

Benalla Airport does not feature any navigational or landing aids, and hence does not support low-visibility aircraft operations. However, the airport supports night operations through provisioning of aerodrome ground lights (AGL).

To better suit round-the-clock aircraft operations, the airport has implemented Pilot Activated Lighting (PAL) at the airport. The PAL functions on the frequency 123.4 MHz. The aerodrome lighting provided include:

- Runway threshold lighting (both ends of RWY 08/26)
- RWY edge lights (RWY 08/26)
- RWY end lights (RWY 08/26)
- Taxiway edge lights on TWY A
- RWY holding position lights (inset yellow lights) on TWY A.
- A light at the Benalla Airport fuel facility, adjacent to the apron.

While the airport's AGL infrastructure are provided to support safe and efficient night operations, some of these facilities comply with previous CASA standards/regulations only and are therefore declared as grandfathered facilities.

Rescue and Fire Fighting Services

There is no Aviation Rescue and Fire Fighting Service (ARFFS) based at Benalla. The Benalla Rural City Council, as the airport owner, is responsible for establishing emergency procedures at the airport. These procedures are detailed in the Benalla Aerodrome Manual. Emergency procedures are coordinated by Victoria Police with support from the Country Fire Authority (CFA), Victoria Ambulance and the State Emergency Services (SES) as required. All the emergency services are located within the Benalla township.

Ground Transport Access

Primary access to the airport is via Samaria Road, through Ed McKeough Drive. As shown in Figure 12, Ed McKeough Drive provides access to the Gliding Clubhouse car park and the western entry point for the airfield. Through this entry point, airside facilities including apron, runways and hangars can be accessed. Besides providing access to the Gliding club house and airside, the drive extends further to the lane that connects Aviation Museum, BARC/Community Huts, temporary Accommodation (Aeropark) and Glider storage.

The Ed McKeough Drive is supplemented by a secondary access via the intersection of Samaria Road and the lane beside Cooina Hub. This lane offers additional access to Aviation Museum, BARC/Community Huts, Temporary Accommodation (Aeropark), and Glider storage, which in future will improve access to new aviation facilities.

Internal and External Road Network

The road network that falls within the perimeter of Benalla Airport is considered internal road network, while the ones outside are considered external. The internal road network includes Ed McKeough Drive and the lanes that provide access to Aviation Museum, hangars, BARC Huts and BARC Avenue. The lanes are partially paved, with a section (adjacent to the existing glider trailer parking area) remaining unpaved.

The external road that primarily connects Benalla Airport with the city is the Samaria Road. Samaria road runs on the western side of the airport and serves as a crucial link connecting rest of the city with the airport. The area to the west of the airport is the most populous region, and this region is connected to the airport through the city streets that intersect with the Samaria Road. Further, the localities to the northern and the southern sides of the airport are connected through Sydney Road and Kilfeera Road. Both these roads intersect with Samaria Road that connects to the airport.

Car Parking

Two large open car parks are available at the western end of the airport. The Ed McKeough Drive offers access to these car parks. A large open asphalt car park approximately 2,000 square metres (that can approximately accommodate 65 cars) is available adjacent to the Gliding Clubhouse. And to the south of this car park is another large open gravel car park approximately 1,300 square metres (that can house 40 cars approximately). Generally, the car park locations lack signages or markings, however, they are clearly delineated from the airside facilities by a perimeter fencing.

BENALLA AIRPORT MASTER PLAN | AERODROME ACCESS PLAN



Figure 12: Benalla Airport Access

Sustainable Transport

Public Bus

The nearest public bus stop is located on Samaria Road, just north of Perth Street, with an additional stop beside Cooina Lane. Bus Route 2 (Benalla East) travels south along Samaria Road, serving both stops. This route connects Benalla Airport to the Town Centre and railway station, with further access to the wider Benalla area via a transfer to Bus Route 3. Both stops are serviced hourly, with the first bus arriving at 9:47 a.m. and the last at 2:47 p.m., Monday to Friday.

Train

The nearest railway station is Benalla Station, located northwest of the site. It is a 1.8-kilometre drive, taking approximately 4 minutes via Perth and Smythe Streets.

Bicycle Facilities

The airport is also accessible by bike, with racks available adjacent to the clubhouse, offering parking for up to eight bicycles near the asphalt car park. However, there are no on-road or off-road bike lanes within the site, or along Samaria or Kilfeera Roads. The nearest bike lanes are located on Sydney Road (local route) and Salisbury Street (Priority Route).

Services and Utilities

Power, Sewer and water reticulation is available to the western and south western sectors of the airport. No information is available on the capacity to accept increased demand over the forecasted period.

Environmental Values

According to mapping provided by the Department of Environment and Primary Industries, Ecological Vegetation Class 55: Plains Grassy Woodland historically supported in the region. However, the site assessment verified that the research area still contains minimal remaining vegetative evidence. The extant vegetation has significant changes due to a history of clearing for the airport, development, and cropping.

The northwestern section of the study area contains a small remaining patch of natural vegetation. It has an overstory of native wallaby grasses *Austrodanthonia* sp., shrubs such as Silver Wattle *Acacia dealbata* and Narrow-leaved Wattle *Acacia mucronata*, and an overstory of River Red-gums *Eucalyptus camaldulensis* and Red Box *Eucalyptus polyanthemus*. Two more scattered River red gums are found in the northern part of the study area. Exotic species, particularly wheat

crops, and environmental weeds dominated the remaining study area's vegetation.

As recommended in the previous Master Plan 2015, the residual patch of natural vegetation inside the research area is unlikely to require removal. If it must be removed for future airport expansion, a biodiversity offset will be required.

No endangered flora or fauna species were found during the assessment conducted for the previous master plan 2015. Since the region has extensive vegetation change, more species are not expected to develop.

As suggested, in the previous master plan 2015, it is advised that trees, especially planted trees, be kept whenever safe and practical. These trees provide habitat for local birds, as well as possible arboreal mammals and bats. Additional plants might help to improve the surrounding area's amenity and biodiversity. Wherever possible, these plants should come from local sources. Development that supports large flocks of birds, such as on-site garbage or large bodies of water, should be resisted in order to reduce the risk of bird strikes by planes.

Heritage Values

Aboriginal Heritage

Based on the previous Master Plan 2015, the study area is not in an area of cultural heritage sensitivity, and no evidence of Aboriginal cultural heritage material was discovered throughout the information collection and processing stages of the assessment. The evaluation did not identify any national or state-significant cultural heritage sites (Aboriginal or historical).

Post Contact Building Heritage

There have been two culturally significant stages of development:

WWII Air Training Scheme

Post-war reuse as a migrant centre

The fabric and place of the two stages is of cultural heritage significance. The Bellman hangar and P-type huts meet the threshold for local significance.

The Benalla Migrant Centre is a local cultural heritage site for the City of Benalla. It exemplifies a lot of values that helped shape the city both physically and culturally. Cultural values continue to resonate within the community.

The Benalla Migrant Camp operated from September 1949 to December 8, 1967. The Department of Immigration believes that roughly 60,000 migrants passed through its gates over these years, with many of them making Benalla their first

Australian home after leaving the camp. In contrast to the Bonegilla Migrant Reception Centre, which offered shelter and assisted in the processing of migrants from 1947 until 1971, the Benalla Migrant Camp was a temporary holding facility.

The post-war migrant camps as a whole reflect the effect and scope of postwar migration. This has been acknowledged by the listing of Bonegilla Migrant Reception Centre on the National Heritage List and the Victorian Heritage Register.

The Benalla Migrant Camp is a valuable resource and an integral part of the migration story. It is certainly of local cultural heritage significance and maybe of cultural heritage significance to the State of Victoria.

Draft

SWOT Analysis

Based on stakeholder feedback, To70 conducted a comprehensive SWOT Analysis to evaluate the strengths, weaknesses, opportunities, and threats for Benalla Airport. This analysis, which took into account the outcomes of the stakeholder consultation and feedback process, as well as the overall airport characteristics and operating environment, is instrumental in shaping a practical strategy for the airport. The results from this SWOT analysis activity are detailed in the sections below.

Strengths and Advantages

Location & access	Proximity to the town centre for Benalla residents and visiting aircraft. Control of airport airside activities is actively maintained and enforced by the Council. Regional liveability and affordability, only two hours from Melbourne.
Airport infrastructure	Land available for development to suit the current demand. Airside infrastructure sufficient for current uses. Flooding has been mitigated by Council investment in infrastructure.
Aero community & Aviation business potential	Largest gliding club in Australia. Prominent ballooning activity. Aeropark is an attractive feature for flying enthusiasts. The Council has generally positive relationships with airport stakeholders and works with operators to find solutions.
Regional development / economic outlook	Australian Government investment in local munitions manufacturing for Defence. Benalla Enterprise Park's future use planning and interest in the airport.

Weaknesses and Constraints

Airport facilities & management	Taxiway and runway infrastructure will likely require resurfacing and lighting upgrades in the coming years. Flooding remains an issue, and further investment in drainage facilities is a common theme among stakeholders. Security and privacy concerns expressed regarding bathroom facilities. Lack of utilities may prevent the development of businesses wishing to acquire hangarage. Limited amenities for visiting pilots. Limited aeronautical revenue. No onsite airport specialist personnel from the Council permanently based at the airport to monitor activities. Some aviation businesses may seek to commence operations near/similar airports if they feel their needs aren't met.
Heritage buildings & Flora and Fauna	Heritage overlay creates some confusion for tenants' ability to upgrade facilities.
Aerodrome surrounding environment	Future nearby residential developments may be subject to noise sensitivity.
Community	Limited awareness of airport activities from Benalla residents, according to stakeholders.

Opportunities and Prospects

Location & region's affluence	A commercial balloon operator is seeking to develop their business at the airport. Enterprise Park presents opportunities for future airport use, including private airport hangarage and fixed base operators.

Further collaboration and development of the Aviation Museum.

Unequivocal support for the airport to remain and continue providing benefits to the community.

Benalla's economic outlook	Engage with local businesses and industries to investigate infrastructure investment further. Businesses are eager to use Benalla Airport and contribute to its continued growth.
Aviation outlook	The gliding community are eager to introduce the next generation of flyers to maintain its position as Australia's leading airport. Global aviation growth includes maintenance, training, tourism, and storage.
Aero community	Establish a dedicated viewing area for members of the public to experience the significant aviation events hosted by the airport.
Infrastructure	Development of strategic plans to handle heritage structures.

Developments bordering / adjacent airport area	Ensuring land use under the runway approaches remains compatible with aviation operations
Economic Feasibility	Competition for aviation-based businesses with other airports. Continued decline in domestic fixed-wing GA. High asset upgrade and maintenance costs.
Aviation safety	Some reports of fixed wing and gliding operations occurring on areas temporarily closed for safety reasons, such as inundation or wet surfaces. Some damaged fencing and occasional trespass and pilferage. Some private vehicle use on the main apron is non-compliant with MOS 139 regulations.

Threats and Risks

Community concerns	Balancing the priorities of all stakeholders at Benalla Airport, who each value the site for the amenities it provides for different activities and interests.

Summary of SWOT Analysis

Benalla Airport enjoys a strategic location, conveniently close to the town centre, with airside operations actively managed by the Council. The region's affordability and quality of life make it appealing to both residents and visiting aircraft. Current infrastructure adequately supports operations, with available land for future development and council investments addressing flooding issues. As home to Australia's largest gliding club and significant ballooning activities, the airport attracts aviation enthusiasts and maintains strong, cooperative relationships with stakeholders. However, infrastructure enhancements—such as runway resurfacing and improved drainage—are necessary. Economic prospects are bolstered by local industries and potential aviation developments, though the airport faces challenges from competing facilities and high maintenance costs. While there are some community concerns around noise and limited public awareness of airport activities, there is widespread support for the airport's continued growth and contribution to regional development.

Draft

PART B: FUTURE DIRECTION

Draft

Stakeholder Consultation

Overview of Consultation

The stakeholder consultation for the Benalla Airport Master Plan Review is a critical part for ensuring both aviation and non-aviation interests are fully considered in shaping the airport's future. The primary objective was to gather comprehensive feedback from key stakeholders to address current infrastructure concerns, enhance airport facilities, and align the master plan with community needs. The consultation sought to improve operational efficiency, promote tourism, and preserve the airport's cultural significance, particularly its historical links to the migrant community in Benalla.

The consultation process was underpinned by the following strategic objectives:

Maximise stakeholder engagement and gather comprehensive feedback from both aviation and non-aviation stakeholders to inform the development of the Benalla Airport Master Plan.

Identify key infrastructure needs and improvements required to support future airport growth and operations.

Ensure alignment between the airport's development and community expectations, particularly regarding tourism, safety, and cultural heritage.

Promote transparent communication between the Council, airport operators, and the broader community to address concerns and foster collaboration.

Integrate stakeholder insights into strategic decision-making, ensuring the Master Plan reflects the diverse needs of all parties involved.

Encourage ongoing engagement throughout the master planning process, allowing stakeholders to contribute meaningfully at each stage of development.

Consultation Activities

Engaging stakeholders early and throughout the planning process ensures transparency and informed decision-making, particularly given the airport's role as a regional asset. The consultation activities were designed to be inclusive and broad reaching. Aviation stakeholders, including 33 individuals or groups, were directly contacted to provide feedback, as well as 6 non-aviation stakeholders who have an interest in the airport's cultural and community impact.

Key consultation methods included:

Direct meetings

"Have Your Say" portal

Virtual conversations (both telephonic & online meetings), and

Ongoing communications with airport users and other stakeholders.

Consultation activities were initiated during the early phases of the Master Plan review process, that enabled to grasp crucial stakeholder inputs and elevate their awareness about Council's initiatives to develop the airport. Direct meetings were organised with majority of the known aviation stakeholders at the city council's office between 29th April – 01st May 2024. Representatives from Benalla Aeroclub, Gliding Club of Victoria, Ballooning association and other key stakeholders participated in the personal engagements organised during these dates. This was followed by few virtual meetings via telephonic conversations and online meetings to enable stakeholders, who were unable to participate in the direct meetings, to offer their inputs for the master plan review.

Additionally, the Council published a 'Have your say' online survey for the industry and community's feedback on the 2024 Master Plan review. A total of 39 responses were received of which 33 respondents had aviation background and 06 were non-aviation people. This approach facilitated open feedback from stakeholders, enabling aviation and non-aviation groups to voice their concerns and provide suggestions for improvements.

Stakeholders consulted as part of the process include:

Aero Refuellers

Balloon Association of Victoria

Benalla Aeroclub

Benalla Aeropark

Benalla Aviation Museum

Benalla Enterprise Park

Benalla Migrant Camp

Benalla Rural City Council

Gliding Club of Victoria

Goldrush Ballooning

NIOA Group
Paxton Air Helicopters
Private Hangar Lessees

Appendix A includes a register of key stakeholders consulted during the process.

All stakeholder comments were considered in the development of the SWOT Analysis in Section 4. Benalla Rural City Council and To70 Aviation extend our thanks to all stakeholders for their contributions.

Summary of Consultation Outcomes

The consultation revealed several significant insights from both aviation and non-aviation stakeholders. Aviation stakeholders emphasized the need for infrastructure upgrades, such as improved drainage on the airside to prevent disruption of glider operations, and more hangar facilities to meet growing demand. Safety concerns, particularly regarding ground vehicle movement on the apron, were also highlighted. Additionally, improvements to the grass runway surfaces and the introduction of bitumen surfaces for glider take-offs were suggested to enhance operations.

Non-aviation stakeholders focused on the preservation of Benalla's cultural heritage, advocating for the establishment of a permanent museum to celebrate the region's migrant history. Emphasis was laid for the Council to prioritise the maintenance of the historic migrant camp huts, ensuring they do not fall into disrepair, and to develop the surrounding area as a cultural precinct for events and tourism.

Overall, the consultation highlighted a clear need for an integrated approach that balances operational enhancements with community and cultural considerations. The feedback gathered will inform the development of the master plan, ensuring that it reflects both the airport's operational needs and its importance as a regional and cultural asset.

Forecast Aviation Demand

Airport Master Plans include an aviation activity forecast to determine future infrastructure requirements. This analysis of the airport against relevant airport planning criteria will help guide the Master Plan and achieve the strategic vision and objectives.

Aviation Activity

Benalla is a unique airport that has a high level of gliding activity when compared to powered aircraft. Benalla Airport has no historical statistical data recorded for its operations.

According to the Bureau of Infrastructure and Transport Research Economics (BITRE), regional aviation grows between 1-2% annually, creating the forecast's basis.

To develop the 2044 forecast, we have used the previous Master Plan 2015 movement per annum as the baseline since no data recordings were available.

The BITRE average percentage for each category was applied, and the final forecast numbers for 2044 were developed as shown in Table 5. The Figure 13 shows activity growth forecast from 2014 – 2024 used for calculating the growth rate for each category from BITRE.

Table 5: Future Forecast Annual Movements for 2044

Activity	BITRE Growth Rate	Movements per annum (2044)
Gliders (includes tows)	1.0%	9,723
General Aviation	1.0%	1,388
Light Sport Aviation	2.0%	3,694
Charter	1.5%	641
Balloons	1.0%	288
Helicopters (non-firefighting)	1.5%	160
War Birds	0.5%	240
Air Ambulance	2.0%	923
Fire Bombers (Helicopters)	1.8%	168
TOTAL		17,225

Forecast of Future Operations

Regional Air Transport Services

Benalla has a relatively low population and alternative transport modes such as train services that influence the demand for RPT at Benalla Airport. Also, Benalla has a travel time of 2 – 2.5 hours to Melbourne Airport on a good freeway, and with alternative lower-cost public transport options, thus impacting the interest in the air transport sector of the aviation market. Also, other airports around Benalla have RPT services currently, making it less viable for Benalla to support RPT services.

Nevertheless, this Master Plan safeguards the airfield for regional RPT aircraft if that were to occur in the future (see Sections 7.3 and 12.1).

General Aviation

General aviation (GA) for the private sector experienced a growth of 1% nationally during the reported period. With the low number of GA aircraft based at Benalla and given that most are hangered (only one aircraft was observed tied down outside), it would be fair to assume that until more hangar spaces are made available, growth for GA aircraft will be low, certainly in the short term. For future growth, we have assumed a continued growth of 1.0% for the planning horizon as shown in Figure 13.

Charter

We have considered an overall growth of 1.5%. The graph in Figure 13 shows the growth of Charter activity from 2014 to 2024 which has a constant line indicating a stagnant growth of less than 2% after 2020 and almost aligning with the pre-Covid activity numbers.

Gliding

Gliding is one of the key activities at Benalla Airport. Benalla has previously hosted the World Gliding Championships in 2017 and the National Gliding Championship in January 2024, proving to be one of the favourite destinations for these competitions. State competitions take place in Victoria each summer, with the 2022 Victoria State Gliding Championship being hosted at Benalla. The airport has demonstrated its ability to host such events and remains well-positioned to host the State Championships in the future.

Based on the constant growth in the movements post Covid as seen in Figure 13, we have assumed a growth rate of 1% overall.

Light Sport Aviation

Light Sport Aviation (LSA) formerly Recreational Aviation is a sector within the aviation industry that provides low-cost entry, owner maintenance in some cases, and lower medical standards compared to the private pilot requirements. LSA covers both owner-builder kit-type construction and factory-manufactured aircraft. LSA is the second key activity for Benalla after Gliding. Based on the BITRE data, the LSA movements have decreased over the years from 2014 to 2022 as shown in Figure 13 but are rising to pre-covid levels. Hence, we have assumed a growth rate of 2%, since it's a strong growing sector.

Ballooning

Statistically, ballooning has a very flat growth rate and of all the aviation sectors it is highly reliant on very light winds, which severely restricts their operation. Typically balloons fly in the cooler months and generally in the mornings and late afternoon in the colder temperatures of the day. As shown in Figure 13, the growth of ballooning activities has been almost a flat line. Hence, we have assumed an overall growth rate of 1.0%.

Helicopters

Rotorcrafts and Gyrocopters are another form of recreational flying. Helicopter operations are increasing for both private flying and charter operations. Range and endurance are the limiting factors for most helicopters. Fuel supply and type of fuel typically dictate where they fly. Hence, we have assumed a growth rate of 1.8% if Avtur (jet A1) is provided.

Parachuting

Parachuting is not compatible with the operations at Benalla Airport and therefore no forecasts have been prepared.

Emergency Services

Air Ambulance

Both routine and emergency operations are carried out by the fixed-wing air ambulance into Benalla. Because of the time it takes to return to Melbourne, the range, and the fuel requirements, Benalla is just about at capacity for rotary-wing air ambulance services; hence, fixed-wing operations are preferable. The growth rate is estimated to be 2% annually, based on factors such as population growth

and increased traffic on the highways, which would inevitably lead to a rise in the number of motor vehicle accidents needing air ambulance services. Growth is expected to remain relatively stable.

Police Air Wing

Benalla is the preferred location of operation due to the Avtur (Jet A1) fuel required for the turbine helicopters operated by the Police Air Wing. Hence, we have considered some increase in Police Air Wing Traffic following the installation of Avtur (Jet A1) fuel.

Fire Fighting

During the bushfire season, Department of Energy, Environment and Climate Action (DEECA) base firefighting helicopters operate on an as-needed basis. Based on BITRE firefighting activity from 2014 to 2021 as shown in Figure 13, we have forecasted a growth rate of 1.8%.

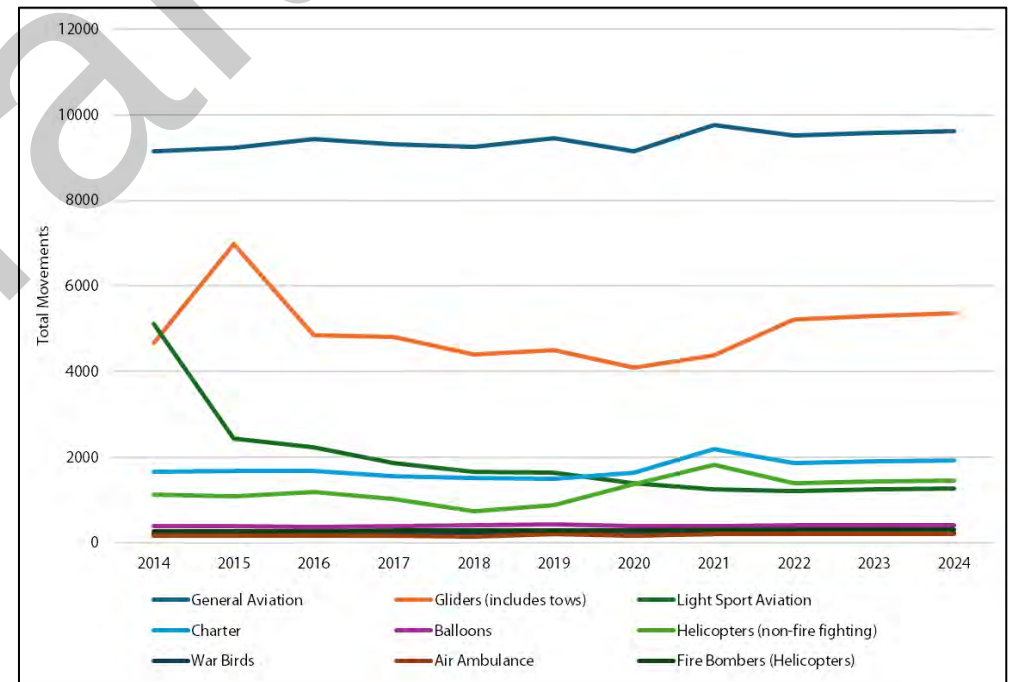


Figure 13: BITRE Activity Forecast data 2014-2024

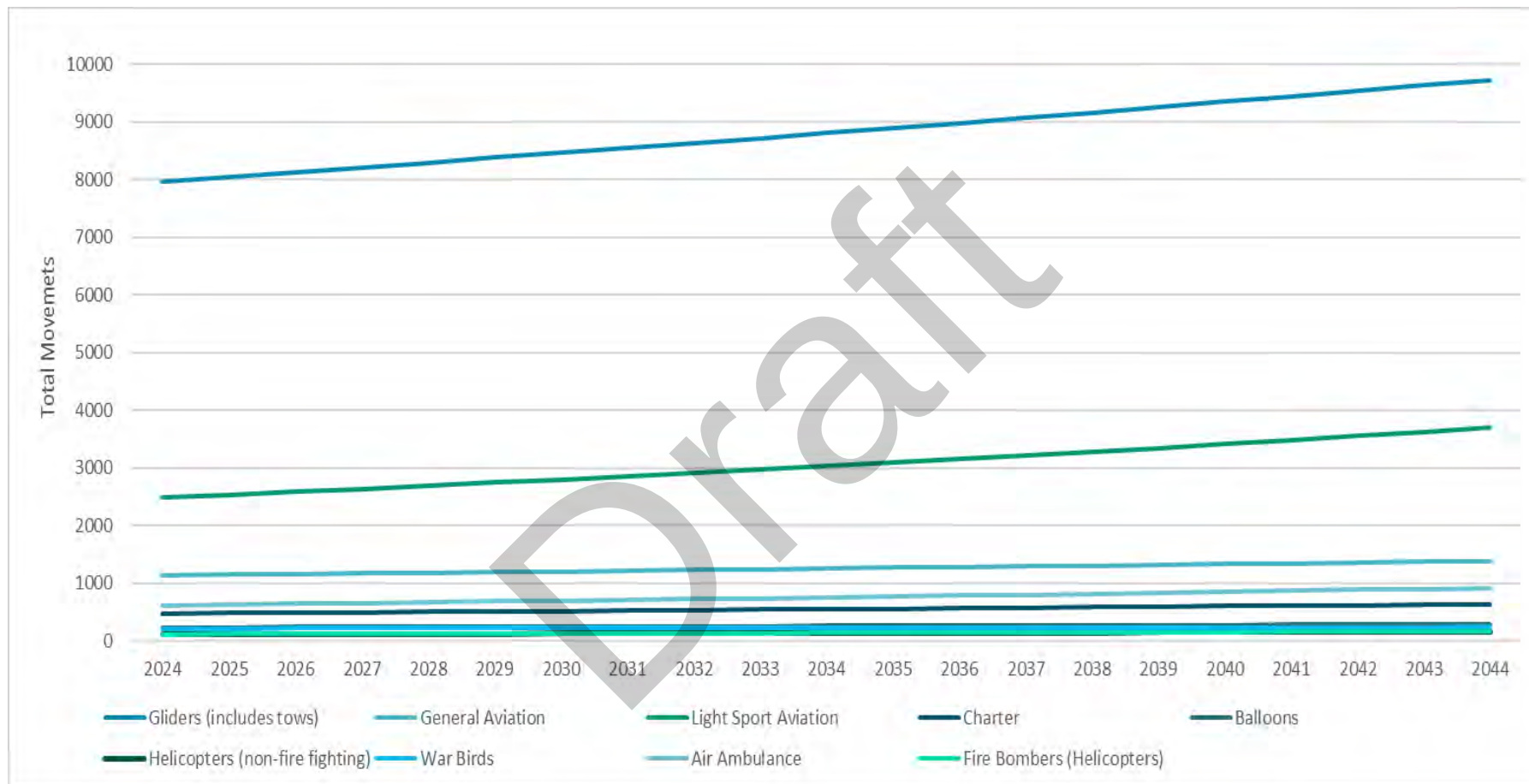


Figure 14: Twenty-year Total Movement Forecast

Design Aircraft

Current Situation

The largest aircraft type used at Benalla Airport is the Air Ambulance King Air 350, which is a Code 2B aircraft type. The existing infrastructure prevents larger aircraft from using Benalla.

Forecasting, Stakeholder and Community Inputs

The future forecast discussed in Section 6 shows growth in charter aircraft, firefighting personnel transfers and larger visiting warbirds other than glider activity at Benalla Airport.

Based on the current fleet types and the potential introduction of larger aircraft types, it is identified that the long-term plan should adopt the capability of accepting the Dash 8 Q400 (Code 3C) as the design aircraft.

Design Aircraft Selection

Based on Table 6, taking the Dash 8 Q400 as the design aircraft type, will allow the airport to be capable of handling SAAB SF340, ATR 72 and a range of corporate jets. The Dash 8's and SAAB SF340 aircraft are the typical aircraft being chartered during the fire season for the replenishment of firefighting resources and selecting a larger design aircraft type will also allow a much larger selection of war birds and visiting aircraft to visit the air museum on selected event days. They are also commonly used for regional RPT services.

Table 6: Aircraft specifications

Aircraft Specification	ATR 72-500	ATR 72-600	SAAB 340B	Dash 8-Q400
Max Take-off length	1289m-1333m	1140m	1286 m	1600m
Max Take-off weight	22800 kg	23000kg	13155kg	29257 kg
Number of Passengers	68	78	34	74

Aerodrome Reference Code System

An Aerodrome Reference Code (ARC) determines the standard which an aerodrome facility must meet to be suitable for use by aeroplanes, chosen by the aerodrome operator, with a particular range of performance and size.

An ARC is an alpha-numeric code, which is determined based on 3 elements:

The code number is determined based on the aeroplane reference field length of an aircraft type selected by the aerodrome operator.

The code letter determined by the aircraft wingspan, and

The outer main gear wheel span (OMGWS).

The current ARC of Benalla Airport is 1A for both RWYs 08/26 and 17/35, with an OMGWS up to but not including 4.5m. The following Table 7 summarises the ARC values, as well as the OMGWS limits for the two existing runways at Benalla Airport.

Table 7: ARC values and OMGWS limits for runways

Runway	ARC number	ARC letter	OMGWS
08 / 26	Code 1	A	Up to but not including 4.5 m
17 / 35	Code 1	A	Up to but not including 4.5 m

Similarly, the following Table 8 summarises the characteristics of the two taxiways (TWY A and B).

Table 8: Taxiway characteristics

Taxiway name	Taxiway designation	ARC letter	Taxiway width (m)	Taxiway surface type
Taxiway	A	A	11 m	Bitumen seal
Parallel	B	A	7.5 m	Bitumen seal

The prevailing aerodrome facilities do meet the standards for some existing aircraft operations at Benalla Airport (i.e. aircraft larger than Code 1A). Nonetheless, future 'design aircraft' operations may demand upgrades to airport infrastructure that will lead to a new Aerodrome Reference Code for Benalla Airport (Code 3C).

Recommendations:

To achieve a runway that can handle aircraft up to the Dash 8 Q400, the existing runway will need to undergo civil engineering works to extend its length, increase its width and renovate its surface to increase its load-bearing strength: Extend runway 08/26 towards the east and west - to a total RWY length of 1,750 metres.

Widening runway 08/26 from the current 18 metres to 30 metres.

Strengthen the surface of runway 08/26 to accommodate anticipated larger aircraft.

Widen the runway strip for runway 08/26 to 280 metres i.e., 140 metres on each side of the runway centreline, for the proposed runway length.

Upgrade RESA characteristics: Length – 90 metres (minimum) and width – 60 metres (RESA width twice the width of the proposed runway width).

Identify and develop aircraft parking positions and apron markings, with parking position/s for the design aircraft with at least 4.5 metres spacing from the surrounding object/structure/aircraft.

Ascertain load bearing capacity of the apron surface, and upgrade if the surface is not suitable for operating the identified design aircraft.

Non-Aviation Demand

Benalla Rural City, situated in north-eastern Victoria, is navigating a significant economic transition as it adapts to changing demographic dynamics, policy shifts, and the evolving needs of its community. Historically reliant on key industries such as agriculture, manufacturing, and community services, Benalla now faces the dual challenge of sustaining these traditional sectors while diversifying its economic base in response to emerging trends and opportunities.

Population and Demographic Trends

From 2006 to 2023, Benalla's population increased steadily from 13,807 to 14,529, albeit at a more modest rate compared to the rest of regional Victoria. A surge in population between 2018 and 2020, followed by stabilisation, reflects a consistent yet slower growth pattern. This stability is crucial for future residential and commercial planning, as it provides a reliable foundation for strategic development. Notably, Benalla's demographic profile is characterised by an ageing population, with a significant proportion of residents aged 50 and over—a trend that is expected to continue. This shift will drive increased demand for healthcare, aged care, and related services, necessitating the expansion of facilities and infrastructure to meet the needs of an older population. Additionally, the declining youth demographic poses challenges for local educational institutions and youth services, highlighting the need for targeted strategies to attract and retain younger residents.

Economic Performance and Industrial Potential

Benalla's economic performance from 2018 to 2023 was marked by consistent growth, particularly in key sectors such as construction, manufacturing, and agriculture. Manufacturing remains a cornerstone of the local economy, with the Thales munitions factory contributing approximately \$457 million in economic output in 2021. Meanwhile, the construction sector has seen substantial growth, driven by ongoing infrastructure projects that have expanded the workforce and reinforced Benalla's economic resilience. Agriculture continues to play a vital role, although it faces significant challenges due to the Victorian Forestry Plan, which mandates the cessation of commercial harvesting of native forests by 2030. This policy shift necessitates a move towards more sustainable practices and diversification within the sector.

Visitor Economy

The visitor economy in Benalla, as part of the broader Victoria High Country tourism region, presents significant opportunities for growth. The region has demonstrated strong resilience in domestic tourism, particularly within the intrastate market. From 2018 to 2023, tourism expenditure and visitor numbers increased, with domestic overnight stays and day trips being key drivers. In 2023, domestic overnight spending reached \$1,793 million, accounting for 84.3% of the region's tourism expenditure. However, the data also indicates a preference for affordable and flexible accommodation options, such as camping and staying with friends or relatives. This trend suggests that while there is demand for accommodation, it is primarily for lower-cost options, rather than traditional hotels or higher-end accommodations. Additionally, the food and beverage sector is poised for growth, given the strong demand for dining experiences among visitors. To fully capitalise on these trends, further research into tourism segmentation, occupancy rates, and competitor analysis is essential. Enhancing Benalla's appeal as a destination through improved accommodation, culinary experiences, and outdoor activities could significantly boost the local economy.

Multi-Criteria Assessment (MCA) and Strategic Planning

A systematic and rigorous Multi-Criteria Assessment (MCA) was employed to evaluate the potential commercialisation opportunities at Benalla Airport. This assessment considered a range of critical success factors, including economic and financial viability, strategic alignment, infrastructure compatibility, community impact, tourism impact, and development risk. The MCA revealed several promising opportunities, with industrial expansion, and food and beverage outlets emerging as strong candidates for further investigation. These opportunities align well with Benalla's strategic objectives and offer significant potential for financial success and positive community impact. However, other opportunities, such as retail, education and training, and conference facilities, face significant challenges due to the airport's low activity level and potentially limited demand. The master plan should prioritise high-impact opportunities while exercising caution in areas with uncertain returns.

Gap Analysis

The gap analysis identified critical areas where further research and data collection are needed to support informed decision-making and strategic planning for Benalla Airport and the wider region. For the accommodation sector, there is a

lack of detailed data on tourism segmentation, occupancy rates, and competitor analysis. Understanding consumer preferences and the existing accommodation landscape is crucial for tailoring offerings to meet demand. In the industrial sector, there is a need for more detailed data on emerging sectors, workforce requirements, and industrial space demand. Additionally, the food and beverage sector requires further research to understand dining preferences and assess the competitiveness of existing establishments. Finally, with Benalla's ageing population expected to grow significantly, more detailed demographic projections, health and wellbeing needs assessments, and competitor analysis are necessary for the development of retirement and aged care facilities.

Conclusion

The analysis of Benalla Rural City's demographic and economic landscape, coupled with the multi-criteria assessment and gap analysis, underscores both the challenges and opportunities facing the region. Benalla is at a critical juncture, where strategic planning and targeted interventions will be essential to harness its strengths and address existing gaps, ensuring sustainable growth and prosperity. The ageing population, while presenting challenges, also offers opportunities in healthcare, aged care, and community services. The steady economic growth in key sectors such as construction, manufacturing, and agriculture indicates strong potential for industrial expansion, particularly near the airport. Meanwhile, the visitor economy presents opportunities for growth in tourism, accommodation, and food and beverage sectors. By focusing on these areas and addressing the identified gaps, Benalla can achieve a balanced and sustainable future, benefiting both its residents and the broader community. Strategic development, informed by robust research and targeted planning, will ensure that Benalla Rural City continues to grow and thrive in the years to come.

Major Events

Potential Gliding Events

Benalla has previously hosted the World Gliding Championships in 1987 and 2017. The next World Gliding Championships will be held in Uvalde (USA) in 2024, in Tabor (Czech Republic) in 2025, and in Czestochowa (Poland) in 2026. It highlights Benalla's proven ability to successfully host major events, demonstrating the airport's existing infrastructure and operational capacity to accommodate large-scale activities.

At the national level, there are four annual gliding competitions in Australia for different categories. Benalla held the National Gliding Championship in January 2024 and has proven to be one of the favourite destinations for these competitions. The 2025 National championship will take place in Temora (NSW). Benalla has a track record of successfully hosting national championships and is prepared to hold them again.

State competitions take place in Victoria each summer, with the 2022 Victoria State Gliding Championship being hosted at Benalla. The airport has demonstrated its ability to host such events and remains well-positioned to host the State Championships in the future.

Potential Ballooning Events

There is opportunity for future events, such as the Australian National Championship, which are conducted yearly, according to the Australian Balloon Federation (ABF) policy. Timelines are established to call for expressions of interest from regional/State clubs to host the Nationals, EOIs then progress to bid stage and from bids to the chosen venue having the maximum possible time to organise an event.

Air Pageants / Airshows

Benalla is ideally situated with its existing and planned airport infrastructure and excellent local facilities, making it an ideal location for hosting air events.

Warbirds

Warbirds are increasingly popular as standalone attractions or as part of larger airshows. With classic Australian RAAF trainers and a rich history of WWII pilot training, Benalla should promote these features to the warbird community to draw in fly-ins.

Airshow

Benalla held its first Airshow in 2023. Thousands of spectators gathered at Benalla Airport to take in the remarkable visuals and thrilling sounds of a dynamic airshow, featuring aerobatic aircraft like the Wolf Pitts Pro and Edge 540, as well as historic warbirds such as the Mustang, Kittyhawk, Grumman Avenger, CAC Wirraway, and Trojan.

General and Light Sport Aviation

The General Aviation community frequently seeks new destinations and events to visit. Organisations like the Antique Aeroplane Association, Women Pilots Association, and the Bonanza Society should be informed about the facilities available in Benalla. Additionally, with Light Sport Aviation's successful annual Nat Fly event rotating locations, Benalla would be an excellent choice for hosting such a gathering.

Strategic Vision and Objectives

Based on the findings of the situation analysis, stakeholder consultation, market analysis and trend evaluation, commercial opportunities analysis and multi-criteria assessment, the following vision and objectives have been developed for the airport.

Strategic Vision

Benalla Airport is a vibrant recreational aviation and historic site that honours its heritage while fostering strong connections with both locals and visitors. The vision for the airport includes:

Self-supporting and well-maintained facilities: Ensuring sustainability and upkeep.

Attractive year-round tourism destination: Promoting aviation, gliding, and ballooning, while preserving Benalla's rich aviation and immigration history.

Welcoming atmosphere: Creating an inviting space for locals and regional, national, and international visitors, encouraging them to return time and again.

During the consultation, the following principles were established to guide decisions for the Master Plan:

Preserve current operations: Ensure existing operations are not compromised.

Enhance capacity and safety: Enable improved capacity and safe activities.

Facilitate future development: Avoid limiting opportunities for short-term options.

Ensure safety compliance: Prioritise adherence to safety regulations.

Consider commercial viability: Address the financial aspects of development.

Respect site history: Use the site's history as a foundation for enhancing visitor experiences and opportunities.

Drive opportunity and innovation: Encourage creative and forward-thinking solutions.

Benalla Airport Community Insights

There is a strong sense of pride in Benalla Airport as a vital piece of infrastructure close to town, offering meeting spaces for locals and attracting regional, state, national, and international visitors. Stakeholders believe the World Gliding Championships serve as a catalyst for future aviation and non-aviation opportunities. To maintain and enhance this amenity, the community would like to see:

Increased compatible aviation use: Promotion of recreational and sports aviation, including gliding and ballooning.

Improved linkages: Better connections between the airport and other facilities in Benalla, such as BPACC and the CBD.

Welcoming entrance: A clearly marked and inviting entryway, providing clear directions to activities, facilities, and services.

Planned layout: A well-organised design that ensures safe pedestrian and vehicle movement.

Good neighbour relations: Planning and zoning that promotes compatibility with surrounding areas.

Opportunities for investment: Enabling further compatible investment on-site through effective planning and investment attraction.

Community engagement highlighted several current issues that the Master Plan can address:

Drainage: This was the most frequently identified issue, affecting all users due to problems like airfield drainage, impeded access to hangars, and muddy conditions for community members accessing BARC huts and the Aeropark accommodation area.

Site layout: Participants felt that the current layout, developed over time, could benefit from better delineation of specific use areas, improved pedestrian flow, enhanced viewing of gliding and ballooning activities, and clearer entries and traffic flow, including restricted access to airside areas.

Runway extension: There is a desire for an all-weather runway, with aviation users specifically requesting no reduction in the number and orientation of runways, but advocating for extensions.

Facilities upgrades: Feedback regarding runway design and facilities upgrades has been incorporated into the Master Plan, with the Dash 8 Q400 suggested (and agreed upon) as the design aircraft.

Objectives

The implementation of the following objectives will assist in achieving the vision:

The purpose of an airport master plan is to document the anticipated development of the airport, transitioning from its current configuration to its optimal future state. This plan aims to make information accessible to all stakeholders and interested parties. Essentially, the master plan serves as a site reservation strategy that optimises the long-term layout of facilities to meet the strategic, operational, and functional needs of the airport while minimising its impact on the local environment.

As a management tool, the master plan facilitates the rational, logical, and economical planning and development of airport facilities without compromising existing operations. It operates on a long-term planning horizon of 20 years, extending to 2044, while also considering the staged development of various facilities over the airport's lifespan.

The principal objectives of the master planning process include:

Realistic future layout: Providing a representation of the future airport layout that maximises site capacity while remaining compatible with the environment and the local community.

Flexibility: Maintaining adaptability to accommodate future changes in the dynamic aviation industry.

To achieve these objectives, the following principles have been established:

Forecasting demand: Adequately and economically catering to forecasted and potential volumes of aviation traffic and associated ground traffic throughout the airport's life.

Maximising site use: Utilising the airport site in an economical and effective manner.

Balanced design: Ensuring that each airport element has a capacity that aligns with the capacities of other elements.

Operational efficiency: Facilitating the effective and efficient operation of each facility within an overall optimal design framework.

Progressive development: Allowing for the gradual development of airport facilities to meet demand with minimal disruption to existing operations.

Flexibility for future needs: Retaining flexibility to adapt to unforeseen demand or changes in anticipated demand.

Community compatibility: Striving for compatibility with the surrounding community and development.

System integration: Providing for the integration of the airport system with other airports and the surface transport network.

The detailed description that follows will provide information on the facilities included in the master plan, which are informed by:

Consideration of the guiding principles and objectives

Stakeholder consultations

Future forecast demand

The associated needs to meet this forecast demand

Future Needs to Meet Forecast Demand

Based on the future direction outcomes, a number of specific airport infrastructure upgrade projects have been identified as beneficial to facilitate future growth and development of the airport over the 20-year Master Plan period, in accordance with the vision and objectives outlined above. The projects are:

Upgrading RWY 08/26 to accommodate 3C aircraft operations, including extension, widening, and resurfacing.

Establishing a 280m RWY strip for RWY 08/26, and reinstating Runway End Safety Areas (RESAs) at the end of the RWY strip.

Develop taxiway(s) to suit aircraft operations.

Refurbishment of Existing Apron to suit aircraft types.

Airside drainage.

New hangar precinct.

These projects form an essential part of this Master Plan and are discussed in detail in Part C of this report.

The actual implementation and timing of proposed developments and upgrades will depend on demand triggers, an assessment of forecast market conditions, commercial discussions, and approval processes. The council should liaise closely with aviation operators and other key stakeholders to discuss the timing and priority of investments. Commercial developments will be aligned with market demand and opportunities which may arise and would generally be the subject of a detailed business case.

Draft

PART C: MASTER PLAN

Draft

Airport Land Use Plan

This section discusses the land use plan for the airport including the precincts and guidelines to be considered.

Land Use Plan Overview

The land use plan forms the basis of the Master Plan for future uses and outlines the precincts and development objectives within those precincts. The land use plan assists in planning for the future use of the airport and is based on the previous Master Plan, stakeholder consultation and further analysis. There are eight (8) precincts identified for Benalla Airport for future planning purposes:

Precinct 1 - Airport Core and Runways Precinct

Precinct 2 - Recreational Hangars

Precinct 3 - Recreation & Events/Hangar & Passenger Terminal Precinct

Precinct 4 - Glider Staging & Airfield Access

Precinct 5 - Gliding Club Facilities and General Aviation Development and Support

Precinct 6 - Mixed Uses

Precinct 7 - Open Space & Passive Recreation

The Land Use Precincts Plan is shown in Figure 16.

Land Use Precincts

Precinct 1 - Airport Core & Runways Precinct

The aviation precincts include existing facilities such as runways (08/26 and 17/35), 2 taxiways, a main apron, navigational aids, hangars, as well as maintenance and passenger areas. It is essential to preserve and safeguard these precincts to ensure they support future airport operations and developments.

Within Precinct 1, a gas station for hot air balloons is currently under construction. This facility is designed to support the growing popularity of ballooning activities in the region, providing essential fuelling services to enhance the operational efficiency and safety of balloon operations. Parking facilities for the hot air balloon gas station will be located in Precinct 5, ensuring smooth operations and appropriate separation of the fuel facility and parking areas.

Precinct 2 - Recreational Hangars

This precinct is currently occupied by several recreational aircraft hangars and provides direct access to the runway and taxiways. Its strategic location is well-suited for future expansion and upgrading of hangar facilities. This precinct offers the potential for expanding recreational hangars based on demand and funding availability.

Additionally, the precinct will benefit from a new airport entrance located on the boundary line between Precinct 2 and Precinct 6. The new airport entrance will be equipped with fencing, access gates, signage, and landscaping. Meanwhile, the tarmac providing access to the existing hangars requires upgrades to improve drainage and to reconfigure its width and camber. These changes will facilitate the safe manoeuvring of light recreational aircraft in and out of the hangars.

Furthermore, expanding the fence line on the west boundary of the precinct could provide additional access to the taxiway, further enhancing operational efficiency and accessibility. This expansion of the fence line would also create valuable space for additional hangars in Precinct 2, enabling the accommodation of more aircraft and facilitating increased operational capacity within the precinct.

OLS and wind shear requirements must be met for future hangar developments. This is discussed further in section 12.3.

Precinct 3 - Recreation & Events/Hangar & Passenger Terminal Precinct

This precinct is currently inactive for aviation purposes and has been utilised for cropping over the years. The eastern half of this precinct will be designated for various aviation-related activities, including:

Major ballooning events, serving as both a launch point and viewing area.

Other significant aviation events, providing a viewing point, overflow parking, and camping facilities.

Informal passive recreation and community events.

Additionally, the western half of Precinct 3 presents significant potential for future aviation development, including the establishment of a new hangar precinct, which could serve as a dedicated area for aircraft storage, maintenance, and support services. This development would be key in accommodating an increase in aviation activity and supporting the growth of airport operations.

The western half of Precinct 3 also has the potential to be developed into a passenger terminal if there is sufficient demand for RPT services. Should Benalla Airport decide to introduce RPT services, this future use would accommodate the

needs of passengers and enhance the airport's capability to support scheduled commercial flights.

Precinct 4 – Glider Staging & Airfield Access

This precinct is designated primarily for the staging and launching of gliders, as well as the storage of glider trailers. The area is strategically designed to facilitate efficient event management for glider activities, ensuring that both participants and spectators can access the necessary facilities with ease. In the event of future glider championships, Precinct 4 will serve as a vital hub for event operations, accommodating the increased demand for space and resources, and enhancing the overall experience for all involved.

Precinct 5 – Gliding Club Facilities and General Aviation Development and Support

Precinct 5 contains the Gliding Club of Victoria and should continue to be used for these purposes. There is also existing accommodation in the precinct, with bunk-style accommodation still active on the Samaria Road side of the Glider Clubhouse. This accommodation may continue to serve the needs of the Gliding Club. If the Gliding Club of Victoria requires additional space to expand their facilities, they should be given priority for development opportunities within this precinct.

Nonetheless, there is potential for further development in the remaining space in this precinct for additional aviation-related uses. This precinct has been designated for possible future, longer term aviation development or complementary uses requiring airside access and should be reserved for this purpose. If there is demand for additional land with airside access, this precinct may be suitable and should be the primary area for future general aviation development.

Additionally, parking facilities for the LPG station will be located within this precinct. The LPG tank itself is situated in Precinct 1, located along the fence line between Precincts 1 and 5. The parking area dedicated to the LPG station will be sited in Precinct 5, ensuring operational efficiency while maintaining the separation of the tank and access point.

To alleviate congestion at the border between Precinct 5 and the Australian Christian College and the Benalla Performing Arts Centre, the existing entrance point will be improved to ensure smoother traffic flow as shown in Figure 15. Enhancing this access point will help streamline traffic movement and improve the overall efficiency of the precinct.

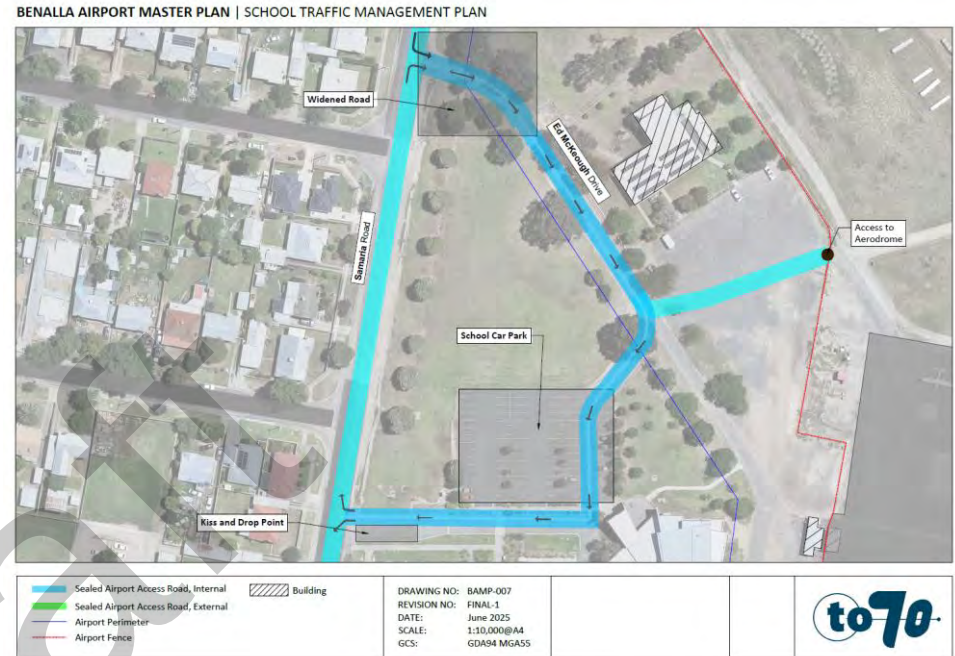


Figure 15: School Traffic Management Plan

An Outline Development Plan (ODP) should be prepared and approved for the precinct prior to any further development, taking into account issues such as the existing native grass, Obstacle Limitation Surfaces, runway sightlines and separation of aircraft from vehicles.

Precinct 6 – Mixed Uses

Area 6A – Heritage/Community/Arts:

This area is currently used for heritage, community and arts purposes. The airport has a fascinating history both as an airfield and as a migrant camp. Enthusiastic heritage groups within the community are committed to enhancing how these histories are presented to visitors. Several active arts, cultural, and community organisations are eager to engage in their activities within this precinct. These areas are identified as historically significant and are subject to specific heritage rules and guidelines to maintain their historical value and architectural integrity.

Area 6B – Visitor Accommodation:

This precinct is designated to provide affordable temporary accommodation for airport visitors and other users. This precinct is currently used as accommodation for the gliding association. Access to low-cost accommodation for glider users and other aviation groups is an important offering that must be maintained at the airport.

In the long term, additional accommodation could be provided on-site by constructing more cabins. These new cabins should be designed in a style that complements the existing BARC hut architecture, ensuring they blend harmoniously with the current structures.

Area 6C – New Entrance Point to the Airport:

A new entrance point will be established in Area C of Precinct 6. The development of a new entrance point will streamline access to the airport, improving traffic flow and enhancing the overall visitor experience. This strategic upgrade will integrate seamlessly with existing facilities, ensuring that both ballooning enthusiasts and airport users benefit from improved services and accessibility.

Precinct 7 - Open Space & Passive Recreation

This precinct will be designated as passive open space, featuring picnic areas, a new children's playground, and walking and cycling trails. It will also include aircraft viewing decks on the north and south edges. The northern viewing platform will be accessible from Samaria Road.

The eastern boundary of Precinct 7, adjacent to Precinct 1, will need to be shifted westward to provide adequate space for the runway extension in Precinct 1. To ensure public safety and proper separation from airside operations, a new fence will be installed along the boundary of the precinct. This fence will delineate the public area from the operational airside and will be complemented by an additional fence line around the perimeter outside the precinct to further secure the area.

A large portion of the precinct will be reserved for stormwater management during major storm events. The retarding basin planned for this area will be designed to accommodate passive and informal recreational activities, with its contours and overall shape blending into the surrounding landscape. It will be landscaped with vegetation that helps manage stormwater. To prevent permanent water accumulation, the basin will be designed for quick drainage to minimise the risk of attracting water birds.

The walking trail will incorporate water-sensitive urban design features, such as dry creek beds, to add visual interest without drawing waterfowl. Trees and shrubs will be selectively planted on the north and south sides of the precinct to frame views of the airfield. However, to avoid potential obstacles for flight operations, trees will be kept at a height that does not interfere with air traffic. The central area beneath the flight path will remain clear of trees to maintain a safe and unobstructed airspace. Care will also be taken to ensure that the precinct does not attract wildlife, which could pose risks to aviation safety.

General Land Guidelines

The use and development of the precincts should comply with the general land use guidelines which are below:

Future use and development must comply with the Master Plan and be compatible with ongoing airport operations.

Land should be reserved for its designated use in accordance with the Land Use Precincts Plan and associated guidelines.

A detailed precinct development plan should be prepared prior to development in any individual precinct.

Environmental and heritage constraints need to be confirmed and managed.

Ensure that appropriate utility services are provided for new development.

Ensure that industrial activities do not produce air emissions that are likely to impact on aviation activities.

Ensure that building lighting does not impact on aviation operations.

Ensure that landscaping is not bird-attracting.

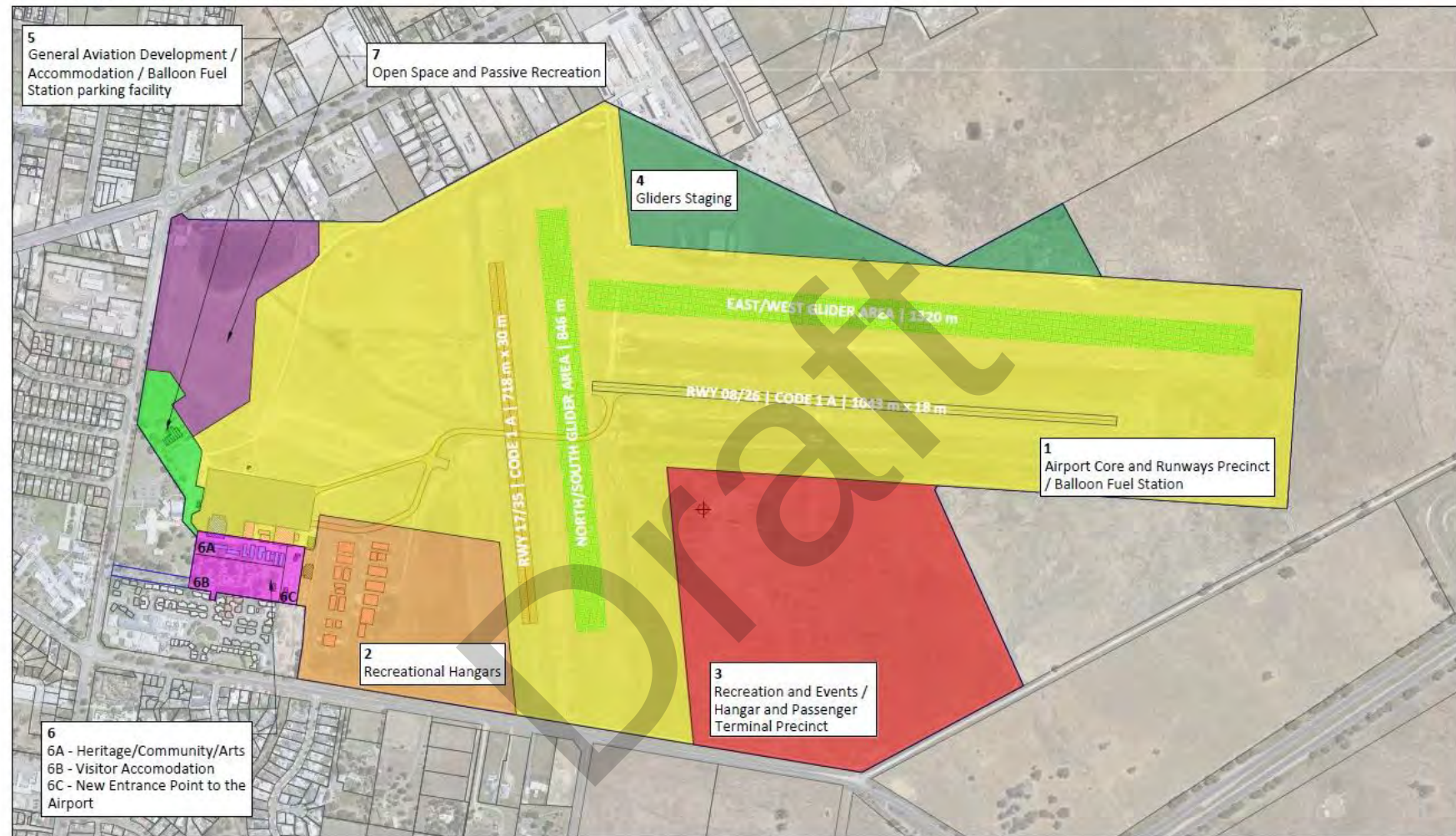
Ensure that buildings do not exceed the heights specified in the Obstacle Limitation Surfaces (OLS) chart that will impact on flight paths or airport operations.

Ensure that land uses are not sensitive to aircraft noise having regard to the ANEF contours.

Ensure that convenient, safe and efficient vehicle access is provided within and to the site.

All future land use and development proposals need to consider the NASF guidelines.

BENALLA AIRPORT MASTER PLAN



PRELIMINARY LAND USE PRECINCT MAP

DRAWING NO: BAMP-001
 REVISION NO: FINAL-2
 DATE: July 2025
 SCALE: 1:10,000@A4
 GCS: GDA94 MGA55

0 200 400 Meters



Figure 16: Land Use Precincts Plan

Facilities Development Plan

This section describes the new facilities, both landside and airside, which are planned for Benalla Airport over the 20-year Master Plan period. It describes the required upgrades to the existing infrastructure which are needed to facilitate the future growth and development of the airport.

The main developments and upgrades proposed through this Master Plan are:

Movement area upgrades:

Upgrading RWY 08/26 to suit Code 3C aircraft operations, including RWY extension, widening and RWY resurfacing.

Establishing a 280m RWY strip for RWY 08/26, and reinstating Runway End Safety Areas (RESAs) at the end of the RWY strip.

Develop taxiway(s) to suit aircraft operations.

Refurbishment of Existing Apron to suit aircraft types.

Fuel facilities

Airside drainage

Passenger facilities

Passenger terminal & other facilities

Patient transfer

Hangars

New Hangar precinct.

Aircraft maintenance.

Air Traffic Management

Air Traffic Control

Navigation aids

Meteorology

Ground Access and Security

Environment and Heritage

As previously stated, the actual implementation and timing of proposed developments and upgrades will depend on demand triggers, an assessment of forecast market conditions, commercial discussions, and approval processes. Council should liaise closely with aviation operators and other key stakeholders to discuss the timing and priority of investments. Commercial developments will be aligned with market demand and opportunities which may arise and would generally be the subject of a detailed business case.

The review of the Master Plan every five years will enable Council to periodically reassess project priorities and timeframes, thereby validating forecasts and development requirement. Figure 17: Preliminary Concept Plan for Airside Infrastructure Development contains the Preliminary Concept Plan for Airside Infrastructure Development

BENALLA AIRPORT MASTER PLAN

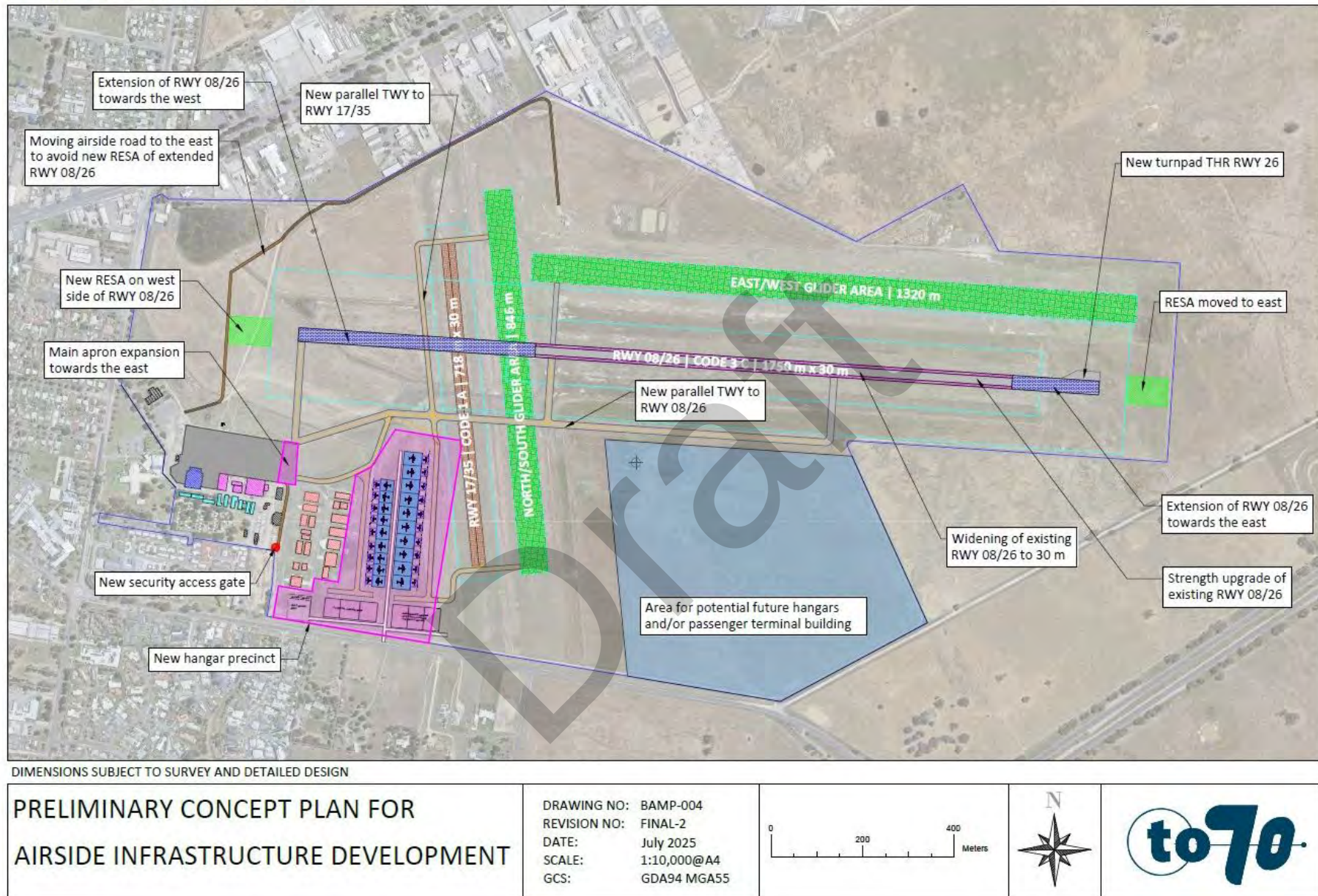


Figure 17: Preliminary Concept Plan for Airside Infrastructure Development

Movement Area

Upgrading RWY 08/26

The existing 1,000 metre RWY 08/26 at the airport is only suitable for the prevailing Code 1 aircraft operations, although certain RWY features were grandfathered against the new CASA MoS 139 standards. However, the runway will not be capable of handling future aircraft operations (that are highlighted in earlier chapters of this plan) and requires upgrades.

Rationale

The current RWY 08/26 characteristics including length, width and the surface strength are insufficient to accommodate future aircraft operations (identified in the Design aircraft chapter of this document). Consequent to the anticipated future operations and developments at the airport, an extended RWY 08/26 to 1,750 metres will accommodate aircraft up to Code 3C aircraft such as the Dash-8 Q400.

Recommendations:

In order to achieve a runway that can handle aircraft up to the Dash 8 Q400, the existing runway needs to undergo civil engineering works to extend its length, widen further and renovate its surface to increase its load bearing strength:

Extend RWY 08/26 towards the west and east - to a total runway length of 1,750 metres.

Widening RWY 08/26 from the current 18 metres to 30 metres.

Strengthen the surface of RWY 08/26 to accommodate anticipated larger aircraft.

RWY 08/26 Strip Width and RESAs

The existing runway strip provided for RWY 08/26 is 90 metres wide. While this is suitable for the prevailing aircraft operations, the runway strip will have to be further widened to 280 metres to enable Code 3C aircraft operations under instrument-non-precision approach conditions, as per the current CASA Part 139 MoS.

RESAs are currently 60 metres in length; however, their lengths and widths are required to be increased to 90 metres and 60 metres (RESA width twice the width of the proposed runway width) to suit future aircraft operations.

Rationale

Runway strips are a mandatory requirement as per CASA Part 139 MoS, that extend laterally to a specified distance from the runway centre line. The distance to which these strips extend are guided by factors such as aircraft code and type of approach. At Benalla, RWY 26 has an instrument-non-precision approach, and with the anticipated Code 3C aircraft operations, the runway strip needs to be 280 metres wide.

Similarly, RESAs are a mandatory requirement as per the current MoS, and their features (Lengths & widths) are guided by code of aircraft operations. In view of the anticipated Code 3C aircraft operations the RESAs should at least be 90 metres in length and 60 metres in width.

Recommendations:

Widen the runway strip for RWY 08/26 to 280 metres i.e., 140 metres on each side of the runway centreline, for the proposed runway length.

Upgrade RESA characteristics: Length – 90 metres (minimum) and width – 60 metres (RESA width twice the width of the proposed runway width).

Develop Taxiways

The two existing taxiways TWY A and B can only accommodate aircraft with outer main gear wheel span (OMGWS) less than 6 metres. Although the existing taxiways suit current operations, they will not be capable of handling Code 3C aircraft. Owing to the design aircraft identified through this master plan – Dash-8 Q400, which has an OMGWS of 8.8 metres, the taxiway(s) must be at least 15 metres wide.

Subsequent to this, the TWY strips need to be increased to at least 26 metres on each side of the TWY centreline.

Rationale

Taxiways provide the crucial link between runways and the different parts of the airside like, aprons. CASA's Part 139 MoS has standardised the minimum taxiway width (along the straight portions), and this is guided by the OMGWS of the most demanding aircraft currently operating/expected to operate aircraft. Anticipating Dash-8 Q400 aircraft operations at Benalla Airport due to potential RPT operations, the taxiways should at least be 15 metres wide. Further, taxiway edge clearances (at least 3 metres on straight & 4 metres on curved portions) needs to be provided for future taxiway developments.

Recommendations:

While incorporating the above developments, the council will have to consider following recommendations:

For existing TWY A & B:

Increase taxiway width to at least 15 metres

Ensure taxiway edge clearances on straight and curved portions w.r.to wheelbase of the design aircraft, which is upwards of 18 metres.

Ensure overall width including TWY and TWY shoulders meet MoS requirements.

Increase TWY strip width to 26 metres on each side of the TWY centreline.

In view of the forecasted or possible future aircraft operations and proposed airside developments, the future taxiway network is envisaged as follows (

Figure 18):

Taxiway network associated with RWY 08/26:

TWY A (that currently connects the apron to RWY 08 threshold) is required to be relocated outside the proposed new runway strip width of 280 metres.

In addition, TWY A may also be extended to run parallel to RWY 08/26, and connect to the mid-point of the runway. This would help reduce aircraft runway occupancy time at the airport.

Finally, a new taxiway connecting apron with the new (extended) RWY 08 threshold is proposed.

Taxiway network associated with RWY 17/35:

A parallel taxiway, extending from the proposed Eastern Hangar Precinct TWY, to grass RWY 17/35, is proposed.

Also, a taxiway connecting grass RWY 35 threshold with the new Eastern Hangar Precinct is included.

The grass runway can also be accessed at its mid-point through the adjusted TWY A (discussed above).

Easter Hangar Precinct:

As part of the Eastern hangar precinct development, two taxiways are proposed, one at the far east of the precinct and the other at the west (between new and the existing hangars). This way access to all hangars through taxiways is ensured.

Refurbish Existing Apron

In order to allow for the provisioning of larger aircraft and Regular Public Transport (RPT) flights, the need may arise for the refurbishment of existing aircraft apron. While the existing apron (paved with Bitumen seal) offers sufficient spacing for current aircraft operations and parking, they don't have aircraft parking positions marked to offer guidance for aircraft ground movement/parking. For future aircraft operations, the apron size may still meet operating requirements, however, it needs to be refurbished with appropriate markings and surface strength.

Rationale

Aprons must be provided at an airport to allow aircraft parking in an area that prevents parked aeroplanes infringe an obstacle limitation surface. These aprons need to have sufficient room to accommodate aircraft/s of size and type. Also, apron surface must be capable of withstanding aircraft loads during ground movements and while stationary.

The existing aircraft apron does not currently allow for safe RPT parking, with the required clearances from CASA, nor the servicing of Code C aircraft. Hence, appropriate apron markings to support safe aircraft ground operations and ground vehicle movements needs to be provided. Further, apron surface load bearing capacity needs to be ascertained for the existing apron and upgraded if the surface strength is determined to be low to accommodate the design aircraft.

Recommendations:

Identify and develop aircraft parking positions and apron markings, with parking position/s for the design aircraft with at least 4.5 metres spacing from the surrounding object/structure/aircraft.

Ascertain load bearing capacity of the apron surface, and upgrade if the surface is not suitable for operating identified design aircraft.

BENALLA AIRPORT MASTER PLAN

OVERVIEW



DIMENSIONS SUBJECT TO SURVEY AND DETAILED DESIGN

PRELIMINARY CONCEPT PLAN FOR AIRSIDE INFRASTRUCTURE DEVELOPMENT

DRAWING NO: BAMP-005
 REVISION NO: FINAL-2
 DATE: July 2025
 SCALE: Various@A4
 GCS: GDA94 MGA55



Figure 18: Movement Area Plan

Fuel Facilities

The existing fuel facility is situated on the airside, adjacent to (north of) the apron as shown in Figure 19. Aero refuellers supply (both AVGAS and Jet A1) fuel for aircraft operators, and this information is included in the ERSA for aviation community's awareness. The fuel facility's location allows visiting charter aircraft to refuel from the apron area by themselves, following established safety precautions. This fuel facility is capable to suffice requirements for current and future aircraft operations.

There are ongoing works to establish an LPG refuelling facility at the airport to support air balloon operations. A site in Precinct 1, adjacent to the border of Precinct 5, is identified to develop an LPG fuel facility to support this cause (Figure 20). LPG fuel suppliers will be identified and operations of this facility including a 3-Phase power supply are to be developed through the future airport development plans.



Figure 19: Fuel Facility at Benalla airport



Figure 20: Balloon Fuel Facility location

Airside Drainage

Significant drainage works will be required as a prerequisite for many developments, including:

- Runway extension
- New taxiways
- Hangar expansion
- Accommodation development
- Upgrading of aprons
- New and upgraded internal roads, and
- Pedestrian and Cycle pathways.

The existing airside open unlined drains will require rejuvenation to improve flows.

Recommendation:

Undertake civil works to improve drainage facilities to avoid water stagnation along airside infrastructure.

Passenger Facilities

Passenger Terminal and Other Facilities

Benalla Airport is currently used by general aviation operators such as, private flying, flying training organisations, gliders, etc. Owing to nil RPT operations in the current scenario and in the immediate future, this master plan does not propose a passenger terminal, that facilitates airline passenger traffic, to be developed at the airport.

However, depending on the growth in aircraft traffic and the type of operations, the airport management may seek to develop a charter terminal and then a passenger terminal commensurate to perceived future demands/benefits at the time.

Recommendation:

Charter terminal and Passenger terminal to be developed commensurate prospective aircraft operations.

Patient Transfer

The current patient transfer facility, although upgraded with a carport, is located near the main apron, which may become less optimal as the airport expands. Given that patient transfers primarily occur via ambulance directly to the aircraft, a dedicated lounge or facility for patient transfer is not required. However, as traffic increases, it may be necessary to adjust the layout to ensure efficient and safe access for ambulances to the aircraft.

Recommendation:

As traffic increases, it is recommended to consider adjusting the ambulance access route to ensure that it remains efficient and separate from other airport traffic, while maintaining privacy and safety for patients during transfer.

Hangars

Benalla Airport comprises hangars that are currently being used by various aviation stakeholders according to their business needs. As detailed in the earlier sections of this master plan, the existing hangars vary in size and access to airside infrastructures like sealed apron or taxiways. While the hangar infrastructure supports the existence and thriving of the aviation activities at

the airport, the need for improvised/enhanced facilities has been identified and being discussed among the aviation stakeholders and the airport management.

New Hangar Precinct

Owing to the growing demand for additional hangarage, the council had identified a land parcel to the east of existing hangars parallel to grass RWY 17/35 for future hangar development. The council has developed initial drawing for the new hangar precinct to accommodate the current and future demands for additional hangar space as shown in Figure 19. It is recommended that the council undertakes a detailed design exercise prior to any development in this location. Some of the aspects to be considered prior to any development in this precinct include:

MOS requirements relating to OLS, taxiway separation and vehicle access. Also, windshear requirements (NASF Guideline B) must be met for future hangar developments.

Regarding NASF B guidelines, this precinct is entirely within the windshear assessment envelope, and all the building will exceed the 1:35. Therefore a windshear assessment may be undertaken in accordance with the guideline.

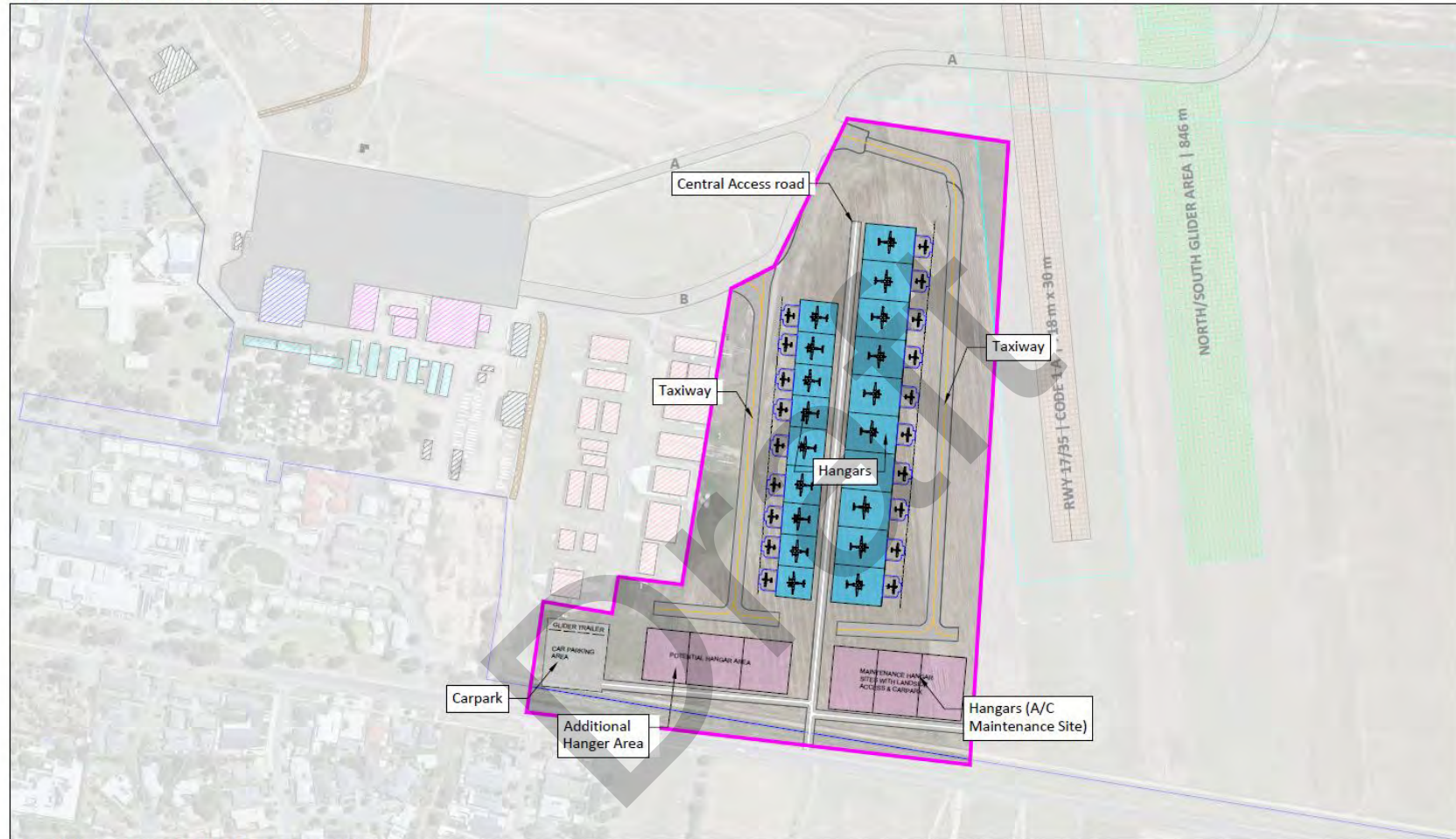
Recommendation:

A detailed assessment against MOS and NASF guidelines is required prior to any development in the new hangar precinct.

Aircraft Maintenance

As the number of aircraft based at Benalla increases, there is an opportunity to develop a maintenance, repair, and overhaul (MRO) facility. Generally, 30 aircraft can provide sufficient work for a Licenced Aircraft Maintenance Engineer (LAME). It's also worth noting that many MROs serve customers who are not based at the airport.

BENALLA AIRPORT MASTER PLAN



DIMENSIONS SUBJECT TO SURVEY AND DETAILED DESIGN

PRELIMINARY CONCEPT PLAN FOR HANGAR EXPANSION DEVELOPMENT

DRAWING NO: BAMP-006
REVISION NO: FINAL-1
DATE: June 2025
SCALE: 1:4,000@A4
GCS: GDA94 MGA55

0 75 150 Meters



Figure 21: New Hangar Precinct Plan

Air Traffic Management

Air Traffic Control

As indicated in previous sections, the nature and frequency of future aircraft activity at Benalla Airport does not trigger the requirement for air traffic control and therefore the master plan does not provide any site for this.

Navigational Aids

With the advent of GPS and the ongoing development of this technology, along with the increasing number of aircraft equipped with on-board GPS, there are no plans for any ground-based navigational aids.

Meteorology

Aerodrome weather information systems are currently not available at the airport, and this information has been included in the aerodrome manual. However, to support future RPT operations at the airport, it may be considered to provide a ground-based Automatic Weather Information Station (AWIS) to support safe aircraft operations at Benalla.

As a first step, a site should be identified and safeguarded for an AWIS in consultation with the Bureau of Meteorology.

Recommendation:

Initially, it is recommended that a suitable location for the AWIS be identified and safeguarded in consultation with the Bureau of Meteorology.

It is recommended that a ground-based Automatic Weather Information Station (AWIS) be installed at Benalla Airport to provide real-time weather information to pilots.

Ground Access and Security

Creating a memorable visitor experience through the airport's expansion involves several key elements: providing efficient access, clearly marked viewing points, and attractive connections between different areas.

The hangar precinct will benefit from a new security-controlled airport entrance located on the boundary line between Precinct 2 and Precinct 6. The new airport entrance will be equipped with fencing, access gates, signage, and landscaping. A new entry point is also proposed off Kilferra Road to provide access to the hangars.

To enhance mobility, new major and minor roads, as well as footpaths, will be designed with various cross sections. Some pathways will use pavers in key locations, while others will be surfaced with gravel.

Additionally, new fencing and public signage will be installed to clearly separate public areas from airside movement zones, ensuring safety and security.

Recommendation:

A new security-controlled airport entrance located on the boundary line between Precinct 2 and Precinct 6.

A new fencing and public signage to clearly separate public areas from airside movement zones, such as:

Signages to locate the airport

Unpaved lanes along BARC huts/hangars to be paved

Lane besides Cooinda Village to be paved (to support locating LPG facility).

Environment and Heritage

Flora and Fauna

No threatened flora or fauna species were identified on the airport site during the assessment conducted for the 2015 Master Plan and it is unlikely that any exist in the area due to the significant vegetation modification that has taken place throughout the study site.

It is advisable to retain trees, including planted ones, wherever safe and feasible. These trees serve as vital habitats for local birds, arboreal mammals, and bats. Enhancing the amenity and biodiversity of the area can be achieved through additional native plantings, ideally using local species. Furthermore, development that attracts large flocks of birds—such as through on-site refuse or extensive water bodies—should be avoided to reduce the risk of bird strikes with aircraft (refer NASF Guideline C: Managing the Risk of Wildlife Strikes in the Vicinity of Airports discussed in Section 13).

Retardation Basin

The proposed retardation basin will be located in the open area on the northwest side of Precinct 7. Its primary purpose is to reduce flooding in the adjacent residential areas, and as such, it will not be funded by the airport.

Aboriginal Heritage

No actions are required to facilitate the master plan proposed developments.

Post Contact Heritage Management

The Council will need to consider an application to place a heritage overlay over the nominated buildings and airport areas of significant interest. A local heritage overlay is recommended for the huts and Bellman hangar.

Recommendation:

Local heritage overlay covering BARC huts may be developed and included in the Conservation Plan.

Draft

Airport Safeguarding Plan

The challenge of finding suitable sites for airports is exacerbated by the scarcity of appropriate land and the difficulty of replacing or expanding existing facilities. Many airports were established long before surrounding urban or township development, and as cities expand and become denser, conflicts between residential and industrial zones and airport operations intensify.

The ability of an airport to function effectively is closely tied to the land use surrounding it. Structures encroaching into flight paths can severely restrict airport operations and impact safety. However other developments also impact an airport's operation and safety. For instance, residential areas near airports often result in noise complaints, potentially leading to curfews or even closures. Similarly, industrial activities producing smoke or other hazards can impede airport use, as can agricultural or wetland developments that attract wildlife, posing a threat to aviation safety. Balancing these competing interests is a complex task for airport planners and policymakers.

As previously outlined in Section 2.5.1 the National Airports Safeguarding Framework (NASF) highlights the principles and guidelines to protect airport operations in Australia. This is further supported by the Australian Airports Association's (AAA) Planning Around Airports – Safeguarding into the Future which aids airport operators and planning authorities on how to implement the NASF guidelines.

For Benalla Airport the key requirement for airport protection is to ensure any development or land use surrounding the airport does not adversely impact the operation of the airport. This is critical concerning the following issues:

Changes of land use near the airport and under flight paths are not for land uses that may be sensitive to aircraft noise in areas defined by the applicable aircraft noise contours (NASF Guideline A)

Development proposals near the airport and under flight paths do not conflict with the airport's airspace protection surfaces (NASF Guideline F).

The following sections will discuss these issues in further detail.

Managing Aircraft Noise

The assessment of aircraft noise impacts is a critical aspect of airport safeguarding, as highlighted in NASF Guideline A: Measures for Managing

Impacts of Aircraft Noise. This component of the safeguarding framework is designed to ensure that:

Land is appropriately zoned by the Benalla Rural City Council

Sensitive land uses are not located in areas of unacceptable aircraft noise

The amenity of surrounding developments is not adversely affected by aircraft noise

Airport operations are protected long-term from conflicts due to the encroachment of inappropriate development into noise-affected areas.

Australian Noise Exposure Forecast (ANEF)

An integral part of managing aircraft noise is the preparation of an Australian Noise Exposure Forecast (ANEF). An ANEF is a contour map showing the forecast of aircraft noise levels that are expected to exist around an airport in the future. An ANEF chart, once endorsed by Airservices, is the official forecast of future noise exposure around an airport. It constitutes the contours on which planning authorities base their land use controls and is the approved metric across all Australian jurisdictions for statutory land use planning in noise-affected areas around airports.

Recommendations relating to land use within the ANEF contours are contained in Australian Standard AS2021-2015: Acoustics – Aircraft Noise Intrusion – Building Siting and Construction. The Airport Environs Overlay (AEO) can be applied in planning schemes to give force and effect to these recommendations.

Number Above Contours (N-contours)

NASF Guideline A contains further information and recommendations regarding aircraft noise contours which should be considered by airport operators. This includes the use of the 'Number Above' noise metric (commonly referred to as 'N-contours') to supplement the ANEF.

One of the principles of NASF is:

“Strategic and statutory planning frameworks should address aircraft noise by applying a comprehensive suite of noise measures.”

The N-contour system is a complementary aircraft noise metric that shows the potential number of aircraft noise events above 60dB(A), 65dB(A) or 70dB(A) per day. It has some advantages over the ANEF system because it shows noise

in a way that a person perceives it – as a number of single events per day above a certain decibel level.

NASF Guideline A recommends the use of N-contours for strategic planning purposes. This is particularly important for the consideration of any proposals for zoning changes for residential purposes near the airport and its flight corridors.

In relation to N contours, Clause 18.02-7S: Airports and Airfields states:

“Avoid zoning or overlay changes that allow noise-sensitive land uses outside the Urban Growth Boundary, and encourage measures to reduce the impact of aircraft noise in planning for areas within the Urban Growth Boundary, where ultimate capacity or long-range noise modelling indicates an area is within ‘number above’ contours (N Contours) representing:

20 or more daily events greater than 70 dB(A).

50 or more daily events of greater than 65 dB(A).

100 or more daily events greater than 60 dB(A).

6 events or more between the hours of 11pm to 6am greater than 60 dB(A).”

Benalla Airport Noise Contours

An Australian Noise Exposure Concept (ANEC) study was completed for the Airport in 2014 by Ambidji. The study was a 20-year forecast (2034) of aircraft movements which included a runway extension. The model forecast is based on 44,000 annual aircraft movements. Based on the forecast traffic activity for the 20-year planning horizon (2014-2034), a contour map was prepared which included the proposed runway extension to both the east and west directions for Runway 08/26. The results from the 2014 ANEC are shown in Figure 22.

Given that the ANEC was created a decade ago, a new version should be developed along with updated N Contours. This is particularly relevant as we approach the end of the 2014-2034 planning horizon. Once a new ANEC is produced, the Council can seek formal endorsement from Airservices Australia. Formal endorsement is not a legal requirement for non-commonwealth owned/leased airports, but is recommended when the contours are to be used for statutory planning purposes (i.e. the basis of an AEO). Note, an endorsed ANEC is known as Australian Noise Exposure Forecasts (ANEF).

Recommendation:

Prepare a new 20-year ANEC/ANEF for endorsement by Airservices, as well as N contours in accordance with NASF Guideline A and Clause 18.02-7S. The Airport Environs Overlay (AEO) should be applied in the planning scheme based on the new (endorsed) ANEF contours.

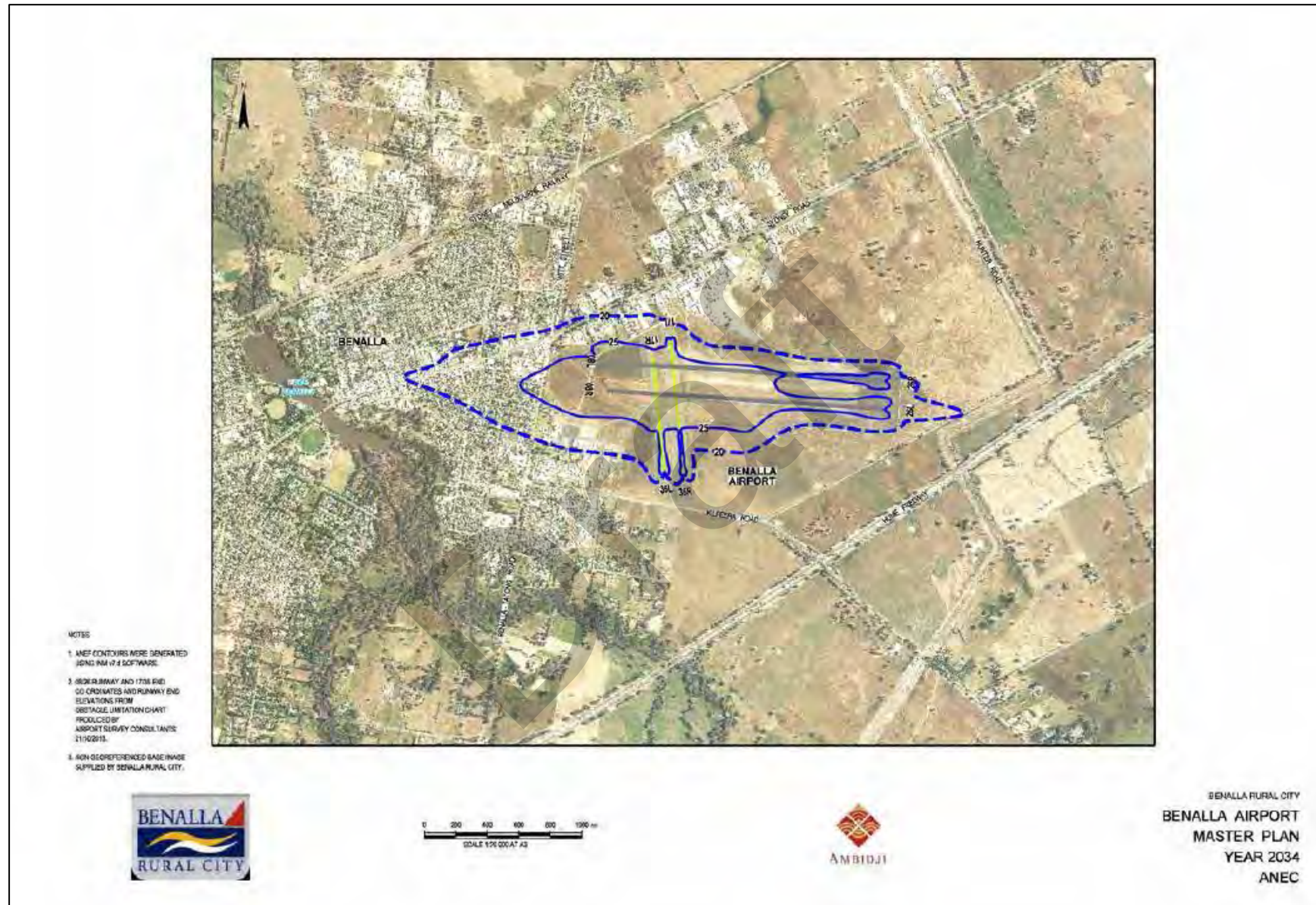


Figure 22: 2034 Australian Noise Exposure Concept

Protection of Airspace

Airspace Protection Surfaces are critical for safeguarding airports and involves the Obstacle Limitation Surfaces (OLS) and the Procedures for Air Navigation Services – Aircraft Operations (PANS-OPS) surfaces. This is another critical safeguarding matter which is outlined in NASF Guideline F: Managing the Risk of Intrusions into the Protected Airspace of Airports.

Obstacle Limitation Surfaces

The CASA Manual of Standards Part 139 - Aerodromes defines Obstacle Limitation Surfaces (OLS) as:

“A series of planes associated with each runway at an aerodrome that defines the desirable limits to which objects may project into the airspace around the aerodrome so that aircraft operations at the aerodrome may be conducted safely.”

Protecting the airspace around Benalla Airport is crucial for ensuring the safety of aircraft and the surrounding community by preventing obstacles that could pose hazards to airborne aircraft. The existing obstacle limitation surfaces (OLS) for the airport are designed for different runway classifications: Code 2 for Runway 08/26 and Code 1 for Runway 17/35. Specifically, the OLS for Runway 26 supports a non-precision instrument approach, whereas the OLS for the other runways caters to non-instrument approach operations. The current OLS applies to the powered runways and the glider runway strips. The Benalla Airport DDO1 overlay provides height protection for takeoff and approach surfaces. Figure 23 shows the Benalla Airport OLS.

To safeguard aerospace operations, enhance airport safety, and accommodate future developments, a new OLS should be created based on the proposed 08/26 runway strip width (Code 3C) outlined in this Master Plan.

Recommendation:

To develop a new OLS, based on the proposed 08/26 runway strip width (Code 3C).

Procedures for Air Navigation Services – Aircraft Operations

PANS-OPS surfaces are critical for defining the operational airspace necessary for pilots flying under instrument flight rules. Any development must prioritise the avoidance of permanent encroachments into both current and anticipated PANS-OPS airspace.

Benalla Airport currently utilises a GPS-based non-precision approach for RWY 26L. However, there is no existing PANS-OPS surface drawing to safeguard this approach from obstacles. PANS-OPS surfaces, similar to OLS, define areas that must remain clear of obstacles to ensure safe aircraft operations.

Recommendation:

It is recommended that the council prepare a PANS-OPS surfaces chart to protect the instrument approach, which should be incorporated into the airport's DDO overlay.

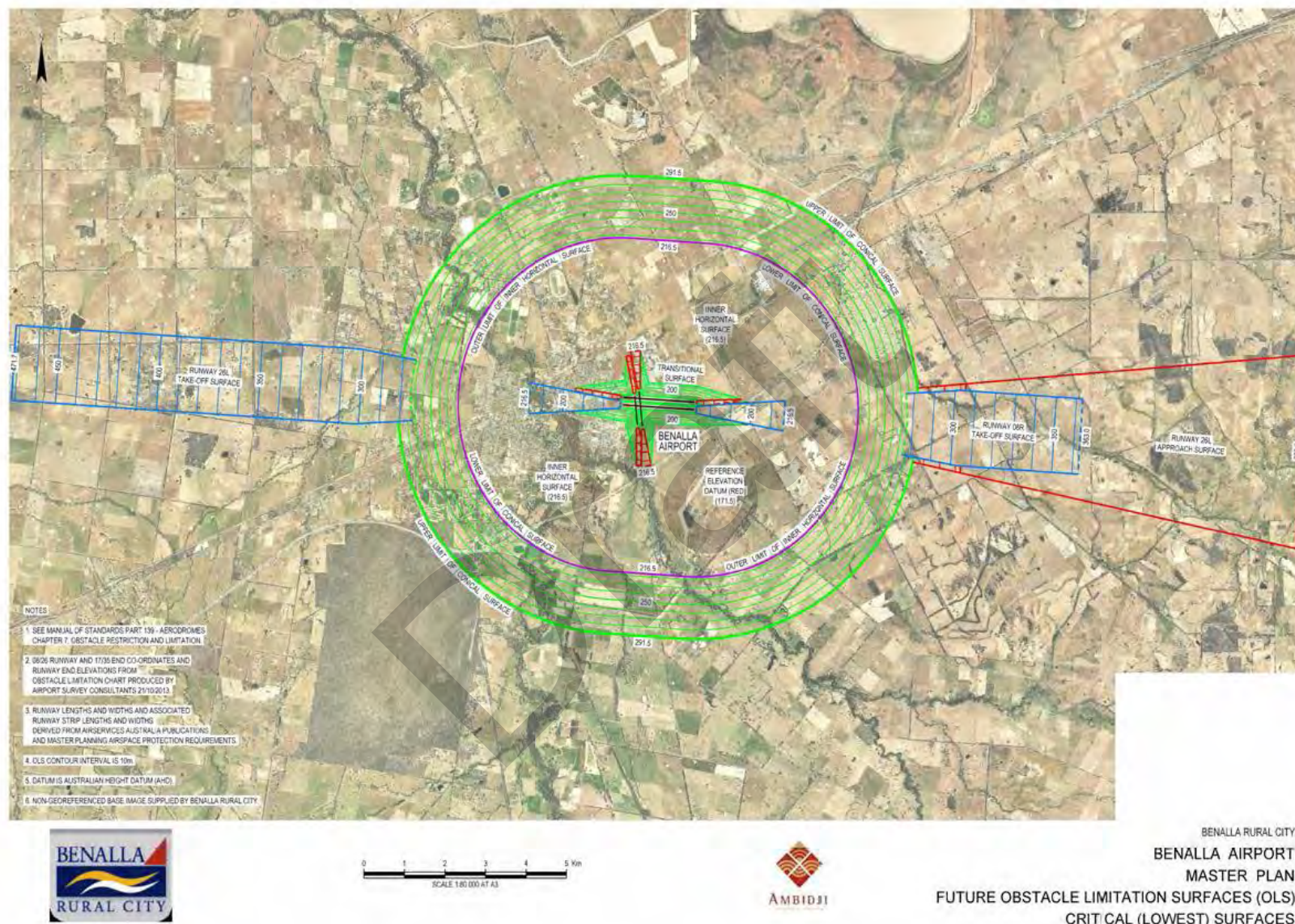


Figure 23: Benalla Airport OLS

Other NASF Matters

Whilst aircraft noise and airspace protection are the two most critical airport safeguarding matters, as outlined above, the assessment of land use and development proposals around Benalla Airport must consider all of the NASF guideline matters, in accordance with Clause 18.02-7S: Airports and Airfields of the Benalla Planning Scheme.

The following guidelines (in addition to Guidelines A and F discussed above) are considered particularly relevant:

Guideline B: Managing the Risk of Building Generated Windshear and Turbulence at Airports
(

Figure 24)

Guideline C: Managing the Risk of Wildlife Strikes in the Vicinity of Airports

(Figure 25)

Guideline E: Managing the Risk of Distractions to Pilots from Lighting in the Vicinity of Airports (

Figure 26)

Figure 27)

To assist consideration of these guidelines in future planning, diagrams showing the different assessment areas to which these guidelines apply are provided in Appendix C. Details of the parameters and restrictions for development within these areas are contained within the relevant NASF guidelines.

Planning Policies and Controls

Current Policies and Controls

As outlined in Section 2.4.5 there are existing planning policies and controls in the Benalla Planning Scheme relevant to Benalla Airport. These are all measures that assist in safeguarding the future of the airport and include:

Clause 18.02-7S: Airports and Airfields

Clause 18.02-7L: Benalla Aerodrome

Land Use Zoning: TRZ4

Land Subject to Inundation Overlay: LSIO

Design and Development Overlay: DDO1

These policies and controls should be reviewed and updated to ensure optimal protection for the long-term operation of the airport having regard to NASF and Clause 18.02-7S, as outlined below.

Planning Scheme Amendment

Following the adoption of this Master Plan, a Planning Scheme Amendment is recommended to:

Introduce the Airport Environs Overlay having regard to the new ANEF (when developed).

Update the Design and Development Overlay (DDO1) to reflect the updated OLS chart.

Recommendation:

A Planning Scheme Amendment should be implemented to introduce the AEO based on the new ANEF and update the DDO1 based on the new OLS.

Implementation Plan

In this task we will produce an Implementation Plan to inform amendments to Chapter 14, detailing key actions that are required to implement the Master Plan. This will include matters such as further studies, key projects, infrastructure upgrades, planning scheme amendment recommendations, and other necessary actions.

The Implementation Plan will also provide a logical staging for development actions including trigger points when major capital works are likely to be required. Actions will be categorised as immediate, short-term, medium-term, or long-term.

Current Benalla MP sections 12 and 13:

Airport Staged Development
Development Priorities
Development Stages
Implementation
Grants
Airport Management
Airport Precinct Development
Airport Revenue and Costs
Master Plan Cycle
Master Plan Adoption

Master Plan Recommendations

The list of recommendations from within the Master Plan are listed below in Table 9.

Table 9: List of Recommendations

No.	Recommendations	MP Section
1	To achieve a runway that can handle aircraft up to Code 3C, the existing runway will need to undergo civil engineering works to extend its length, increase its width and renovate its surface to increase its load-bearing strength: Extend runway 08/26 towards the east and west - to a total RWY length of 1,750 metres. Widening runway 08/26 from the current 18 metres to 30 metres. Strengthen the surface of runway 08/26 to accommodate anticipated larger aircraft.	7 - Design Aircraft / 12.1.1 Upgrading RWY 08/26
2	Widen the runway strip for runway 08/26 to 280 metres i.e., 140 metres on each side of the runway centreline, for the proposed runway length.	7 - Design Aircraft / 12.1.2 RWY 08/26 Strip Width and RESAs
3	Upgrade RESA characteristics: Length – 90 metres (minimum) and width – 60 metres (RESA width twice the width of the proposed runway width).	7 - Design Aircraft / 12.1.2 RWY 08/26 Strip Width and RESAs
4	Identify and develop aircraft parking positions and apron markings, with parking position/s for the design aircraft with at least 4.5 metres spacing from the surrounding object/structure/aircraft.	7 - Design Aircraft / 12.1.4 Refurbish Existing Apron
5	Determine the load-bearing capacity of the apron surface, and upgrade if the surface is not suitable for operating the identified design aircraft	7 - Design Aircraft / 12.1.4 Refurbish Existing Apron
6	For Existing TWY A & B: Increase taxiway width to at least 15 metres Ensure taxiway edge clearances on straight and curved portions w.r.to wheelbase of the design aircraft, which is upwards of 18 metres. Ensure overall width including TWY and TWY shoulders meet MoS requirements. Increase TWY strip width to 26 metres on each side of the TWY centreline.	12.1.3 Develop Taxiways
7	Taxiway network associated with RWY 08/26: TWY A (that currently connects the apron to RWY 08 threshold) is required to be relocated outside the proposed new runway strip width of 280 metres. In addition, TWY A may also be extended to run parallel to RWY 08/26 and connect to the mid-point of the runway. This would help reduce aircraft runway occupancy time at the airport. Finally, a new taxiway connecting the apron with the new (extended) RWY 08 threshold is proposed	12.1.3 Develop Taxiways

8	Taxiway network associated with RWY 17/35: A parallel taxiway, extending from the proposed Eastern Hangar Precinct TWY, to grass RWY 17/35, is proposed. Also, a taxiway connecting grass RWY 35 thresholds with the new Eastern Hangar Precinct is included. The grass runway can also be accessed at its mid-point through the adjusted TWY A (discussed above).	12.1.3 Develop Taxiways
9	Easter Hangar Precinct: As part of the Eastern hangar precinct development, two taxiways are proposed, one at the far east of the precinct and the other at the west (between the new and the existing hangars). This way access to all hangars through taxiways is ensured	12.1.3 Develop Taxiways
10	Undertake civil works to improve drainage facilities to avoid water stagnation along airside infrastructure.	12.1.6 Airside Drainage
11	Charter terminal and Passenger terminal to be developed commensurate prospective aircraft operations.	12.2.1 Passenger Terminal and Other Facilities
12	A detailed assessment against MOS and NASF guidelines is required prior to any development in the new hangar precinct.	12.3.1 New Hanger Precinct
13	A ground-based Automatic Weather Information Station (AWIS) be installed at Benalla Airport to provide real-time weather information to pilots.	12.4.3 Meteorology
14	A new security-controlled airport entrance is located on the boundary line between Precinct 2 and Precinct 6.	
15	New fencing and public signage to separate public areas from airside movement zones, such as: Signages to locate the airport Unpaved lanes along BARC huts/hangars to be paved	12.5 Ground Access and Security
16	Local heritage overlay covering BARC huts may be developed and included in the Conservation Plan.	12.6.4 Post-Contact Heritage Management
17	Prepare a new 20-year ANEC/ANEF for endorsement by Airservices, as well as N contours in accordance with NASF Guideline A and Clause 18.02-75.	13.1.3 Benalla Airport Noise Contours
18	The Airport Environs Overlay (AEO) should be applied in the planning scheme based on the new (endorsed) ANEF contours.	13.1.3 Benalla Airport Noise Contours
19	To develop a new OLS, based on the proposed 08/26 runway strip width (Code 3C).	13.2.1 Obstacle Limitation Surfaces
20	It is recommended that the council prepare a PANS-OPS surfaces chart to protect the instrument approach, which should be incorporated into the airport's DDO overlay.	13.2.2 Procedures for Air Navigation Services – Aircraft Operations
21	A Planning Scheme Amendment should be implemented to introduce the AEO based on the new ANEF and update the DDO1 based on the new OLS.	13.4.2 Planning Scheme Amendment

Development projects

The list of development projects proposed are listed below in Table 10.

Table 10 - List of development projects

No.	Action	MP Section	Trigger	Timing	Priority
1	New hangar precinct development	12.3.1 New Hangar Precinct	Immediate need	Short-term	High
2	Improve entrance point from Samaria Road in the South-West corner of Precinct 5 (border between Precinct 5 and Arts Centre)	11.2.5 Precinct 5	Immediate need	Short-term	High
3	New entrance point in Precinct 6C	11.2.6 Precinct 6- Mixed uses	Immediate need	Short-term	High
4	Visitor accommodation expansion in Precinct 6B	11.2.6 Precinct 6 - Mixed uses	Demand for additional accommodation	Short-term	Medium
5	Construction of an MRO facility	12.3.2 Aircraft Maintenance	Increase in the number of aircraft	Short-term	Low
6	Retardation Basin	12.6.2 Retardation Basin	Immediate need	Short-term	High
7	Civil works to improve drainage facilities to avoid water stagnation along airside infrastructure	12.1.6 Airside Drainage	Part of any new development	Medium	Medium
8	Dash-8 Q400 as design aircraft (Code 3C)	12.1.1 Upgrading TWY 08/26	Forecast demand for Code 3C aircraft	Medium to long-term	Low
9	Existing TWY upgrades	12.1.2 RWY 08/26 Strip Width and RESAs	Forecast demand for Code 3C aircraft	Medium to long-term	Low
10	Apron Expansion	12.1.4 Refurbish Existing Apron	Larger aircraft (Code C) and/or RPT flights	Medium to long-term	Low
11	Passenger terminal facilities	12.2.1 Passenger Terminal and other facilities	Introduction of passenger services	Medium to long-term	Low

12	New parallel taxiways (TWY to RWY 17/35 and TWY to RWY 08/26)	12.1.3 Develop Taxiways	Forecast demand for Code 3C aircraft and increasing aircraft movements	Long-term	Low

Development Stages

The development of Benalla Airport is structured into three distinct stages to meet both immediate and future needs. These stages take into account aviation and non-aviation growth, infrastructure needs, and the projected demand for airport facilities. The stages are defined as follows: short-term (0-5 years), medium-term (5-10 years), and long-term (10+ years). The proposed stages are outlined below:

Short-term

In the short term, development efforts are primarily focused on addressing immediate infrastructure needs, alleviating congestion at the airport entrance, and accommodating existing growth pressures. Key priorities include improving access to the airport, supporting increased aircraft movements, expanding hangar facilities, and enhancing visitor accommodations. Critical infrastructure improvements are planned to address immediate challenges such as drainage and airside facilities, as well as the growing demand for services. The following actions are prioritised during this stage:

New Hangar Precinct Development (high priority): A new hangar precinct will be established to accommodate the demand for additional hangars, supporting both aviation businesses and private aircraft owners.

Improved Entrance Point in Precinct 5 (high priority): To alleviate congestion at the border between Precinct 5 and the Australian Christian College and the Benalla Performing Arts Centre, the entrance point will be improved to ensure smoother traffic flow.

New Entrance Point in Precinct 6C (high priority): This will address the imminent need for better access and circulation at the airport.

Construction of a MRO Facility (low priority): This facility will support the growing number of aircraft based at Benalla Airport.

Visitor Accommodation Expansion in Precinct 6B (medium priority): The expansion is driven by the growing demand for additional accommodation options.

Retardation Basin: This infrastructure is crucial to manage stormwater runoff and mitigate the risk of flooding, addressing an immediate need.

Civil Works to Improve Drainage (medium priority): Improvements to drainage facilities will be made to prevent water stagnation along airside infrastructure, ensuring a safer environment for aircraft and ground operations.

Medium-term

The medium-term development focuses on enhancing the airport's capacity to handle increased aircraft operations and improving the functionality of its infrastructure. This period sees continued growth, particularly with an expected rise in aircraft movements and the demand for more advanced facilities. The key projects proposed for this stage include:

Upgrading TWY 08/26 - Code 3C Aircraft (low priority): This will ensure the airport can accommodate forecasted demand for larger aircraft, specifically the Dash-8 Q400.

Upgrades to Existing TWY and RESA Areas (low priority): Expanding and improving the existing taxiways and runway strip widths will support the forecasted increase in aircraft types and movements.

Apron Expansion (low priority): The apron will be expanded to accommodate larger aircraft and possible RPT flights.

Passenger Terminal Facilities (low priority): The introduction of passenger services will require the development of appropriate terminal facilities.

Long-term

The long-term stage focuses on larger infrastructure investments aimed at future-proofing the airport. This development will be driven by the continued growth of air traffic and the need to support larger aircraft movements. As the airport expands, this project will enhance operational efficiency and safety. The notable action in this stage includes:

New Parallel Taxiways (low priority): The construction of new taxiways connecting Runway 17/35 and Runway 08/26 will support the forecasted demand for Code 3C aircraft and increasing aircraft movements.

Indicative Costings

As part of the Master Plan, RPS has developed indicative order of magnitude costs based on previous drawings to ascertain a more accurate cost base. This will provide a better level of certainty against the costs within the business case.

In addition, RPS has also provided indicative costings for the key development projects outlined in Section 14.2.

The preliminary cost estimates presented in this master plan are indicative and based on current concept designs and assumptions. A number of items have been excluded from the cost calculations, including works outside Precinct 1, outside of rock excavation, allowances for taxiway strip construction, civil works related to drainage improvements, and any heritage or archaeological investigations. Additionally, costs associated with contamination removal, escalation, client fees, finance costs, and GST have not been included. These considerations are critical for future detailed planning. An overview of estimated costs for the proposed developments within Precinct 1 is provided in Table 11 on the following page.

A detailed costings report prepared by RPS has been included as an addendum to this Master Plan for reference.

Table 11 - Cost Estimate for Precinct 1 Development

Item	Description	Quantity	Unit	Rate	Total (AUD)
1	Existing Runway 08/26 - Surface Strengthening, Extension and Widening (proposed 1,750m L x 30m W)		Item		\$ 17,240,445
2	Provisional allowance for widening the runway strip for Runway 08/26 to 280 metres (no details provided)		Psum		\$ 4,111,890
3	Refurbish Existing Main Apron – Upgrading Apron Surface and New Line Marking for Aircraft Parking Positions (allowance only)		Item		\$ 3,436,970
4	Main Apron Expansion		Item		\$ 520,128
5	Existing Taxiway A & B - Widening (proposed 15m W)		Item		\$ 2,504,388
6	New Taxiway Network Associated with Runway 08/26 (assumed 15m W)		Item		\$ 6,653,694
7	New Taxiway Network Associated with Runway 17/35 (assumed 15m W)		Item		\$ 5,080,169
8	Allowance for taxiway strip width to 26 metres on each side of the TWY centreline.		Item		Excluded
9	Moving airside road to the east to avoid new RESA of extended RWY 98/26		Item		\$ 1,629,125
10	Provisional allowance for new Security Access Gate and fencing on the boundary line between Precinct 2 and Precinct 6 (no details provided)		Psum		\$ 500,000
11	Net Construction Cost		Item		\$ 41,676,809
12	Contractor Preliminaries	12	%	\$ 41,676,809	\$ 5,001,217
13	Contractor Profit & Overheads	5	%	\$ 46,678,026	\$ 2,333,901
14	Escalation				Excluded

15	Total Construction Cost		Item		\$ 49,011,927
16	Professional Fees	12	%	\$ 49,011,927	\$ 5,881,431
17	Authority Fees	1.5	%	\$49,011,927	\$735,179
18	Client fees				Excluded
19	Total Project Cost (excl.escalation, excl. contingency)		Item		\$ 55,628,538
20	Contingencies	30	%	\$ 55,628,538	\$ 16,688,561
21	Total Project Cost (excl. escalation, incl. contingency		Item		\$ 72,317,099

Appendices

Draft

Appendix A – Stakeholder Consultation Table

Stakeholders	Consultation Method	Representative	Key Concerns	Requirements/Expectations
Aero Refuellers	Phone Call	Paul	-	-
Balloon Association of Victoria	Direct Meeting	Jonie, Francoise (President), Martin (Committee)	Hangars - amenities & drainage Fuel Facilities for ballooning operations Beyond airport perimeter (but within airport precincts) Airport management	Hangarage LPG facility Weather report
Benalla Aeroclub	Direct Meeting	Rob Evans, Tony	RWY visibility on approach:	Primarily: 1. Another TWY 2. Wider RWY Additionally: 1. Improve surface conditions: 2. Apron facilities: 3. Outside the airport perimeter: 4. Miscellaneous:
Benalla Aviation Museum	Have Your Say	John Currie, Secretary	Airfield drainage facilities and water stagnation	Expansion of museum Regular maintenance of toilet block Improvements to grass RWY conditions
Benalla Migrant Camp	Have Your Say	Staphanie Merrie, Sonya Casey, Sabyne Smith (Volunteers)		Maintenance of huts. Landscaping around the huts Establishment of a permanent museum
Benalla Rural City Council	Phone Call	Nathan Gasperoni, Environment Sustainability Coordinator	Emergency management plan to be added. Environment strategy more Planning Biodiversity survey of the site not done	-
Cropping lessee	Phone Call	Antony Hill	-	-

Enterprise Park Benalla	Phone Call	Tim van Dreven and Graeme McCinn		Investing in infrastructure – would be happy to sell titles for private hangarage Access to airport is a factor to get ball rolling Interest in buying an airport.
Gliding Club of Victoria	Direct Meeting	Tim & Terry	Glider operation disruptions due water stagnation on RWYs/strips Location for glider storage Ground vehicle movement on apron area	Part RWY operations Secure location for glider storage More Hangar facilities Accommodation for gliders Extending the Bitumen strip for glider take-off
Goldrush Ballooning	Direct Meeting	Paul	Fuel Facilities for ballooning operations Hangar facilities	Facility requirements Fuel Facilities for ballooning operations
NIOA Group	Phone Call	Nigel Everingham	Concerns reg aircraft operations	Facilities that suit future operations
Paxton Air Helicopters	Direct Meeting	Leah Colbert – Operations Manager / Line Pilot	Security concerns	Hangar requirement

In addition to the above, several individual general aviation pilots participated in the 'Have Your Say' survey to offer their inputs.

Appendix B - NASF Guidelines B, C, E and I

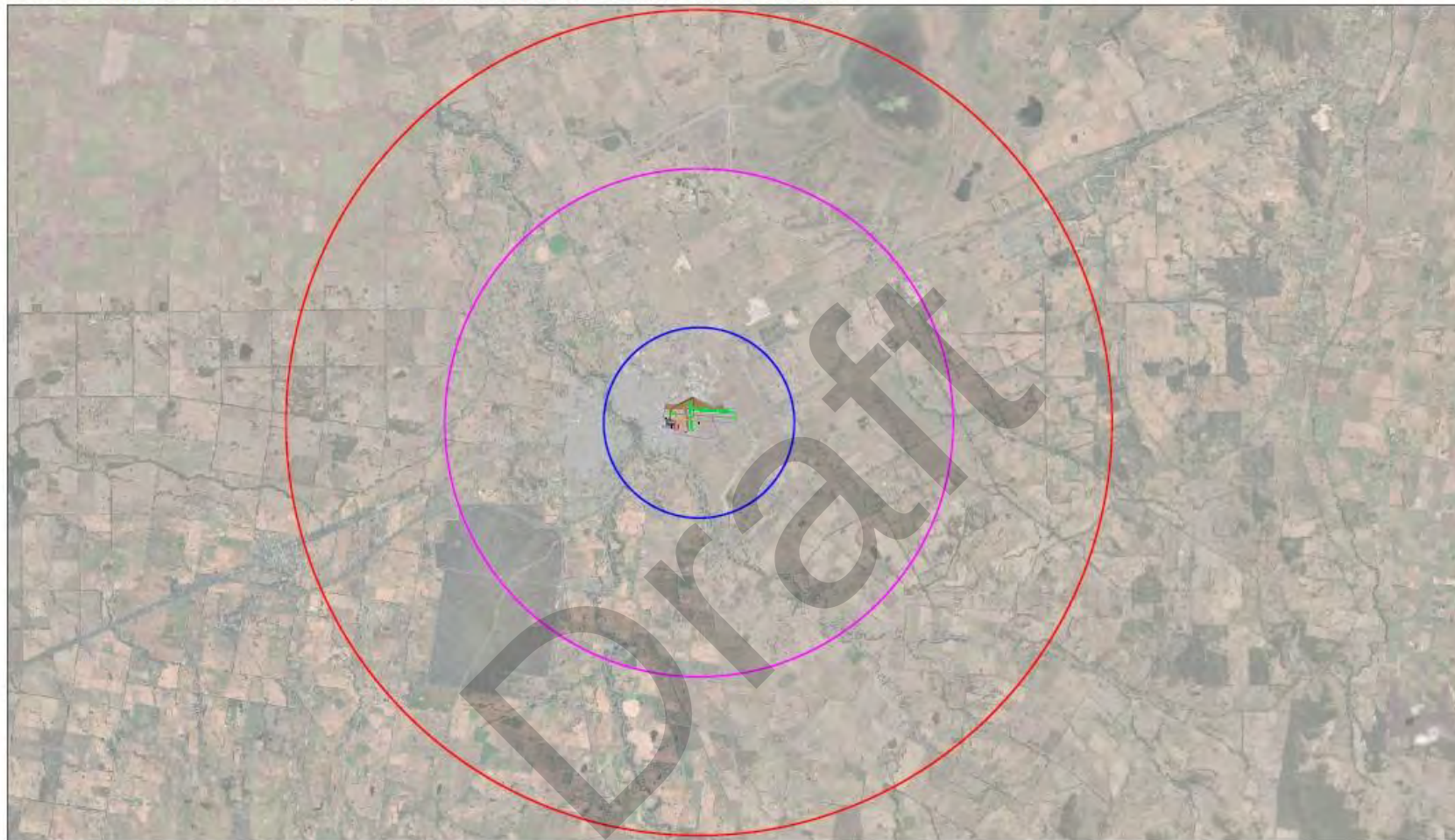
Draft

BENALLA AIRPORT MASTER PLAN | NASF SAFEGUARDING - WINDSHEAR ASSESSMENT ENVELOPE



Figure 24: Guideline B Windshear Assessment Envelope

BENALLA AIRPORT MASTER PLAN | NASF SAFEGUARDING - WILDLIFE BUFFER ZONES



- 3 KM WILDLIFE BUFFER ZONE
- 13 KM WILDLIFE BUFFER ZONE
- 8 KM WILDLIFE BUFFER ZONE

DRAWING NO: BAMP-010
 REVISION NO: FINAL-2
 DATE: July 2025
 SCALE: 1:160,000@A4
 GCS: GDA94 MGA55



Figure 25: Guideline C Wildlife Buffer Zones

BENALLA AIRPORT MASTER PLAN | NASF SAFEGUARDING - MAXIMUM LIGHTING INTENSITY ZONES

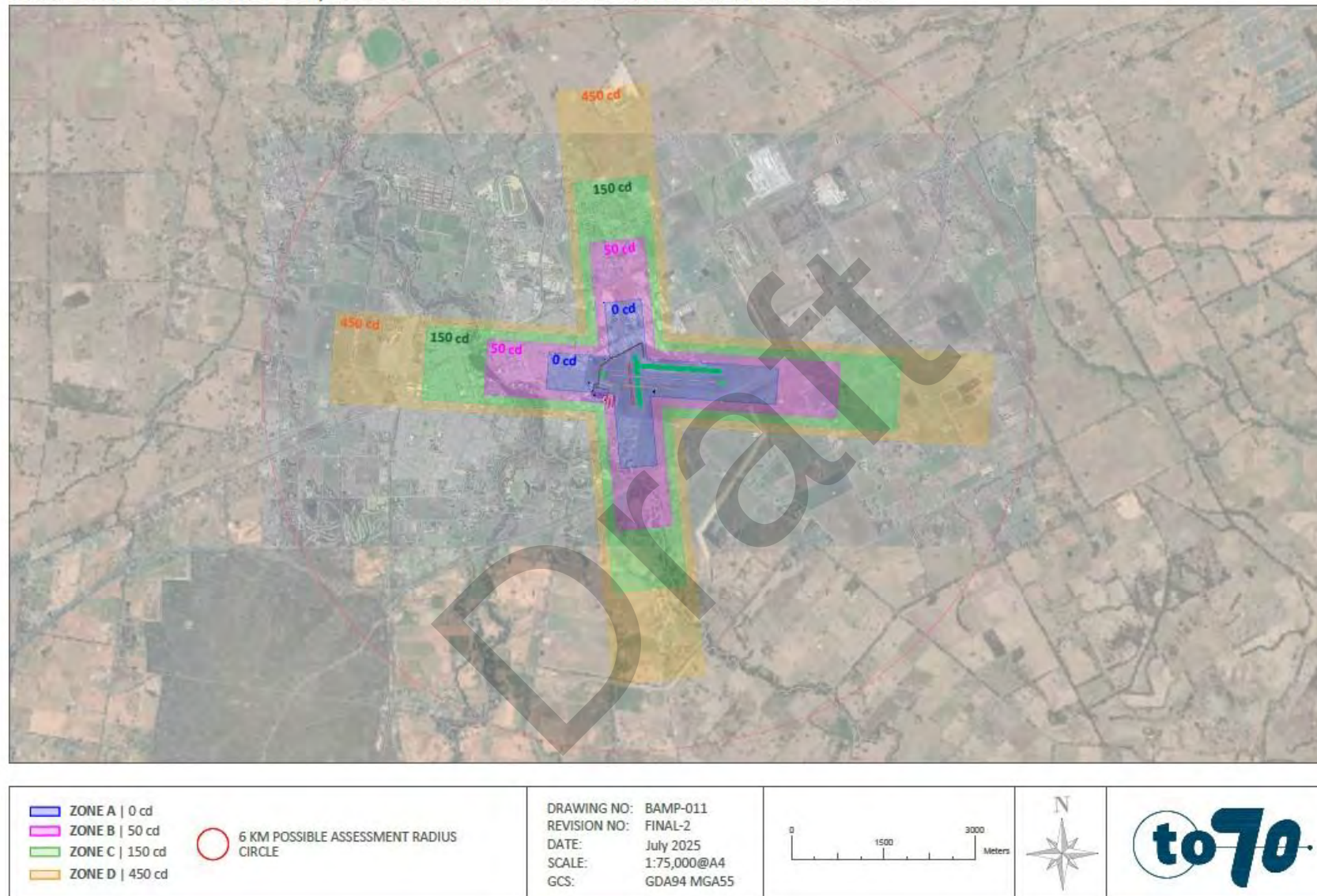


Figure 26: Guideline E Maximum Lighting Intensity Zones

BENALLA AIRPORT MASTER PLAN | NASF SAFEGUARDING - PUBLIC SAFETY AREAS



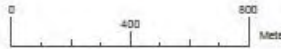
 PUBLIC SAFETY AREA RWY 08/26	DRAWING NO: BAMP-012 REVISION NO: FINAL-2 DATE: July 2025 SCALE: 1:20,000@A4 GCS: GDA94 MGA55			
 PUBLIC SAFETY AREA RWY 17/35				

Figure 27: Guideline I Public Safety Areas

Appendix D - Acronyms and Abbreviations

AAA – Australian Airports Association

ABF - Australian Balloon Federation

AFRU - Aerodrome Frequency Response Unit

AGL - aerodrome ground lights

AIM - Aeronautical Information Management

AIP - Aeronautical Information Package

AMSL - Above Mean Sea Level

ANEC - Australian Noise Exposure Concept

ANEF - Australian Noise Exposure Forecast

ANEI - Australian Noise Exposure Index

ARFFS - Aviation Rescue and Fire Fighting Service

ATIS - Automatic Terminal Information Service

AWIS - Automatic Weather Information Station

BARC - Benalla Accommodation and Recreational Centre

BITRE - Bureau of Infrastructure, Transport and Regional Economics

BPAC - Benalla Performing Arts Centre

CASA - Civil Aviation Safety Authority

CASR - Civil Aviation Safety Regulations

CBD - Central Business District

CFA - Country Fire Authority

CTAF - Common Traffic Advisory Frequency

DCCEEW - Department of Climate Change, Energy, the Environment and Water

DDO - Development and Design Overlay

DITRDCA - Department of Infrastructure, Transport, Regional Development Communications and the Arts

EATS - Empire Air Training Scheme

EBPC Act - Environment Protection and Biodiversity Conservation Act

ERSA - En-Route Supplement of Australia

FAA - Federal Aviation Administration

GA - General Aviation

GCV - Gliding Club of Victoria

GPS - Global Positioning System

ICAO - International Civil Aviation Organisation

INM - Integrated Noise Model

IWDI - Illuminated Wind Direction Indicator

LAME - Licenced Aircraft Maintenance Engineer

LPG – Liquefied Petroleum Gas

LSA - Light Sport Aviation

LSIO - Land Subject to Inundation Overlay

MCA - Multi-Criteria Assessment

MOS - Manual of Standards

MP – Master Plan

MRO - Maintenance Repair and Overhaul

NASAG - National Airports Safeguarding Advisory Group

NASF - National Airports Safeguarding Framework

OLS - Obstacle Limitation Surface

OMGWS - outer main gear wheel span

PAL - Pilot Activated Lighting

PANS-Ops - Procedures for Air Navigation Services – Operations

PE Act - Planning and Environment Act

RAAF - Royal Australian Air Force

RAF - Regional Airport Funds

RESA – Runway End Safety Areas

RPT - Regular Public Transport

RWY - Runway

SARPS - Standards And Recommended Practices

SES - State Emergency Services

TRZ – Transport Zone

TWY - Taxiway

Draft

8	302	LUXEMBURG	930
AZ	419	TURIN	935
LH	1122	NEAPEL	935
LH	1906	MADRID	935
LH	1022	STUTTGART	935
AF	1701	LYON	940
AY	822	HELSINKI	940
AA	071	ST. FRANCISCO-DALLAS	945
AF	743	PARIS	945
LH	1718	VENEDIG	945
DL	823	DALLAS	945
AA	892	AMSTERDAM	945

to70

Brisbane		Melbourne		Shanghai		Singapore	
Bangkok		Bengaluru		Frankfurt		London	
Brussels		Geneva		The Hague			
Montréal		São Paulo					
Bogotá							

4.2 Draft Benalla Rural City Council Plan 2025-2029

Ref: 849721560-130

Grant Banks – Communications and Engagement Coordinator
Jane Archbold – Manager Community
Robert Barber – General Manager Corporate

PURPOSE OF REPORT

The report presents for consideration the draft *Benalla Rural City Council Plan 2025-2029*.

BACKGROUND

Section 90 of the *Local Government Act 2020* (the Act) requires that the Council must prepare and adopt a Council Plan for a period of at least the next four financial years after a general election in accordance with its deliberative engagement practices.

A Council Plan must include the following:

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

DISCUSSION

Council Plan 2025-2029

The *Benalla Rural City Council Plan 2025-2029* (Council Plan) is the Council's key strategic document to guide decision making and resource allocation over the next four years. It describes the outcomes the council seeks to achieve, outlines how it will achieve this and sets out how it will measure success.

The *Municipal Public Health and Wellbeing Plan* and *Disability Action Plan* are integrated into the Council Plan due to the inherent role Council plays in fostering community wellbeing.

The Council Plan is designed to:

- cover the current council four-year term (2025-2029)
- build on previous work undertaken through the Council Plan 2021-2025
- outline strategic direction to deliver on the *Benalla Rural City 2036 Community Vision*
- direct organisational decision making and resource allocation.

The Council Plan is implemented through annual business plans and the annual budget, where the council makes funding decisions on specific projects and initiatives to achieve the strategic outcomes.

Performance against the Council Plan is measured regularly and recorded through the annual report.

The Council Plan has five themes, supported by a community vision for each theme:

1. Community
2. Liveability
3. Economy
4. Environment
5. Leadership.

Each theme has its own set of objectives and strategies. The objectives identify outcomes the Council seeks to achieve for the community while the strategies specify the areas of activity the Council will take to achieve objectives.

The Council's role in achieving strategies is also detailed along with the responsible service area.

The draft *Benalla Rural City Council Plan 2025-2029* is attached as **Appendix 1**.

Community Vision 2036

In 2015 the Council undertook a deliberative engagement process to develop a long-term Community Plan with more than 700 community members and guided by 11 independent community representatives from across Benalla Rural City.

This notable long-term Community Plan has been incorporated into the draft *Benalla Rural City Council Plan 2025-2029*.

COUNCIL PLAN 2021-2025 IMPLEMENTATION

Community

- *A connected, involved and inclusive community.*

Leadership

- *Good governance.*
- *High performance culture.*
- *Engaged and informed community.*
- *Effective and responsive advocacy.*

FINANCIAL IMPLICATIONS

To date, \$66,648 has been expended developing the Plan, including contractor, printing and community engagement costs.

LEGISLATIVE AND STATUTORY IMPLICATIONS

It is considered that the report is consistent with the *Charter of Human Rights and Responsibilities Act 2006*, *Gender Equality Act 2020* and the *Local Government Act 2020*.

GENDER EQUALITY ACT

Under the *Gender Equality Act 2020* the Council is required to undertake a gender impact assessment when developing or reviewing any policy, program or service that has a direct and significant impact on the public.

A gender equity assessment found the Road Management Plan has an overall neutral gender impact.

COMMUNITY ENGAGEMENT

The development of the Council Plan was underpinned by a deliberative community engagement process, combining both qualitative and quantitative methods.

Council engaged directly with residents, students, businesses, service providers, and local groups through 71 individual consultations, five themed workshops, five Community Panel sessions, 13 listening forums, and multiple pop-up events across the municipality.

This was complemented by a community survey with 172 responses and a review of over 120 data sources, including 45 Council strategies and plans. To further ensure diverse voices were represented, community personas were created to reflect lived experiences and priorities.

The engagement process was guided by the Council's *Community Engagement Policy* and aligned with legislative requirements, ensuring the Plan genuinely reflects the aspirations and needs of the Benalla Rural City community.

The next stage of community engagement will be undertaken at the 'Consult' level under the International Association for Public Participation's IAP2 public participation spectrum as detailed in the table below:

Level of Public Participation	Promise to the community	Techniques to be used
Consult	We will provide information and consider feedback prior to making a decision.	▪ Draft Council Plan presented in a public report to the Council. ▪ Draft Council Plan to be published on Councils website. ▪ Feedback invited via the Council's website and social media. ▪ Public Notice of community consultation in the Benalla Ensign and on Council website.

Community consultation on the draft Council Plan will open Thursday 7 August 2025 and close 5pm Thursday 11 September 2025.

Community feedback will be invited via the Council's website and social media channels and through a formal public notice in the *Benalla Ensign*.

OFFICER DECLARATION OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflicts of interest in this matter.

CONCLUSION

Submissions relating to the draft *Benalla Rural City Council Plan 2025-2029* will be heard at an additional meeting of the Finance and Planning Committee on Wednesday 1 October 2025.

Following the consultation period and consideration of submissions, the *Benalla Rural City Council Plan 2025-2029* will be presented to the Council for adoption at the Council Meeting on 29 October 2025.

Recommendation:

That the draft *Benalla Rural City Council Plan 2025-2029* be endorsed and placed on public exhibition for a period of at least 28 days.



Benalla Rural City Council Draft Council Plan

2025-2029

PO BOX 227
Benalla VIC 3671

03 5760 2600
council@benalla.vic.gov.au

benalla.vic.gov.au

Contents

1	Acknowledgement of Country.....	3
2	Mayor’s Message	4
3	Councillors	5
4	About the Council Plan	6
5	Aligning with Community Vision 2036	8
6	About Benalla Rural City	10
7	If Benalla Rural City was 100 people.....	12
8	Our Community Engagement.....	16
9	How to Read This Plan.....	18
10	Themes	19
11	Theme 1: Community	21
12	Theme 2: Economy	23
13	Theme 3: Environment.....	25
14	Theme 4: Liveability	27
15	Theme 5: Leadership	29
16	Delivering the Plan	31
17	Monitoring and Accountability.....	31
18	Gender Impact Assessment.....	32

1 Acknowledgement of Country

We acknowledge the traditional custodians of the land on which we live and work, and pay our respect to their Elders past and present.



DRAFT

2 Mayor's Message

To be provided.



3 Councillors



Cr Justin King



Cr David Blore



Cr Peter Davis



Cr Puna Hewa Gunaratne



Cr Jillian Merkel



Cr Nathan Tolliday

4 About the Council Plan

The Integrated *Benalla Rural City Council Plan 2025–2029* brings together the *Council Plan*, the *Municipal Public Health and Wellbeing Plan*, and the *Disability Action Plan* into a single, strategic document. It reflects what matters most to our community and guides how Council will deliver services, allocate resources, and respond to local priorities over the next four years.

As a legislative requirement under Section 90 of the *Local Government Act 2020*, all Victorian councils must adopt a four-year strategic plan that outlines key priorities, services, resource use, and ways to measure performance. The Plan also must meet the requirements of Section 55, with deliberative engagement practices shaped by Council's *Community Engagement Policy* to ensure it reflects the values, needs and aspirations of the Benalla Rural City community. This Council Plan achieves these legislative requirements.

Vision, Strategy, and Policy		Resource Allocation & Management
LONG TERM	• Benalla Rural City Community Vision 2036 • Benalla Rural City Community Plan	• Asset Plan • Long-term Financial Plan
MEDIUM TERM	• Council Plan integrating the: ◦ Municipal Public Health and Wellbeing Plan, and ◦ Disability Action Plan • Other Key Strategies and Plans	• Budget • Revenue and Rating Plan
SHORT TERM	• Action Plans • Service Plans • Programs, projects and initiatives	• Budgets • Staff • Grant Funding

Developed for both the organisation and the community, the Plan draws on the long-term Vision in the *Benalla Rural City Community Plan 2016–2036* and aligns with key documents including the *10-Year Asset Plan*, *10-Year Financial Plan*, and a range of Council strategies and policies. Together, these guide Council's annual budgets and short-term planning.

4.1 Integrating public health, wellbeing and disability into the Plan

Council's commitment to health and wellbeing is reflected in the integration of the *Disability Action Plan* and the *Municipal Public Health and Wellbeing Plan*, which outlines Council's role in supporting better health outcomes across the municipality. It aligns with the *Victorian*

Public Health and Wellbeing Plan 2023–2027 and has been developed in accordance with the *Public Health and Wellbeing Act 2008*.

The Plan focuses on six regionally relevant themes:

1. Increasing healthy eating
2. Increasing active living
3. Improved mental wellbeing
4. Supporting healthy ageing
5. Preventing all forms of violence
6. Tackling the health impacts of climate change

These priorities will be delivered in partnership with local and regional organisations including Benalla Health and the Goulburn Valley Public Health Unit, whose work is supported and complemented through this Plan. The Benalla Health and Wellbeing Partnership will work collaboratively to monitor the Plan.

4.2 The Importance of External Funding

Achieving the ambitious goals outlined in the *Integrated Benalla Rural City Council Plan 2025–2029* requires more than just careful planning and resource allocation. While municipal rates provide a critical foundation for Council's operations, they are not sufficient to fully fund the transformative initiatives and services envisioned in this Plan.

To bridge this gap, securing external funding from State and Federal Government streams is essential. These funding opportunities enable Council to deliver on its commitment to the community by supporting vital projects, programs, and infrastructure that would otherwise be beyond the reach of local resources alone.

By leveraging these external funding sources, Council can ensure that the priorities identified in the Plan – such as improving health and wellbeing, tackling climate change, and enhancing community infrastructure – are not only aspirational but achievable. This approach reinforces the vital importance of community collaborations, emphasising that partnerships and shared responsibility are the foundation for building a thriving, resilient, and sustainable Benalla Rural City.

5 Aligning with Community Vision 2036

Our Community Vision 2036:

Benalla Rural City is welcoming and friendly, thriving and prosperous, environmentally responsible, innovative and industrious, caring and supportive, and engaging for all residents and visitors — a place where people want to continue to live, move to and are proud to call home.

The *Benalla Rural City Community Vision 2036* was developed in 2015 through a deliberative engagement process involving more than 700 community members and a panel of independent representatives. It reflects a collective aspiration for a sustainable, inclusive, liveable and resilient future — and continues to guide Council's planning and investment. The *Benalla Rural City Council Plan 2025–2029* plays a key role in delivering on this Vision that ensure each four-year Council Plan cycle continues building toward the future our community has imagined.

The *Community Vision 2036* is supported by seven guiding themes:

- **Community wellbeing and sense of place** – Fostering a vibrant, inclusive and connected community that values diversity, lifestyle and local identity.
- **A well-planned, connected and accessible community** – Ensuring high-quality infrastructure, transport and digital connectivity for everyone.
- **A vibrant, thriving and progressive economy** – Supporting business growth, innovation, and local employment across all industries.
- **Planning for population growth** – Embracing diversity while ensuring services, housing and workforce capacity keep pace with future needs.
- **A sustainable environment** – Protecting landscapes and waterways through responsible planning, education and community partnerships.
- **A destination of choice** – Creating opportunities through tourism, arts, events and cultural initiatives that enrich local life.
- **Leadership and community spirit** – Building on local leadership, collaboration and civic pride to strengthen our future together.

To bring this Vision to life, Council must lead with intention, act in partnership, and stay accountable to the community's goals. The following Vision, Purpose and Values guide how Council plans, delivers and advocates over the next four years.

Our Vision

A sustainable, thriving and cohesive community where lifestyle, culture, health and wellbeing are supported by sound leadership and community partnership.

Council's Purpose

Council's purpose is to work in partnership with the community to build a connected and thriving, future-focused municipality.

Council's Values

To deliver on this purpose and support the *Community Vision 2036*, Council is guided by the following values:

- **Accountability** – acting with transparency and responsibility
- **Continuous improvement** – always striving to do better
- **Equity** – making fair, inclusive and evidence-based decisions
- **Integrity** – being honest, consistent and ethical
- **Leadership** – setting direction and taking action
- **Respect** – valuing people, place and diversity

6 About Benalla Rural City

Benalla Rural City is located in North-east Victoria, around two hours from Melbourne. It is home to more than 14,500 people, with over one-third living outside of the Benalla township. While residents primarily speak English at home, Punjabi is now the second most common language, reflecting a growing South Asian community.



Regional Snapshot



193 km

North East of
Melbourne



14,528

Total 2021
Population



36%

Reside outside
Benalla City



51

Median
Age



96.4%

Speak English
at home



\$1.1b

GRP
Estimate

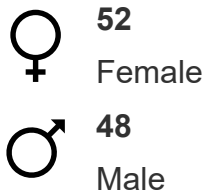
6.1 Council Services & Assets

Benalla Rural City Council supports the liveability of the region through services that many people rely on every day, including family and youth programs, waste collection, public health, and business support. Council also looks after the infrastructure that keeps the community running, such as more than 1,300 kilometres of roads, over 100 public buildings, and key facilities like the aquatic centre and local recreation reserves.

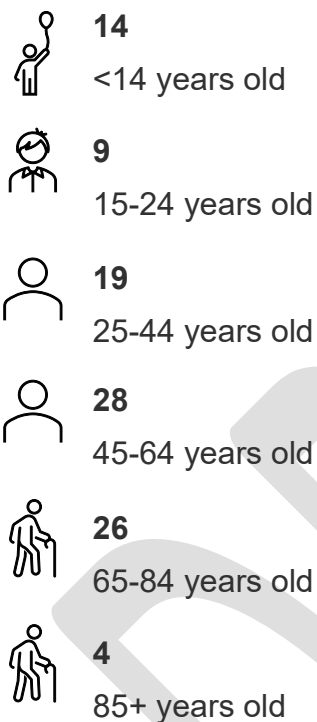
Council's Key Services	Details	Key Assets Maintained by the Council	Details
Community Development & Family Services	Community resilience, family wellbeing, and youth development.	Sealed Roads	561km
Economic Development	Business support, tourism and cultural development.	Unsealed Roads	773km
Waste Management	Kerbside collections, landfill operations, and waste minimisation projects, ensuring EPA compliance.	Kerb and Channel	130km
Public Health	Immunisations, health education, and regulatory oversight of food safety and accommodation standards.	Off Street Carparks	110,097sqm
Emergency Management	Plans for and responds to natural disasters, ensuring community safety and preparedness.	Bridges	75
Facilities and Maintenance	Maintenance of community assets, including open spaces, recreational reserves, and other key infrastructure.	Major Culverts	230
		Footpaths	104km
		Cycleways	21km
		Pipe	54km
		Pits	2,059
		Buildings & Structure	104
		Aquatic centre	1
		Recreational/Sporting Centres	8

7 If Benalla Rural City was 100 people

Genders



Age



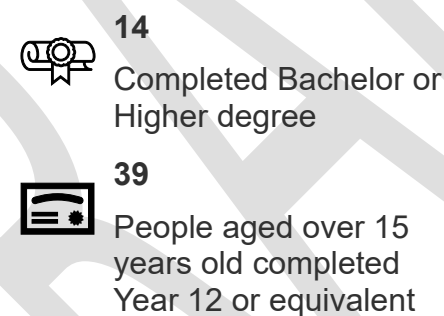
Multiculturalism



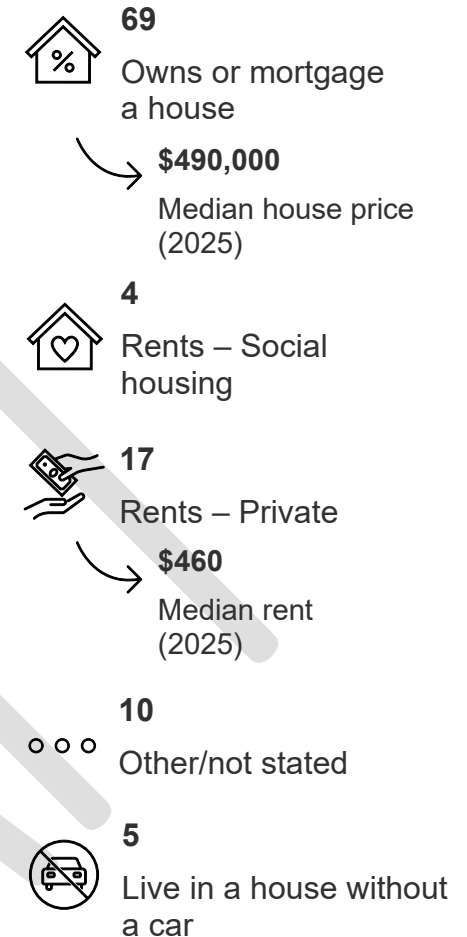
House Composition



Education



Housing & Transport



Workforce



Health & Wellbeing



* The 'employed away from work' category refers to people who responded that they had a job in the week before the Census, but were away from work on holidays, on paid leave, on strike, or temporarily stood down.

* Australian national guidelines for physical activity are defined by the Department of Health and Aged Care for each of the following age groups:

- 5-17 years old – 60 minutes of moderate to vigorous physical activity per day
- 18-64 years old – at least 2.5 hours of moderate intensity physical activity and 1.25 hours of vigorous intensity physical activity per week
- 65+ years old – at least 30 minutes of moderate intensity physical activity on most days

Source:

- Goulburn Valley Public Health, Health Needs Assessment 2023
- Australian Bureau of Statistics, Benalla (LGA) Census All Person 2021
- Profile.id (informed decisions), Benalla Rural City

7.1 Population Change

With a median age of 51, Benalla Rural City has a strong retiree presence and an ageing population that is expected to grow over time. Projections show continued increases in older age groups alongside a gradual decline in younger cohorts. This shift is part of a broader demographic trend affecting many regional areas across Victoria.

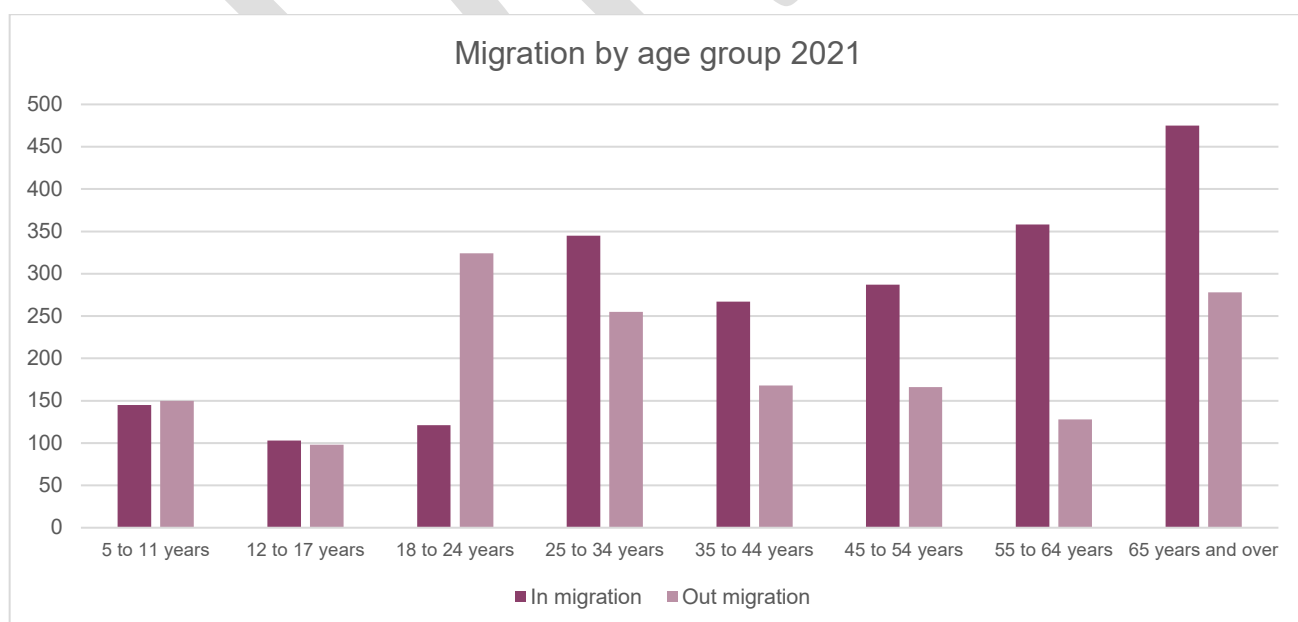
Age Group	2016	2021	2036 (Forecast)	% Change (2021-2036)
0-14	2200	2050	1950	-11%
15-29	2000	2000	1500	-25%
30-44	1900	2050	2200	+16%
45-59	3000	2800	2700	-10%
60-74	3100	3600	3300	+6%
75+	1500	2000	3200	+113%

7.2 Migration

In line with the region's demographic profile, older adults are more likely to move in, often arriving from nearby rural and peri-urban areas for lifestyle reasons and more affordable housing. On the other hand, younger cohorts tend to move out as part of life stage shifts, typically for study, work, or broader opportunities. Most of this movement remains local, with strong ties to surrounding LGAs, such as Wangaratta and Greater Shepparton.

	In Migration	Out Migration
Top 3 Locations*	Wangaratta	Wangaratta
	Greater Shepparton	Greater Shepparton
	Strathbogie	Greater Geelong

*Source: Profile.id (informed decisions), Benalla Rural City



7.3 Major Industries

The local workforce includes a strong base of professionals, with health and social care emerging as the region's leading employment sector. The region is also home to advanced manufacturing operations and a vocational training presence through GOTAFE, both of which contribute to local job pathways. While these industries attract large employers and investment, access to skilled labour is shaped by housing availability and ongoing workforce retention challenges.

Employment per sector



15.1% (↑ **0.7%**)

Health Care and Social Assistance



8.5% (↓ **0.3%**)

Manufacturing



12.6% (↑ **4.2%**)

Construction



8.2% (↓ **0.9%**)

Retail Trade



9.7% (↓ **0.1%**)

Agriculture, Forestry and Fishing

7.4 What is Benalla Rural City Known For?

Benalla Rural City is renowned for its vibrant arts and cultural identity, with public art, exhibitions, and events bringing the community together. In 2023–24, over 79,000 people visited the Benalla Art Gallery, while the region's growing collection of street and silo art in Benalla, Goorambat, and Devenish continues to attract visitors. Council also supports popular events like the Benalla Street Art Festival and the annual Benalla Festival in November.

The city's rich heritage and history, along with attractions like the Winton Motor Raceway, which draws motorsport enthusiasts nationwide, further enhance Benalla Rural City's appeal for residents and visitors alike. Nature lovers can explore the Winton Wetlands, a unique ecological and cultural landmark, as well as the Warby Ranges and Mount Samaria State Park, offering stunning landscapes, diverse wildlife, and opportunities for hiking, cycling, four-wheel driving and camping. Together, these experiences highlight the region's cultural vibrancy and natural beauty.

8 Our Community Engagement

In developing this Council Plan, a combination of qualitative and quantitative methods were used. Through consultations, workshops, pop-up sessions and listening forums, we heard directly from residents, students, businesses, service providers and local groups about their experiences and aspirations. These conversations were complemented by a community survey, along with a review of existing strategies, plans, and datasets to build a more complete understanding of local priorities. To bring these diverse perspectives to life, community personas were developed as a tool to ensure the Plan remains easy to connect with.

8.1 Qualitative Approach

Throughout early 2025, extensive community engagement was conducted with businesses, community groups, and more than 190 school-aged children and over 20 seniors engaged through a series of community engagement activities. These activities included:

- 71 individual consultations
- 5 community workshops
- 4 community panel sessions with up to 15 participants
- 13 listening sessions with schools, local groups and at public events
- Street pop-up sessions across the municipality

8.2 Quantitative Approach

To support our analysis of the region's trends and priorities, we reviewed over 120 data sources. This work drew on:

- 45 Council strategies and plans
- Over 50 datasets sourced by the Council
- 172 community survey responses
- Data from over 10 community organisations
- Findings from benchmarked Councils

8.3 What the Community Says

In developing this Council Plan, we conducted a series of community consultations that included community groups, service providers, and key organisations. Some insights from the consultations were:

What do you like about where you live?

"The natural environment is beautiful and calming. The lake, walking tracks and green spaces are a big part of why people stay."

"It's a relaxed place to live, but there are still plenty of ways to get involved if you want to."

"Benalla has a creative feel. The murals, the gallery and local events add life and character to the town."

"Community spirit is one of the region's biggest assets. People take pride in supporting local groups, events and each other."

What are your challenges?

"Public transport within and beyond Benalla is limited. The timing often doesn't match up with work, school or appointments."

"Young people want more pathways to study, work and build a future here."

"Some people still feel left out of community life, especially if they're new, living outside of Benalla, or speak another language."

"People in the outer towns want to feel seen and supported, just like those in central Benalla."

8.4 Key Challenges and Considerations

Benalla Rural City, like many regional communities, faces a range of external pressures that may influence the delivery of this Plan. Key challenges include:

- Ageing population and workforce shortages, which may impact service capacity and local employment.
- Housing affordability and availability, particularly in attracting and retaining skilled workers.
- Diversity of employment opportunities.
- Climate change and increasing frequency of extreme weather events, which place pressure on infrastructure, natural assets and community wellbeing.
- Digital exclusion and access to transport, particularly for isolated or vulnerable residents.
- Cost-of-living pressures, which affect residents' health, safety and access to opportunities.

Council will continue to monitor these issues and adjust service delivery and planning accordingly, in collaboration with local, regional and state partners.

9 How to Read This Plan

This Council Plan sets out Benalla Rural City Council's direction for the next four years. It explains what the community has told us is important, and how Council will respond through services, projects, partnerships and advocacy.

To make the Plan easy to navigate, we've broken it down into clear and connected segments. Each part builds on the last, showing the link between your priorities and the Council's strategies.



9.1 Theme

A theme is a broad policy domain that captures a key area of Council responsibility and community interest. Themes help organise the Plan and reflect the structure of Council's long-term service and infrastructure planning.

9.2 Objective

An objective defines the desired outcome that Council aims to achieve within each theme over the four-year period. Objectives articulate the future state Council is working towards in response to community needs and strategic priorities.

- Timeframe: Medium-term (four years)
- Purpose: Defines the “what” — a clear, outcome-oriented goal

9.3 Strategy

A strategy outlines the overarching approach that Council will adopt to achieve each objective. Strategies describe the methods, partnerships or interventions that will be pursued to address key challenges and opportunities.

- Timeframe: Medium- to long-term (ongoing throughout the Plan period)
- Purpose: Defines the “how” — a targeted, high-level response

9.4 Measures of Success

Each strategy includes measures of success, an indicator used to monitor and evaluate the effectiveness of the Council's efforts and to track progress against the Plan's strategies over time. Measures may include service delivery data, infrastructure performance, engagement levels, or community outcomes or satisfaction indicators.

10 Themes

This Council Plan is organised into five themes that group together related priorities and challenges. Each theme brings together the types of issues the Council works on, such as services, infrastructure, community wellbeing, the environment, and local leadership. This structure helps display how different parts of the work done by the Council connect and provides a clear lens for understanding the Plan's goals and actions.

The five themes are:

Community

Covers inclusion, connection, and support for people across different life stages and backgrounds.

Economy

Focuses on business, employment, tourism, and local industries.

Environment

Encompasses sustainability, climate resilience and the natural environment.

Liveability

Relates to how people experience daily life, including safety, neighbourhoods, transport, and access to services.

Leadership

Looks at the Council's internal performance, community engagement, decision-making, and advocacy.

Throughout the Plan, the Council's role is defined for each strategy to clarify its level of responsibility:

- **Advocate** – Represent community needs to other levels of government and external bodies
- **Facilitator** – Enable collaboration and support community-led initiatives
- **Provider** – Directly deliver services, programs or infrastructure

- **Asset Owner** – Manage and maintain Council-owned assets and infrastructure
- **Regulator** – Administer and enforce local laws and statutory obligations
- **Partner** – Collaborate with others to deliver joint outcomes
- **MPHWP** – Refers to a strategy that is aligned with the *Municipal Public Health & Wellbeing Plan*.

DRAFT

11 Theme 1: Community

11.1 Objective 1: A healthy, safe and resilient community

Strategy	Council's Role	Measure of Success
Work with key partners to implement and support initiatives that promote gender equality, reduce and prevent gendered violence, homelessness, food insecurity and harms caused by drugs, alcohol and gambling.	MPHWP, Advocate, Facilitator, Partner	Partners working collaboratively to identify and address public health and wellbeing priorities and concerns.
Support our community to feel safe, build resilience and prepare for emergencies and natural disasters.	MPHWP, Advocate, Facilitator, Partner	Community safety initiatives delivered. Emergency planning or preparedness actions implemented.
Deliver inclusive, accessible events and programs that reduce social isolation and promote participation for all community members.	MPHWP, Advocate, Facilitator, Partner, Provider	Improved accessibility to Council and community spaces or events. Programs and events codesigned and delivered in partnership targeting social isolation.
Help people stay healthy and active.	MPHWP, Advocate, Facilitator, Partner	Improvement in health indicators within the community. Increased opportunity for active participation.

11.2 Objective 2: A connected, involved and inclusive community

Strategy	Council's Role	Measure of Success
Provide opportunities for our children and young people to thrive.	MPHWP, Advocate, Facilitator, Asset Owner, Partner	Youth-focused initiatives delivered and co-designed with young people.
Support initiatives that enhance the inclusion of culturally diverse groups.	MPHWP, Advocate, Facilitator, Partner	Events or programs delivered incorporating multicultural content or partnerships with the CALD community.
Improve access, inclusion and opportunities for an ageing population.	MPHWP, Advocate, Facilitator, Asset Owner, Partner	Age-friendly programs and communications delivered.
Support volunteering opportunities that enable all community members to contribute to community life.	MPHWP, Advocate, Facilitator, Partner	New or improved volunteer opportunities promoted with a focus on inclusion.
Respectfully engage, include and celebrate Aboriginal and Torres Strait Islander culture and communities.	Advocate, Facilitator, Partner	Engagement activities held in partnership with Aboriginal and Torres Strait Islander community members and other stakeholders.
Ensure rural residents can access Council services fairly, and join in community life, and share their ideas and priorities.	MPHWP, Provider, Asset Owner, Partner, Facilitator	Engagement sessions or consultations delivered in smaller rural townships. Council services made available or improved in rural areas.

What the community says

"Young people here have a lot of potential. They just want more chances to get involved and do something meaningful."

"It would be great to see more events and programs in the smaller towns - something that brings people together and makes sure no one feels left out."

"Benalla is really diverse now, but sometimes that is not reflected in the events we see. It would mean a lot to include more cultural celebrations."

"Most local groups run on volunteers, and it is getting harder to find new ones. A bit more support would make it easier for people to step in and help."

"There's a need to focus on preventing family violence. More awareness and education could go a long way."

"Families are experiencing more complex needs, and early mental health support for children under 12 remains limited. There is an opportunity to strengthen wraparound services."

"People living further out are finding it harder to get to appointments. More local services or better transport would make things a lot easier."

12 Theme 2: Economy

12.1 Objective 1: Flourishing visitor economy and sustainable growth

Strategy	Council's Role	Measures of Success
Improve local accommodation and nighttime economy offerings in Benalla Rural City.	Facilitator, Advocate, Partner	Council-led initiatives to assess or improve accommodation or nighttime economy. Visitor economy initiatives delivered or supported.
Attract investment and support local businesses.	Facilitator, Advocate, Provider, Asset Owner, Partner	Council-led investment attraction or industry engagement activities. CBD or small business support initiatives delivered or co-designed.
Advocate for improved digital, freight and transport connectivity to support business growth and new development.	Facilitator, Advocate, Partner	Formal advocacy or partnership activities progressed.
Work with key stakeholders to improve local learning and employment pathways that address skills gaps, align with future needs, and local employment opportunities.	Facilitator, Advocate, Partner	Initiatives delivered in partnership with key stakeholders.
Promote Benalla Rural City's liveability and proactively plan for sustainable residential development.	Facilitator, Regulator, Advocate	Development and launch of a liveability campaign. Planning or engagement actions progressed to support residential development.

What the community says

"Benalla has some great assets, but there is not much to do in the evenings. More dining or entertainment options would help keep visitors around longer."

"People are already coming for things like the gallery, street art and wetlands - we just need to promote them better and make the most of what we have."

"There is strong economic potential in the region, but we need to attract more businesses and make it easier for them to grow, especially in the CBD and smaller towns."

"It is hard to grow a business if we lack reliable internet and better freight access."

"It would be great to see more support for businesses trying to reduce waste or do things more sustainably"

"Young people want pathways that go beyond more courses available, like experiences that lead to jobs."

"We want youth to be able to get their training in the region, but access to things like TAFE or other post-school opportunities can be really limited."

"Benalla has a great lifestyle, but we need to raise people's awareness about it. Promoting areas could bring in more families and businesses."

"There is a lot of interest in moving here, but we need to plan for that growth, so it stays sustainable— housing, infrastructure, the works."

13 Theme 3: Environment

13.1 Objective 1: Healthy and protected natural environment

Strategy	Council's Role	Measure of Success
Enhance climate change resilience.	Provider, Facilitator, Regulator, Partner	Climate resilience and education initiatives delivered.
Partner to manage and enhance our environmental assets.	Facilitator, Regulator, Advocate, MPHWP, Partner	Collaborative initiatives aligned with regional priorities delivered.

13.2 Objective 2: Circular economy, renewable energy and sustainable waste management

Strategy	Council's Role	Measure of Success
Provide efficient waste services and promote recycling and reuse through community and business involvement.	Provider, Facilitator, Regulator, Advocate, Partner	Circular economy education or engagement campaigns delivered. Deliver high quality, efficient and sustainable waste management services.
Improve the environmental sustainability and climate resilience of Council assets.	Provider, Facilitator, Regulator, Advocate, Asset Owner	Internal systems, processes or assets improved to embed sustainability.
Support and inspire our community to embrace sustainability initiatives such as clean and renewable energy.	Facilitator, Advocate, Partner	Council-led campaigns, resources or pilots to support renewable energy uptake initiated.

What the community says

“People want to do the right thing, but we need clearer information about recycling and ways to reduce waste.”

“There’s interest in the circular economy—things like reusing, sharing, composting—but it needs more support to take off properly.”

“We’d love to see more promotion of clean energy and support for residents and businesses wanting to switch.”

“More trees and shade in our streets and parks would really help, especially with the hotter summers we’ve been getting.”

“It’s great that Council buildings are running on renewables. That kind of leadership makes a difference.”

“There’s good momentum from groups like Landcare, but we need stronger partnerships to look after the river and environment long-term.”

14 Theme 4: Liveability

14.1 Objective 1: Vibrant public spaces and places

Strategy	Council's Role	Measure of Success
Provide and maintain services, spaces and facilities that support community wellbeing and creative activities.	Provider, Facilitator, Asset Owner, Advocate, MPHWP, Partner	Equitable access to well-maintained spaces and services that promote wellbeing and creativity.
Make Council services and facilities easy for everyone to access.	Provider, Facilitator, Asset Owner	Increased community access to Council services and facilities. Improved ease of use, inclusivity, and satisfaction across all user groups.
Beautify and maintain streetscapes, landscaping, signage and town entrances.	Provider, Facilitator, Asset Owner, Advocate, Partner	Increased visual appeal and community pride.
Protect and promote heritage to preserve local character and culture.	Provider, Facilitator, Asset Owner, Advocate, MPHWP, Partner	Heritage promotion or maintenance actions delivered or supported.
Maintain and develop recreation reserves, parks and gardens, playgrounds, and paths.	Facilitator, Asset Owner, Advocate, MPHWP	Increased community use and enjoyment of recreation reserves, parks, gardens, playgrounds, and paths.
Facilitate and support better quality design principles in new developments.	Facilitator, Asset Owner, Advocate	Increased adoption of high-quality design principles in new developments, reflected in improved aesthetics, functionality, and community satisfaction.

14.2 Objective 2: Connected and accessible roads, footpaths, transport and parking

Strategy	Council's Role	Measure of Success
Plan for accessible, sustainable, well-serviced and connected neighbourhoods.	Provider, Facilitator, Asset Owner, Advocate, MPHWP	Subdivision or precinct planning processes embedding liveability principles.
Maintain and improve roads, footpaths, drainage and other infrastructure.	Provider, Facilitator, Asset Owner, Advocate	Infrastructure actions progressed.

What the community says

"Drainage and footpaths are an issue in some older areas. They just don't hold up like the newer subdivisions."

"As more people move in, we need to make sure roads and parking can keep up, especially around key services."

"People in smaller towns or new developments really rely on transport. Having better public options would help connect communities and ease pressure on roads."

"Footpaths and crossings are really important, especially for older people or anyone using a mobility aid."

"We'd love to see more shade, seating, and better lighting in public areas. Small changes like that make a big difference to how people use the space."

"The parks and gardens are a big drawcard. Keeping them well-maintained and accessible means more people can enjoy them"

"The region's heritage is part of its charm. It is important that older buildings and cultural sites are looked after and promoted properly."

15 Theme 5: Leadership

15.1 Objective 1: Good governance

Strategy	Council's Role	Measure of Success
Ensure Council meets legislative obligations.	Provider, Facilitator, Regulator	Internal governance reviews, updates or training completed. Compliance with legislation.
Ensure procurement provides good value and benefits the local community.	Provider, Advocate	Procurement processes updated.
Pursue sustainable funding and service arrangements with State and Federal governments.	Advocate	Advocacy or funding actions implemented.
Advocate to all levels of government for improved services, infrastructure and social outcomes.	Partner, Advocate	Advocacy campaigns delivered.

15.2 Objective 2: High performance culture

Strategy	Council's Role	Measure of Success
Deliver accessible and responsive services.	Provider, Asset Owner	Customer service improvements completed.
Maintain an educated, healthy, safe, inclusive and diverse workforce.	Provider	Workforce development actions delivered.

15.3 Objective 3: Engaged and informed community

Strategy	Council's Role	Measure of Success
Engage clearly and openly with our community and stakeholders to better understand their needs and priorities.	Provider, Facilitator, MPHWP, Partner	Engagement tools or processes improved. Increased community participation in decision making process.
Provide clear, timely, and accessible communication.	Provider, MPHWP, Asset Owner	Access improvements delivered to support communication with the community.

What the community says

"Community feedback should not just be collected– it needs to shape decisions. People want to see that they are making

"It's important that Council's advocacy matches what the community is asking for and that funding goes where it's needed most."

"We need to see Council decisions based on real community needs and made in a way that feels transparent and fair."

"Procurement is a chance to support local jobs and deliver broader value for the community."

"Clear communication is everything. Just knowing what's happening and where to go for help makes a big difference."

"People want to be able to get things done easily. Making services more responsive and straightforward really matters."

"Having a safe and inclusive workplace is key, especially when working with vulnerable communities. Ongoing training is essential."

"Partnering with other Councils to push for regional priorities can be a good value as it shows strength in numbers."

"It's great when Councillors get out and talk with people directly. That kind of visibility builds trust."

"Advocacy is strongest when it brings together community voices, Working alongside residents make the message more powerful."

"We have a small team wearing different hats. It makes a big difference when staff feel supported and trained to do their job well."

16 Delivering the Plan

This Council Plan will be delivered through a coordinated program of strategies, services and partnerships over the next four years. Its implementation will be supported by:

- The 10-Year Financial Plan, which ensures resources are allocated sustainably to support community priorities.
- The Annual Budget, which identifies year-by-year service delivery, capital works and operational projects aligned with the Council Plan objectives.
- The Council's Workforce Plan, which supports the organisational capability required to deliver the actions in this Plan.
- Partnerships with other levels of government, community organisations and local stakeholders, which are essential to deliver shared outcomes.

Council will ensure that resourcing decisions remain consistent with the goals of this Plan, while maintaining flexibility to respond to emerging needs or opportunities.

17 Monitoring and Accountability

Council is committed to transparency and continuous improvement. Progress against this Council Plan will be monitored and reported through:

- The Annual Report, which includes a formal review of progress on Council Plan objectives and measures of success.
- Quarterly internal reporting, enabling timely performance monitoring by Council and the executive team.
- Community updates, such as newsletters, digital dashboards or annual scorecards, to show how Council is delivering on its commitments.
- A mid-term review at the two-year mark to assess progress and ensure the Plan remains relevant and responsive.

These processes support accountable, evidence-based decision-making and build community trust in Council's delivery.

18 Gender Impact Assessment

As part of our commitment to fairness and inclusion, Council has completed a Gender Impact Assessment in line with the *Gender Equality Act 2020*. This ensures the Council Plan considers how gender and other factors, such as age, culture, or caregiving roles, might affect people's ability to participate in engagement activities and provide input. Efforts were made to remove barriers and create safer, more welcoming opportunities for involvement - in particular for women, young people, caregivers, and gender-diverse or LGBTIQ+ community members, whose voices are often underrepresented in local planning. This commitment to inclusion continues through the Council's partnerships, program design, and community-facing work, ensuring that equity remains a guiding principle in how decisions are made and implemented.

A1 Appendix 1: Survey Key Findings

Respondent Profile



Lives in the Benalla Township (79.65%)

A part of local volunteer programs (52.91%)



Connection to the LGA: Live here (90.70%)

10

Lived here for over 10 years (72.67%)



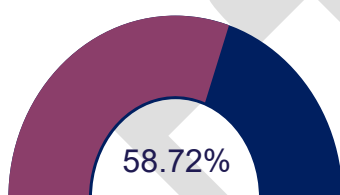
Female (68.02%)



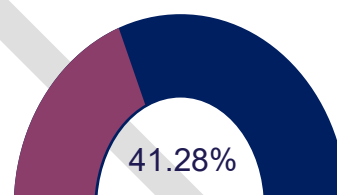
55 to 64 years (25.58%)



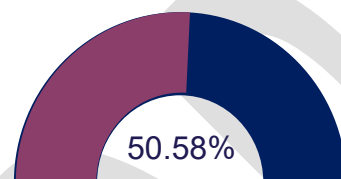
Average rating for tree canopy and urban greening as top environmental priorities



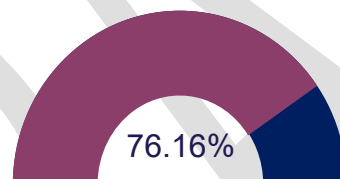
Selected upgraded footpaths and roads as the top liveability priority



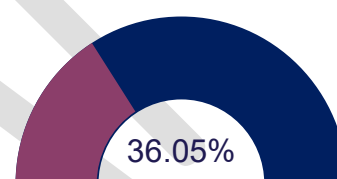
Said low community awareness is the biggest barrier to environmental progress



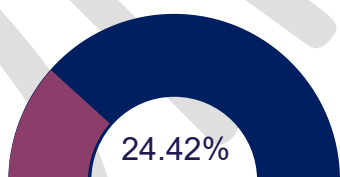
Want stronger investment in community grants and partnerships



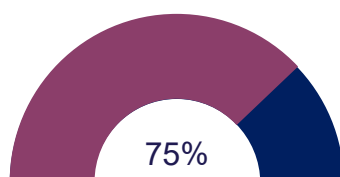
Identified limited healthcare access as a major health barrier



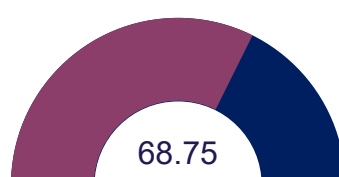
Identified antisocial behaviour as a safety concern



Identified vandalism as a safety concern



Get their information through Social media (Facebook, Instagram)



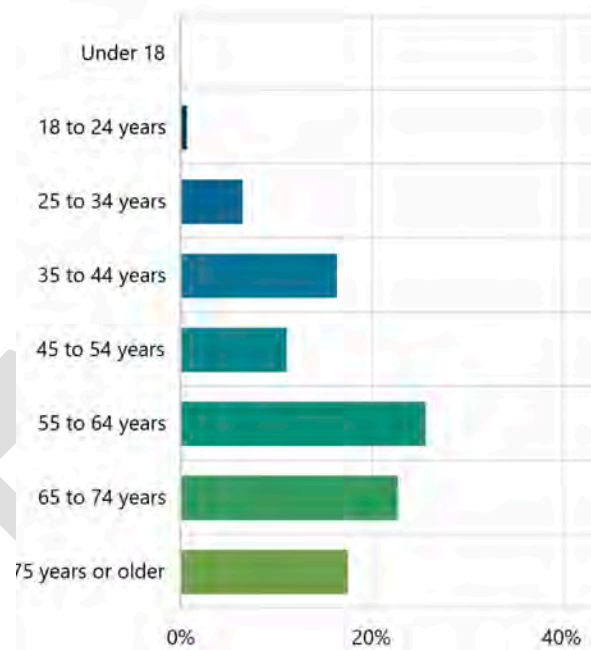
Get their information through word of mouth

A2 Appendix 2: Detailed Survey Results

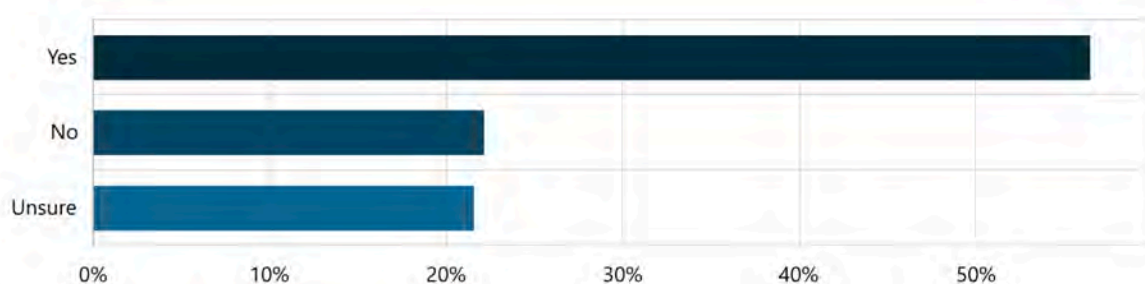
Survey Respondents – 172 responses

- 68% Female
- 91% Residents
- 80% Reside in Benalla
- 15% Resided Less Than 5 yrs
- 53% Local Volunteer Programs
- 43% Sports & Rec Groups
- 67% No Dependants

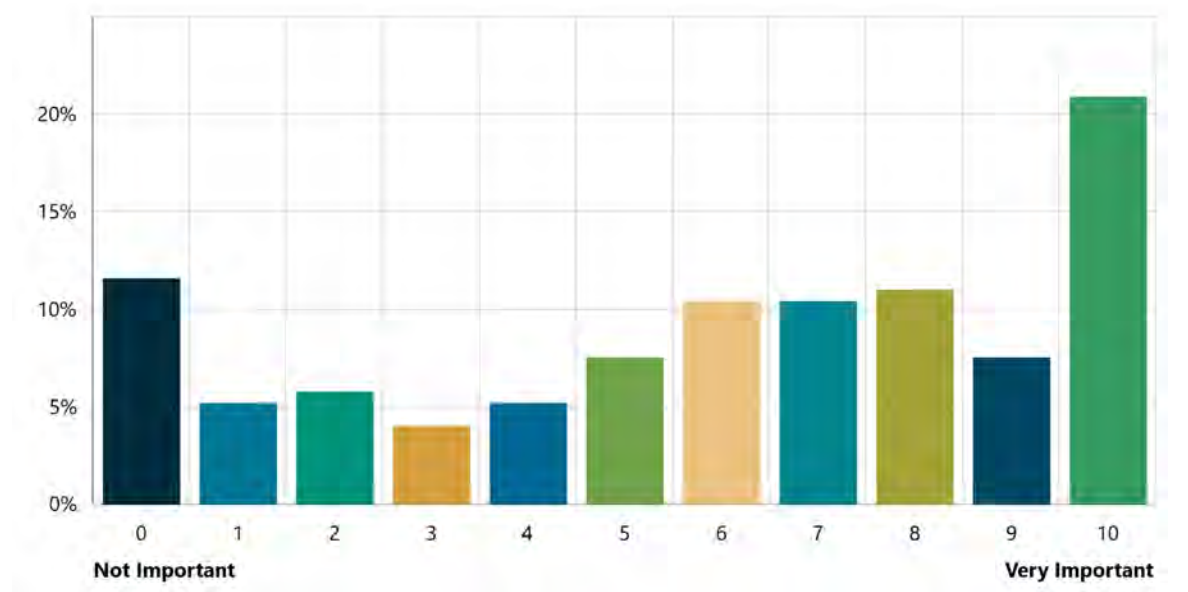
Survey Respondents Age Groups



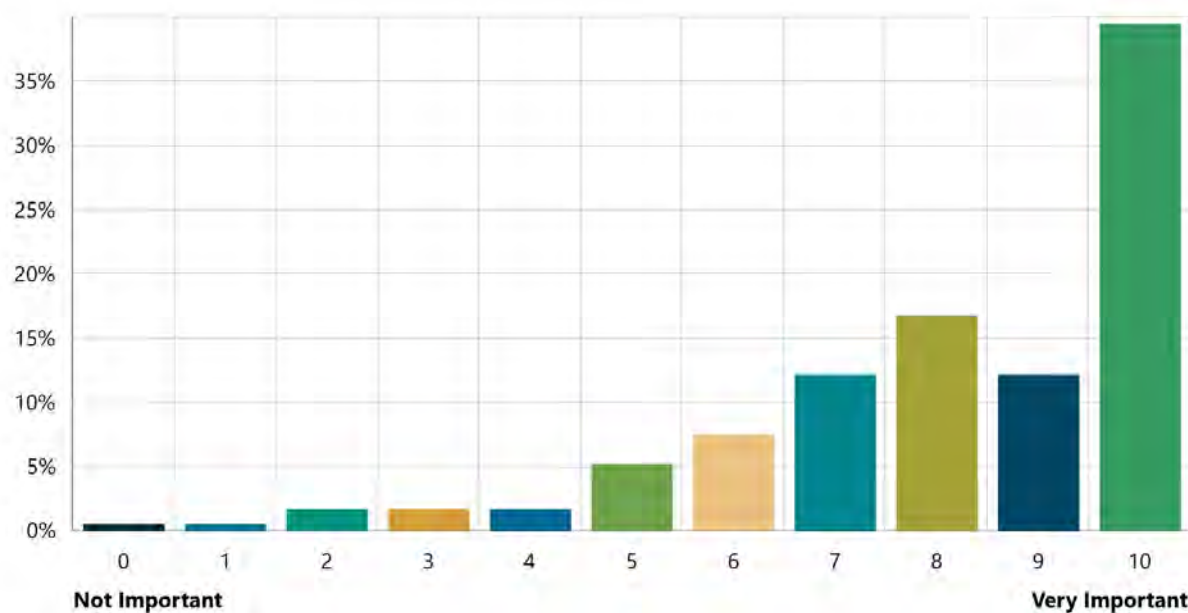
Do you think the Vision still reflects the needs and aspirations of our community?



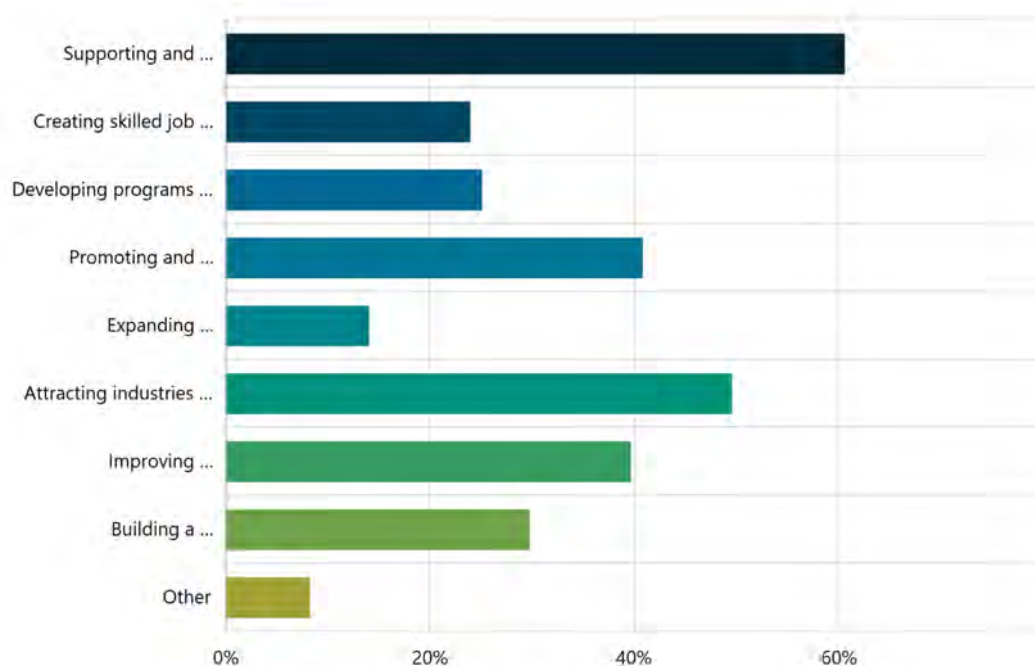
Set a net zero target to address climate change and reduce our environmental impact.



Increasing tree cover to cool the urban area, improve air quality, and support wildlife.

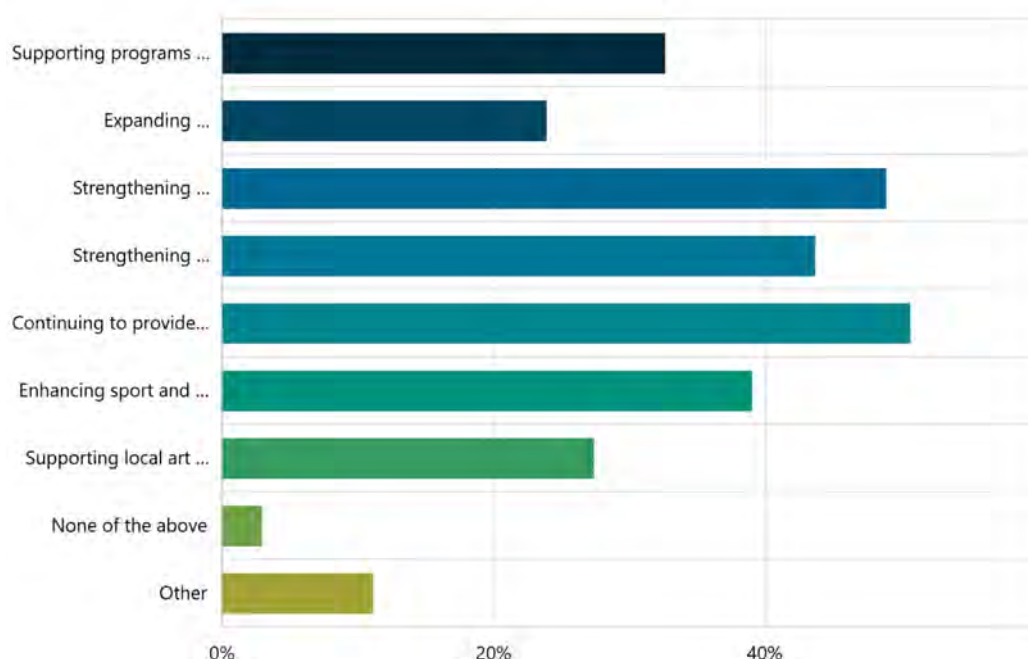


What should Benalla Rural City Council's economy focus on most to thrive in the



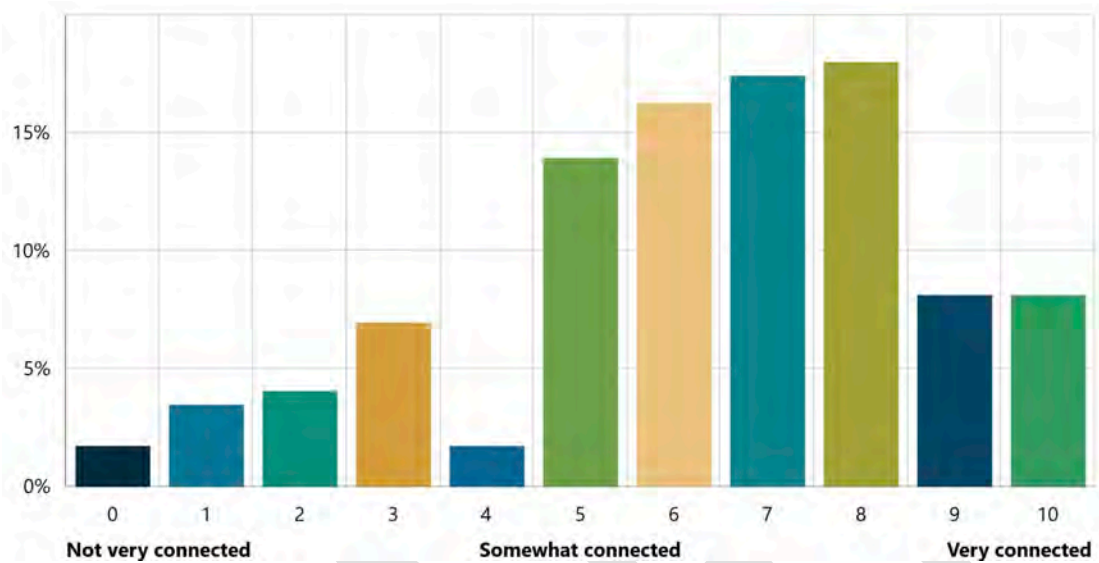
Answer choices	Percent	Count
Supporting and growing small businesses.	60.47%	104
Creating skilled job opportunities.	23.84%	41
Developing programs for education and upskilling.	25.00%	43
Promoting and investing in tourism.	40.70%	70
Expanding agriculture and farming opportunities.	13.95%	24
Attracting industries to the region.	49.42%	85
Improving infrastructure (eg: transport, internet).	39.53%	68
Building a sustainable economy (eg: renewable energy, green initiatives)	29.65%	51
Other	8.14%	14

What should Benalla Rural City Council focus on most to help the community thrive in the future?

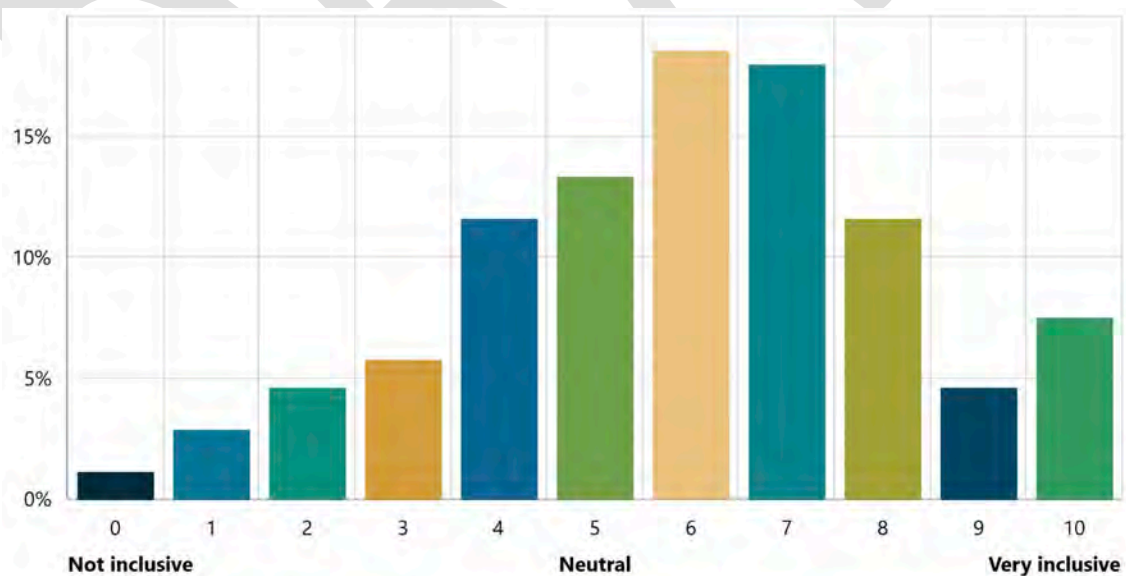


Answer choices	Percent	Count
Supporting programs and activities that bring together people from diverse backgrounds and promote cultural understanding.	32.56%	56
Expanding volunteer programs and community events	23.84%	41
Strengthening collaboration between the Council and community organisations	48.84%	84
Strengthening community connections and reducing isolation	43.60%	75
Continuing to provide grants that support community groups, events, and local initiatives	50.58%	87
Enhancing sport and recreation facilities to support active and healthy lifestyles	38.95%	67
Supporting local art and cultural programs to celebrate creativity and heritage	27.33%	47
None of the above	2.91%	5
Other	11.05%	19

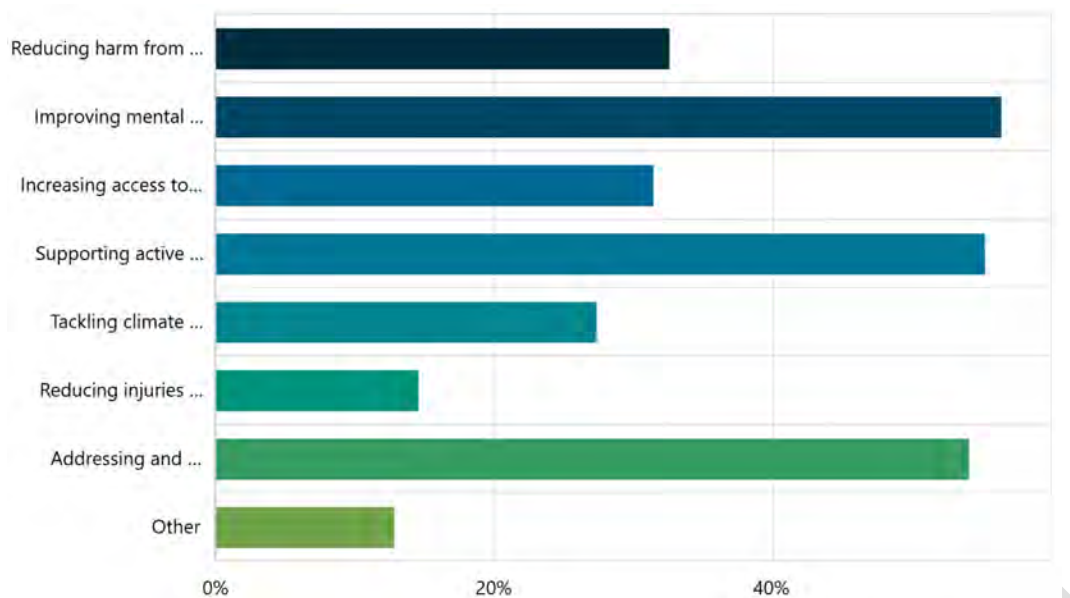
How connected do you feel to your local community?



How inclusive do you feel the community is for people from diverse cultural backgrounds, including migrant populations?

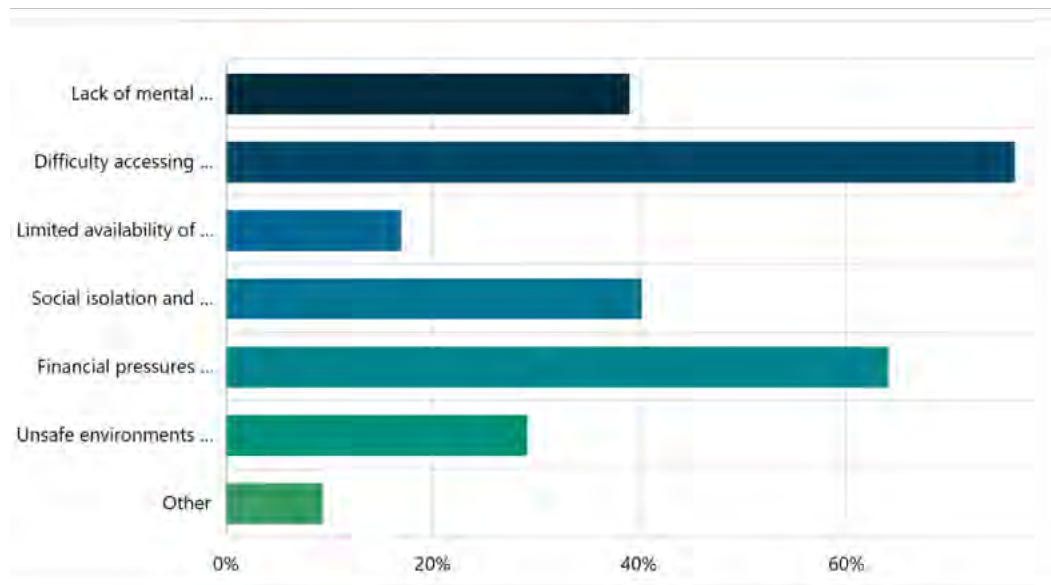


What should Benalla Rural City Council prioritise to improve health and wellbeing across the community?



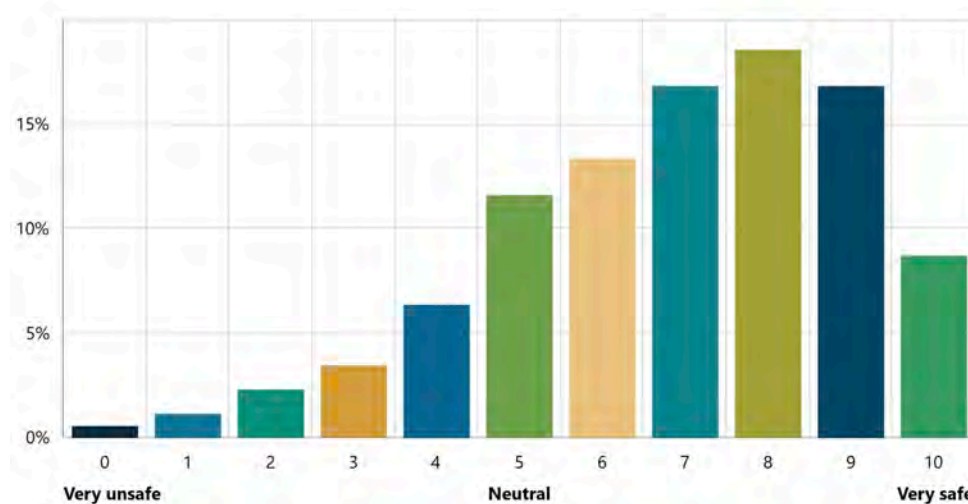
Answer choices	Percent	Count
Reducing harm from alcohol, drug, and tobacco use	32.56%	56
Improving mental health and emotional wellbeing services	56.40%	97
Increasing access to healthy food and promoting nutrition	31.40%	54
Supporting active living and physical activity opportunities	55.23%	95
Tackling climate change and its impacts on community health	27.33%	47
Reducing injuries and creating safer environments	14.53%	25
Addressing and preventing family violence and other forms of violence	54.07%	93
Other	12.79%	22

What are the biggest barriers to good health and wellbeing in the community?

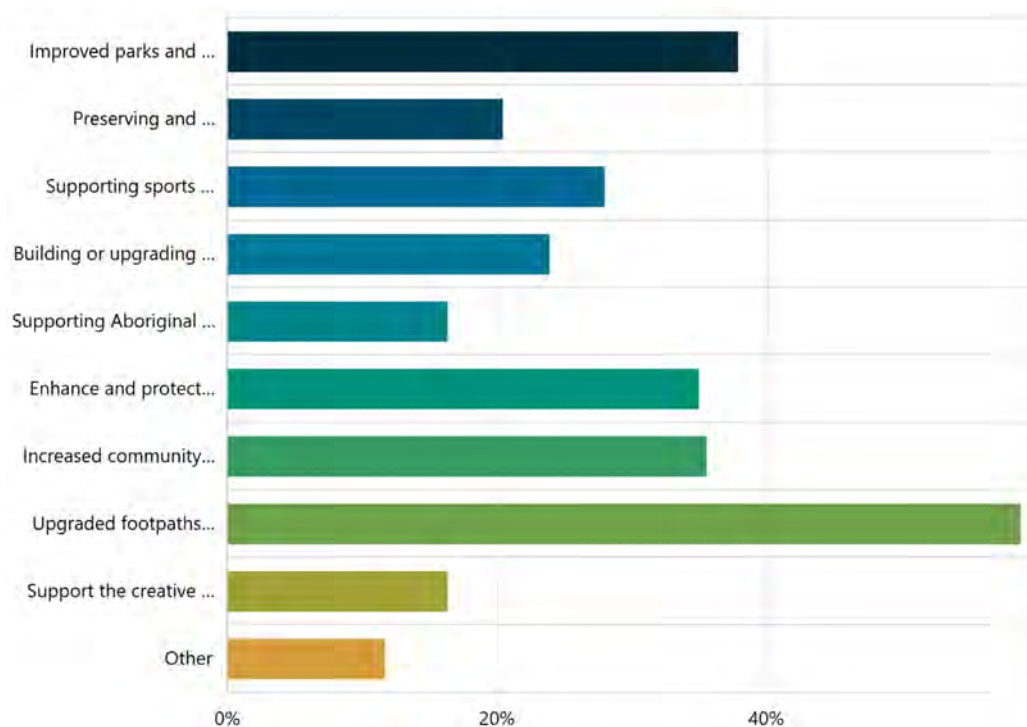


Answer choices	Percent	Count
Lack of mental health services and support	38.95%	67
Difficulty accessing healthcare (eg: GP, specialists, transport)	76.16%	131
Limited availability of recreational or fitness facilities	16.86%	29
Social isolation and loneliness	40.12%	69
Financial pressures affecting health-related decisions	63.95%	110
Unsafe environments (eg: family violence, lack of safe spaces)	29.07%	50
Other	9.30%	16

Do you feel safe in your community?

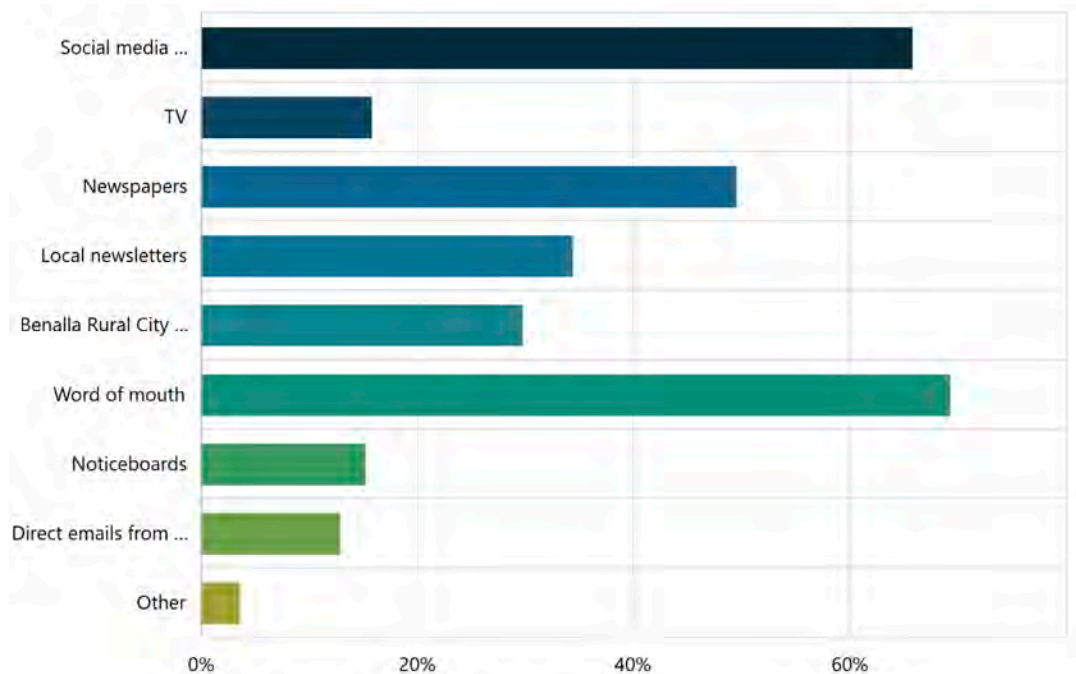


What should Benalla Rural City Council focus on most to promote liveability in the community?



Answer choices	Percent	Count
Improved parks and open spaces	37.79%	65
Preserving and promoting cultural heritage and history	20.35%	35
Supporting sports and recreation	27.91%	48
Building or upgrading cultural facilities (eg: galleries, theatres, libraries)	23.84%	41
Supporting Aboriginal art, culture, and history initiatives	16.28%	28
Enhance and protect the natural environment	34.88%	60
Increased community events	35.47%	61
Upgraded footpaths and roads	58.72%	101
Support the creative arts sector	16.28%	28
Other	11.63%	20

Where do you (and your household) usually get your information about news, services, or events in your community?



Answer choices	Percent	Count
Social media (Facebook, Instagram)	65.70%	113
TV	15.70%	27
Newspapers	49.42%	85
Local newsletters	34.30%	59
Benalla Rural City Council website	29.65%	51
Word of mouth	69.19%	119
Noticeboards	15.12%	26
Direct emails from Council	12.79%	22
Other	3.49%	6

A3 Appendix 3: Summary of Consultation Notes

A3.1 Business & Economy

- **Local entrepreneurs face structural and regulatory barriers:** Small businesses and startups encounter delays, costs and complexity when dealing with Council processes. This includes planning approvals, compliance requirements, and navigating regulations that may not reflect the scale or nature of local enterprise. There is a demand for clearer information, more supportive systems, and a stronger enabling mindset from Council staff.
- **CBD needs activation beyond infrastructure upgrades:** While streetscape improvements are valued, there's concern that physical upgrades alone will not drive foot traffic or vibrancy. Locals want to see more pop-up activity, creative uses of empty shops, and partnerships that give small businesses and community groups a chance to animate the town centre. Programs that reduce risk and lower the entry barrier for participation were frequently mentioned.
- **Benalla's industrial and commercial precincts need long-term planning:** Businesses expressed interest in long-term planning for precincts that support growth, relocation, and co-location of like-minded industries. This includes maintaining well-serviced industrial estates and future-proofing key employment zones. The ability to attract and retain investment relies on certainty and infrastructure that meets modern business needs.
- **Labour shortages and housing constraints affect workforce attraction:** Many employers struggle to find and retain workers due to the lack of affordable or appropriate housing in the area. This is particularly challenging for larger businesses or those bringing in seasonal or skilled labour. Accommodation shortages affect recruitment and create flow-on challenges for service levels and business hours.
- **Youth and workforce development pathways are limited:** There are gaps in training, internships, and transition programs that help young people find work locally or upskill for growth sectors. Without strong partnerships between schools, employers and training providers, many young people leave the region or remain underemployed. This creates a missed opportunity for both economic and community resilience.

A3.2 Environment

- **Tree canopy is limited in key public areas:** Many neighbourhoods, newer housing estates, town entrances and footpaths lack adequate shade. This affects comfort during warmer months, limits walkability, and reduces local amenity. Increasing tree coverage is widely supported as a way to improve cooling, safety and visual appeal.

- **Road and drainage issues are a persistent concern:** Potholes, uneven surfaces and poor drainage create access and safety challenges for drivers, pedestrians and cyclists. In some rural and low-lying areas, maintenance is irregular, reinforcing perceptions of an infrastructure gap between central Benalla and surrounding areas.
- **There is strong support for visible environmental leadership:** Projects such as tree planting are seen as effective ways for the Council to demonstrate its environmental commitment. Actions that leave a lasting impact on the landscape and contribute to regional resilience are considered a priority for future investment.

A3.3 Health & Wellbeing

- **Access to mental health and counselling services is limited:** Support options for youth and adults are constrained by long waitlists, eligibility criteria, and the need to travel to larger centres. Services often prioritise acute or crisis-based care, leaving limited support for mild to moderate needs. In rural settings, stigma around mental health can deter help-seeking. There is a need to strengthen outreach and make support feel more visible, normalised and approachable.
- **Access to general health services depends on transport and limited local supply:** Many residents travel beyond the municipality for regular GP or specialist appointments. Without a car, attending appointments or collecting prescriptions becomes difficult. Informal support from neighbours or family often fills the gap, highlighting both the need for reliable access and the value of community care.
- **Cost-of-living pressures are affecting food security and medical access:** Rising costs for food, rent, and utilities make it harder to maintain health and stability. This includes difficulty affording medication, fresh food, or travel to medical appointments. These pressures are affecting both the day-to-day quality of life and long-term health outcomes.
- **Preventive health and wellbeing programs are not accessible:** Many residents are unaware of local initiatives that support early intervention or healthy living. While the neighbourhood house plays a valuable role, there is demand for broader outreach and more inclusive, proactive wellbeing programs.

A3.4 Leadership

- **Council presence builds trust and connection:** Council presence in rural townships, events and local venues helps build confidence and improve relationships across the municipality. When councillors and staff are seen at events, community meetings, or local halls, it helps close the perceived distance between Council and the broader municipality.

- **Customer service needs stronger coordination and clearer pathways:** Unclear pathways, slow response times, and inconsistent communication create an unpleasant customer experience. When queries go unanswered, it affects trust. Clearer roles, quicker follow-through, and more visible communication channels are needed to improve the overall experience.
- **Engagement efforts need to better connect with decision-making:** Community input is more meaningful when people can see how it informs plans and actions. Strengthening feedback loops, involving local organisations earlier, and improving transparency in decision-making are important to rebuilding and maintaining trust.

A3.5 Arts, Culture, and Tourism

- **Creative activity is strong but lacks dedicated spaces and support:** Benalla has an active base of local artists, makers and creative groups, but many projects rely on individual effort. Limited promotion, funding and access to suitable spaces make it difficult to grow the sector. There is interest in more support to connect local creatives, activate underused venues, and reach wider audiences.
- **Tourism potential is underutilised due to limited experiences and coordination:** Visitors are drawn to Benalla's art and natural beauty, but often struggle to find experiences beyond key events or attractions. There is strong support for clearer signage, better information, and coordinated packaging of local experiences. Stronger partnerships between the Council, tourism operators and regional bodies could help extend visitor stays and strengthen the local economy.

A3.6 Community and Liveability

- **Volunteerism is sustained by a group of regulars:** Community life is sustained by a small number of long-term volunteers, many of whom are older adults. While this fosters strong social connections, it places pressure on the same people and limits renewal. There is a clear need to find ways to attract new and younger residents to participate.
- **Transport creates barriers for people to join activities:** Residents living outside of Benalla struggle to attend events, programs or gatherings due to limited transport options. Without a car, it is difficult to participate, which leaves many feelings disconnected from broader community life.
- **Social infrastructure is ageing or under-utilised:** Town halls, recreation reserves and community centres are key venues for local connection, but not all are easy to access. For smaller or newer groups, hiring costs or physical limitations of older buildings can become barriers.

- **Digital exclusion affects how people stay informed and involved:** Older residents and people without stable internet access or reliable mobile connectivity, or with low digital literacy can easily miss out, especially in rural areas. Without consistent offline communication methods like posters or word-of-mouth networks, many are simply unaware of what is happening.

DRAFT

benalla.vic.gov.au

PO BOX 227
Benalla VIC 3671
(03) 5760 2600
council@benalla.vic.gov.au



4.3 Draft Benalla Rural City Council Financial Plan 2025/26 to 2034/35

Ref: 849721560-131

Cathy Fitzparick – Manager Finance
Robert Barber – General Manager Corporate
Peter Keane – Chief Executive Officer

PURPOSE OF REPORT

The report presents for consideration the draft *Benalla Rural City Council Financial Plan 2025/26 to 2034/35*.

BACKGROUND

Under section 91 of the *Local Government Act 2020*, the Council must develop and adopt a financial plan to provide a long-term view of the resources that are expected to be available to the Council and the proposed/predicted application/use of those resources over a 10-year period.

The draft *Benalla Rural City Council Financial Plan 2025/26 to 2034/35* (Financial Plan – refer **Appendix 1**) should cover all aspects of the Council's role, including services/operations and capital investment/assets. It should also describe the proposed sources of funds it proposes to have access to and include all the high-level assumptions underpinning the Plan.

The Financial Plan shows how the viability and financial sustainability of Council will be achieved over the 10-year period. In the shorter term (up to four years), it should show the resources required to implement the Council Plan and other legislated responsibilities.

The Financial Plan must be adopted by 31 October 2025.

DISCUSSION

At a minimum the Financial Plan is to include:

- Financial statements for next 10 years include Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works.
- Statement of capital works is to include 10-year expenditure in relation to non-current assets, classified in accordance with the asset classes and asset expenditure types specified in the Local Government Model Financial Report and a summary of funding sources in relation to the planned capital works expenditure.
- A statement of human resources that includes a summary of planned expenditure for the next ten years in relation to permanent human resources and a summary of the planned number of permanent full time equivalent staff by organisational structure split between male, female and self-described gender.

Where possible the first four years of the 10-year Financial Plan Statements should align to the Budget as it relates to the same financial years. Alignment will ensure consistent financial year projections for both the Financial Plan and the Budget.

The Plan effectively takes the assumptions and budget parameters that have been applied to the *2025/26 Budget* (which covers a four-year period) and extends these out into years 5-10 to give a longer-term view of the Council's financial viability and outcomes.

Critically, the Financial Plan should not be a static document. A decision to revise and adopt a new Financial Plan may be made by the Council at any time.

The draft *Benalla Rural City Council Financial Plan 2025/26 to 2034/35* is attached as **Appendix 1**.

Financial Plan Objectives

The key objectives underpinning the Financial Plan are:

- Meeting service needs of the community (now and in the future) while remaining financially sustainable.
- Accessible services are provided in an equitable manner and are responsive.
- Loan borrowings are able to be serviced and maintained at a prudent level.
- Maintaining a strong cash position and positive liquidity ratios.
- Aim to achieve an operating surplus.
- Ensuring decisions are made having regard to their financial effects on future generations.
- Strategic consideration of the appropriate use of surplus cash as the cash position becomes stronger.
- Capital expenditure focuses on asset renewal projects.
- Maintenance of low/medium risks against the Victorian Auditor-General's Office financial indicators.

Assumptions to the Financial Plan Statements

To inform the plan's development, a set of several assumptions need to be applied and reviewed annually. Assumptions to be identified include:

- Consumer Price Index annual changes
- income from rates, charges fees and fines
- projected operational and capital grants
- profits/loss from the disposal of assets
- employee costs
- forecast payment for materials and services
- depreciation and amortisation
- borrowing strategy
- identification of proposed key capital projects.

Specific Assumptions

1. Rate Cap

The *Benalla Rural City Council Revenue and Rating Plan 2025-2029* applies to the 2025/26 Budget figures. General Rates and Municipal Charge - revenue target as per Minister's Rate Cap declaration for 2025/26 at 3 per cent. Future increases applied at 2.5 per cent for 2026-2029 and 2.7 per cent for 2030-2035.

2. Population Growth

Growth for 2025/26 is expected to increase to 1 per cent and this rate is assumed for future years

3. Borrowing Interest Rate

No new borrowings are proposed.

4. CPI

2.5 per cent applied 2025-2029 based on the Australian Bureau of Statistics: Department of Treasury and Finance projections, increasing to 2.7 per cent for 2030 onwards (based on RBA inflation forecast)

5. User Fees

The Financial Plan applies figured from the *2025/26 Budget*. General Rates and Municipal Charge - revenue target as per Minister's Rate Cap declaration for 2025/26 at 3 percent. Future increases will be based on 2.5 percent for 2025-2029 applied as above increasing to 2.7 per cent from 2030 onwards (based on RBA inflation forecast).

6. Grants – Recurrent

2.5 per cent applied based on the Australian Bureau of Statistics: Department of Treasury and Finance projections with 2.7 per cent (based on Reserve Bank of Australia inflation forecast) from 2030 onwards.

7. Employee Costs

Increases relate to Benalla Rural City Council - Workforce Plan 2021-2025 and currently proposed BRCC Enterprise Bargaining agreement - 1 October 2024, which is nearing finalisation.

FINANCIAL PERFORMANCE INDICATORS

A range of financial indicators are detailed in the Plan to assess the Council's long-term financial sustainability. Indicators provide a better understanding of key measures such as indebtedness and liquidity, which are often hidden when financial information is presented in financial statement format.

The use of indicators over a 10-year horizon also allows trends to be assessed helping to confirm the council's service delivery, infrastructure renewal, rating and debt strategies.

***COUNCIL PLAN 2021-2025* IMPLICATIONS**

Leadership

- *Good governance.*
- *High performance culture.*
- *Engaged and informed community.*
- *Effective and responsive advocacy.*

FINANCIAL IMPLICATIONS

Costs associated with the development of the draft Financial Plan have been met from existing budget allocations.

LEGAL OR STATUTORY IMPLICATIONS

The Financial Plan has been developed to ensure compliance with the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

GENDER EQUALITY ACT

Under the *Gender Equality Act 2020* the Council is required to undertake a gender impact assessment when developing or reviewing any policy, program or service that has a direct and significant impact on the public.

A gender equity assessment found the draft Financial Plan to have an overall neutral gender impact.

COMMUNITY ENGAGEMENT

In accordance with the Council's *Community Engagement Policy*, it is proposed that, that community engagement on the draft Financial Plan be undertaken at the 'consult' level under the International Association for Public Participation's IAP2 public participation spectrum as detailed in the table following:

Level of Public Participation	Promise to the community	Techniques to be used
Consult	We will provide information and consider feedback prior to making a decision.	▪ Council report. ▪ Public notice in the <i>Benalla Ensign</i> and on the Council website. ▪ Draft financial plan to be exhibited and feedback invited. ▪ Promotion of draft financial plan via media, website and social media. ▪ Draft financial plan made available in hardcopy for review at key locations. ▪ Audit and Risk Committee invited to provide feedback on the draft financial plan.

OFFICER DECLARATION OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflicts of interest in this matter.

CONCLUSION

Submissions relating to the Financial Plan will be heard at an additional meeting of the Finance and Planning Committee on Wednesday 1 October 2025.

Following consideration of submissions, it is proposed that the *Benalla Rural City Council Financial Plan 2025/26 to 2034/35* be presented to the Council for adoption at the Council meeting on Wednesday 29 October 2025.

Recommendation:

That the draft *Benalla Rural City Council Financial Plan 2025/26 to 2034/35* be endorsed and placed on public exhibition for a period of at least 28 days.



Benalla Rural City Council Financial Plan 2025/26 to 2034/35

PO BOX 227
Benalla VIC 3671

(03) 5760 2600
council@benalla.vic.gov.au

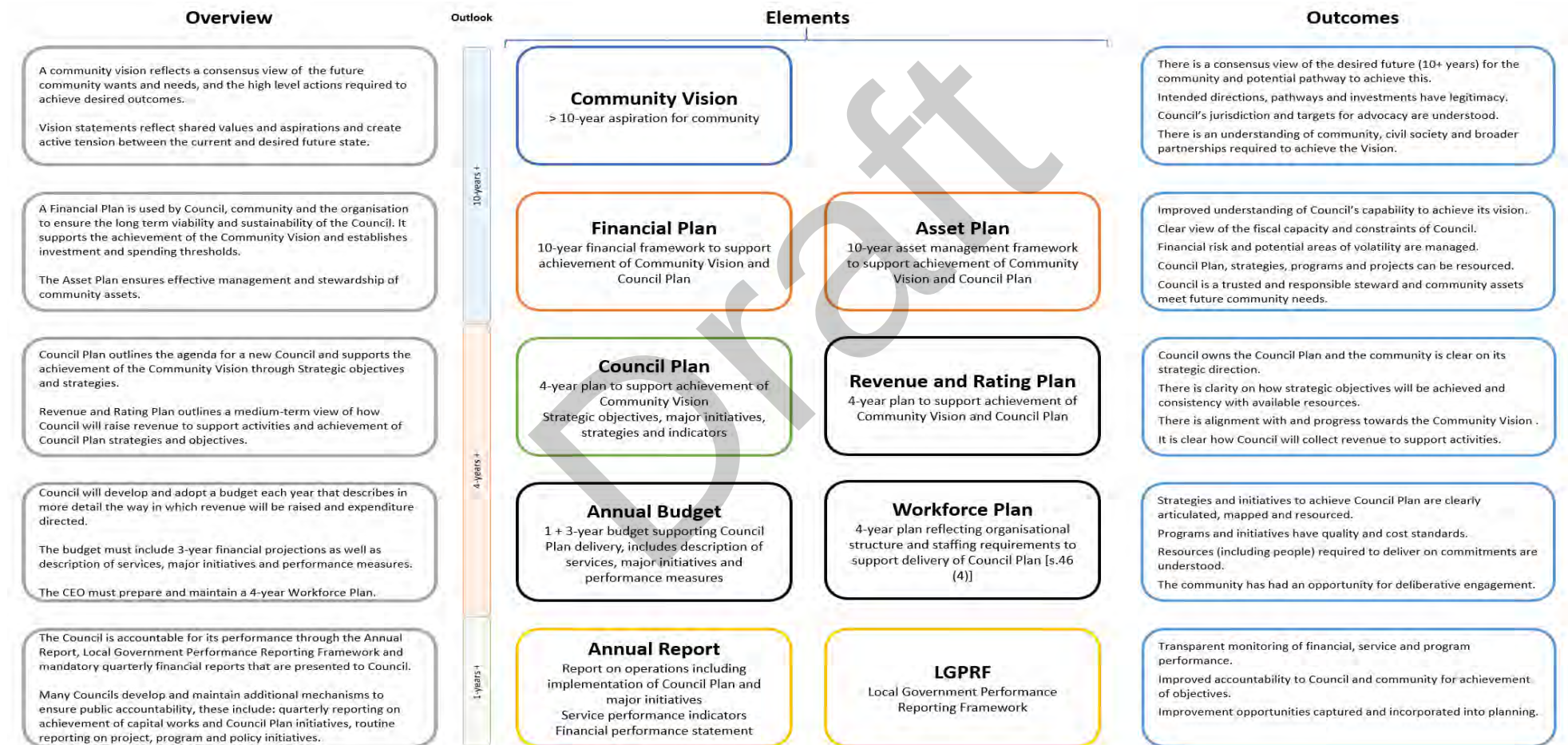
benalla.vic.gov.au

Contents

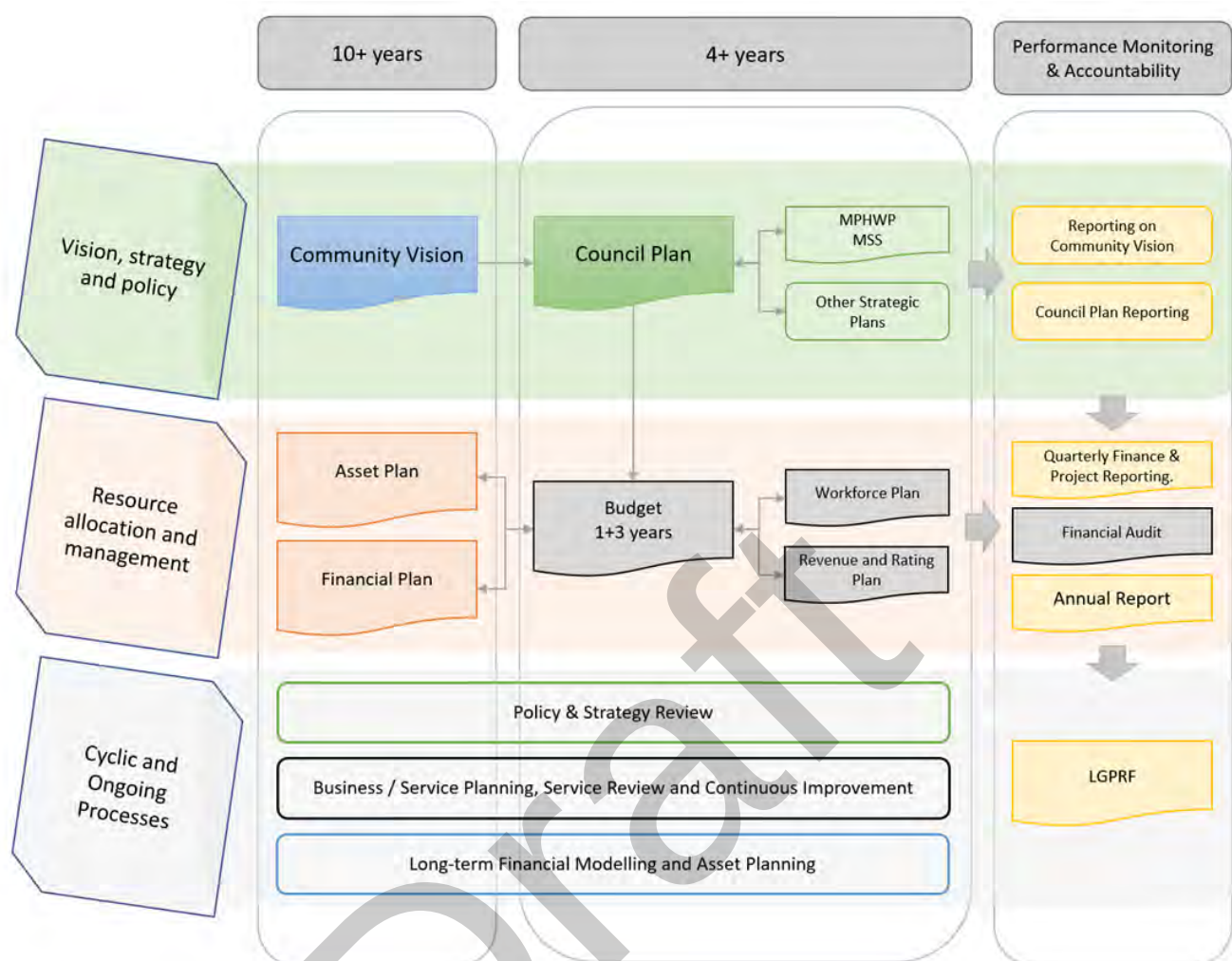
1. Legislative Requirements	3
1.1 Strategic Planning Principles	4
1.2 Financial Management Principles	5
1.3 Engagement Principles	5
1.4 Services Performance Principles	5
1.5 Asset Plan Integration	6
1.6 Revenue and Rating Plan Integration	6
2 Financial Plan Context	7
2.1 Financial Policy Statements	7
2.2 Strategic Actions	8
2.3 Assumptions to the Financial Plan Statements	9
3 Financial Plan Statements	11
3.1 Comprehensive Income Statement	12
3.2 Balance Sheet	13
3.3 Statement of Changes in Equity	15
3.4 Statement of Cash Flows	17
3.5 Capital Works Projects	19
3.6 Statement of Human Resource	21
4 Financial Performance Indicators	22
5 Strategies and Plans	23
5.1 Borrowing Strategy	23
5.2 Reserves Strategy	23

1. Legislative Requirements

The Financial Plan links to the achievement of the Community Vision and the Council Plan within the Integrated Strategic Planning and Reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report). The following diagram provides an overview of the core legislated elements of an integrated strategic planning and reporting framework and outcomes.



The diagram below demonstrates how each element might inform or be informed by other parts of the integrated framework.



1.1 Strategic Planning Principles

The Financial Plan provides a 10 year financially sustainable projection regarding how the actions of the Council Plan may be funded to achieve the Community Vision. The Financial Plan is developed in the context of the following strategic planning principles:

- a. Council has an integrated approach to planning, monitoring and performance reporting.
- b. Council financial plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan aspirations and actions are formulated in the context of the Community Vision.
- c. The Financial Plan statements articulate the 10-year financial resources necessary to implement the goals and aspirations of the Council Plan to achieve the Community Vision.
- d. Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan. The financial risks are included at section 1.2.2 below.
- e. The Financial Plan provides for the strategic planning principles of progress monitoring of progress and reviews to identify and adapt to changing circumstances.

1.2 Financial Management Principles

The Financial Plan demonstrates the following financial management principles:

- 1.2.1** Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with Council's financial policies and strategic plans.
- 1.2.2** Management of the following financial risks:
 - a. the financial viability of the Council (refer to section 2.1 Financial Policy Statements).
 - b. the management of current and future liabilities of the Council. The estimated 10 year-liabilities are disclosed in section 3.2 Balance Sheet projections.
 - c. the beneficial enterprises of Council (where appropriate).
- 1.2.3** Financial policies and strategic plans are designed to provide financial stability and predictability to the community.
- 1.2.4** Council maintains accounts and records that explain its financial operations and financial position (refer section 3 Financial Statements)

1.3 Engagement Principles

Community engagement on the Financial Plan will be undertaken in accordance with the Council's Community Engagement Framework. Engagement will be undertaken in the 'Consult' spectrum of the IAP2 Public Participation Spectrum.

Engagement techniques include:

- Public reports to the Council.
- 28-day public exhibition period.
- Promotion via advertising, media and social media.
- Hearing and consideration of submissions.

1.4 Services Performance Principles

Council services are designed to be purpose, targeted to community needs and value for money. The service performance principles are listed below:

- a. Services are provided in an equitable manner and are responsive to the diverse needs of the community. The Council Plan is designed to identify the key services and projects to be delivered to the community. The Financial Plan provides the mechanism to demonstrate how the service aspirations within the Council Plan may be funded.
- b. Services are accessible to the relevant users within the community.
- c. Council provides quality services that provide value for money to the community. The Local Government Performance Reporting Framework (LGPRF) is designed to communicate council's performance regarding the provision of quality and efficient services.

1.5 Asset Plan Integration

Integration to the Asset Plan is a key principle of the Council's strategic financial planning principles. The purpose of this integration is designed to ensure that future funding is allocated in a manner that supports service delivery in terms of the plans and the effective management of Council's assets into the future.

The Asset Plan identifies the operational and strategic practices which will ensure that Council manages assets across their life cycle in a financially sustainable manner. The Asset Plan, and associated asset management policies, provide council with a sound base to understand the risk associated with managing its assets for the community's benefit.

The Asset Plan is designed to inform the 10-year Financial Plan by identifying the amount of capital renewal, backlog and maintenance funding that is required over the life of each asset category. The level of funding will incorporate knowledge of asset condition, the risk assessment issues as well as the impact of reviewing and setting intervention and service levels for each asset class.

In addition to identifying the operational and strategic practices that ensure that Council manages assets across their life cycle in a financially sustainable manner, the Asset Plan quantifies the asset portfolio and the financial implications of those practices. Together the Financial Plan and Asset Plan seek to balance projected investment requirements against projected budgets.

1.6 Revenue and Rating Plan Integration

Integration to the Revenue and Rating Plan is a key principle of the Council's strategic financial principles. The purpose of the integration is to ensure that revenue is raised to support the Council's financial plans and the Council Plan.

Revenue raised by a local government is to deliver services and infrastructure to benefit those providing the revenue the local community. The Revenue and Rating Plan is therefore linked to planned expenditure in the annual budget and strategic financial planning. They cannot be separated as any increase in spending by a council must be matched by revenue.

The Revenue and Rating Plan provides the framework for the setting of fees and charges, statutory charges, rates, and other Council income sources. It also makes assumptions regarding the levels of non-controlled revenues that the Council expects to generate over the four-year period, such as grants, subsidies, and contributions.

Additionally, it defines the amounts of rates to be generated either through a uniform rate, or from different ratepayer/property classes through municipal charges, differential rates, service rates and charges, and special rates and charges (where they have been adopted).

2 Financial Plan Context

This section describes the context and external/internal environment and consideration in determining the 10-year financial projections and assumptions.

2.1 Financial Policy Statements

This section defines the policy statements, and associated measures, that demonstrates Council's financial sustainability to fund the aspirations of the Community Vision and the Council Plan.

Financial Performance Indicators

Indicator	Measure	Target	Budget 2026	Forecast 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
Adjusted underlying result	Adjusted underlying surplus-deficit/Adjusted underlying revenue	>5%	-1.6%	-1.6%	0.6%	0.5%	0.2%	-0.1%	-1.1%	-0.2%	-0.4%	-0.7%	-0.9%
Liquidity	Current assets/Current liabilities	>100	300%	300%	328%	338%	378%	404%	427%	460%	491%	498%	543%
Indebtedness	Non-current liabilities/own source revenue	<40%	45.4%	45.4%	43.6%	42.1%	41.0%	39.8%	39.4%	38.7%	37.7%	36.8%	35.8%
Renewal Gap	Renewal and upgrade expenditure/Depreciation	>100	128.6%	128.6%	82.9%	88.8%	65.0%	72.9%	71.7%	71.9%	66.3%	65.5%	59.9%

2.2 Strategic Actions

Council has identified the following strategic actions that will support the aspirations of the Council Plan:

- Meeting service needs of the community (now and in the future) while remaining financially sustainable.
- Adherence to the State Government's Fair Go Rates system with no provision for a rating increases beyond the rate cap.
- Grants are sought and advocated for from other levels of government.
- Accessible services are provided in an equitable manner and are responsive
- Loan borrowings are able to be serviced and maintained at a prudent level.
- Maintaining a strong cash position and positive liquidity ratios.
- Aim to achieve an operating surplus.
- Ensuring decisions are made having regard to their financial effects on future generations.
- Strategic consideration of the appropriate use of surplus cash as the cash position becomes stronger.
- Capital expenditure focuses on asset renewal projects.
- Maintenance of low/medium risks against the Victorian Auditor-General's Office financial indicators.

2.3 Assumptions to the Financial Plan Statements

This section presents information regarding the assumptions to the Comprehensive Income Statement for the 10 years from 2025/26 to 2034/35. The assumptions comprise the annual escalations/movement for each line item of the Comprehensive Income Statement.

Revenue		Budget 2026	Forecast 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
Rates & chargers – general	%			2.50	2.50	2.50	2.70	2.70	2.70	2.70	2.70	2.70
CIV of rateable properties	\$	5,613,511	5,613,511	5,669,646	5,726,343	5,783,606	5,841,442	5,899,856	5,958,855	6,018,444	6,078,628	6,139,414
Number of property assessments	No.	8,600	8,600	8,686	8,773	8,861	8,949	9,039	9,129	9,220	9,313	9,406
Rates & chargers – supplementary	\$	0	0	0	0	0	0	0	0	0	0	0
Rates & chargers – municipal charge	%			2.50	2.50	2.50	2.70	2.70	2.70	2.70	2.70	2.70
Rates & chargers – service charges	%			12.25	2.50	2.50	2.70	2.70	2.70	2.70	2.70	2.70
Rates & chargers – revenue in lieu	\$			436,650	436,650	436,650	436,650	436,650	436,650	436,650	436,650	436,650
Rates & chargers – interest	\$			56,375	60,000	60,000	60,000		60,000	60,000	60,000	60,000
Statutory fees and fines	%			2.50	2.50	2.50	2.70	2.70	2.70	2.70	2.70	2.70
User fees	%			2.50	2.50	2.50	2.70	2.70	2.70	2.70	2.70	2.70
Grant operating – recurrent	%			2.50	2.50	2.50	2.70	2.70	2.70	2.70	2.70	2.70
Grant operating – non recurrent	%			2.50	2.50	2.50	2.70	2.70	2.70	2.70	2.70	2.70
Contributions – monetary	\$	208,504	208,504	257,161	257,161	257,161	257,161	257,161	257,161	257,161	257,161	257,161
Interest income – investments	\$	0	0	0	0	0	0	0	0	0	0	0
Other income	\$	0	0	0	0	0	0	0	0	0	0	0
Expenditure (%+/- change or \$ absolute)		Budget 2026	Forecast 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
Employee costs	%			3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25
Employee numbers	FTE	126.0	126.0	125.0	124.0	124.0	124.0	124.0	124.0	124.0	124.0	124.0
Materials and services	%			2.50	2.50	2.50	2.70	2.70	2.70	2.70	2.70	2.70
Bad and doubtful debts	\$			14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Other expenses	\$			2.50	2.50	2.50	2.70	2.70	2.70	2.70	2.70	2.70

2.3.1 Rates and charges

The *Benalla Rural City Council Revenue and Rating Plan 2025-2029* applies to the 2025/26 Budget figures. General Rates and Municipal Charge – revenue target as per Minister's Rate Cap declaration for 2025-2026 at 3 per cent. Future increases applied at 2.5 per cent 2026 -2029 and 2.7 per cent 2030–2035 (based on RBA inflation forecast).

2.3.2 Statutory fees and fines

The Financial Plan indexes statutory fees, set by legislation, according on the estimated annual rate of CPI. This is often a best case scenario given some fees are outside of the control by Council and therefore may be subject to changes different to CPI.

2.3.3 User fees

The *Benalla Rural City Council Revenue and Rating Plan 2025-2029* applies to the 2025/2026 Budget figures. General Rates and Municipal Charge – revenue target as per Ministers Rate Cap declaration for 2025-2026 at 3 per cent. Future increases applied at 2.5 per cent 2026 -2029 and 2.7 per cent 2030–2035 (based on RBA inflation forecast).

2.3.4 Grants

Council currently receives grants for tied (specific purpose grants) and un-tied Financial Assistance grant funding received via the Victorian Local Government Grants Commission.

Operating grants are expected to increase on an annual basis by between 2.5 per cent for 2025-2029 and 2.7 per cent 2030–2035 (based on RBA inflation forecast).

Capital grants are not forecast past the 2030/35 financial year. However, it is expected that the Australian Government's Roads to Recovery funding program of approximately \$1.86 million per annum will continue for the life of the Financial Plan. Once confirmed, the funding will be included in future versions of the plan.

2.3.5 Employee costs

The 2025-26 year includes a 3.25 per cent increase for employee costs that mainly reflects the salary increase for all staff pursuant to the Enterprise Agreement, Working for Victoria temporary employees and other costs such as end of band payments. The 1 October 2024 Agreement is yet to be finalised.

The ensuing years, from 2027-2036, reflect annual increases of 3.25 per cent per annum to provide for annual EBA increases and other costs.

2.3.6 Depreciation and amortisation

Depreciation estimates have been based on the projected capital spending contained within the Financial Plan. Depreciation has been further increased by the indexing of the replacement cost of Council's fixed assets.

2.3.7 Borrowing costs

Borrowing costs comprise the interest expense to service Council's loan portfolio that is described in Section 5.1 Borrowing Strategy.

2.3.8 Other expenses

Other expenses include administration costs such as Councillor allowances, election costs, sponsorships, partnerships, community grants, lease expenditure, fire services property levy, audit costs and other costs associated with the day to day running of Council.

3 Financial Plan Statements

This section presents information regarding the Financial Plan Statements for the 10 years from 2026 to 2036.

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

Draft

3.1 Comprehensive Income Statement

	Budget 2026	Forecast 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
Income											
Rates and charges	24,013	24,013	25,049	25,667	26,296	26,993	27,708	28,443	29,197	29,972	30,768
Statutory fees and fines	457	457	468	480	492	505	519	533	547	562	577
User fees	2,973	2,973	3,048	3,124	3,202	3,288	3,377	3,468	3,562	3,658	3,757
Grants – operating	7,621	7,621	7,812	8,007	8,207	8,429	8,656	8,890	9,130	9,376	9,630
Grants – capital	5,940	5,940	1,853	1,950	1,950	1,950	1,950	1,950	1,950	1,950	1,950
Contributions – monetary	209	209	257	257	257	257	257	257	257	257	257
Contributions – non-monetary	0	0	0	0	0	0	0	0	0	0	0
Net gain/-loss on disposal of property, infrastructure, plant & equipment	0	0	0	0	0	0	0	0	0	0	0
Other income	620	620	620	620	620	620	620	620	620	620	620
Total income	41,832	41,832	39,107	40,104	41,024	42,042	43,087	44,161	45,263	46,396	47,559
Expenses											
Employee costs	14,914	14,914	15,398	15,899	16,416	16,949	17,500	18,069	18,656	19,262	19,888
Materials and services	14,393	14,393	14,753	15,122	15,500	15,919	16,348	16,790	17,243	17,709	18,187
Depreciation	7,201	7,201	7,463	7,648	7,799	7,931	8,076	8,225	8,369	8,545	8,716
Employee costs	236	236	36	60	78	0	0	0	0	0	0
Materials and services	337	337	206	142	142	244	579	142	142	142	142
Bad and doubtful debts	14	14	14	14	14	14	14	14	14	14	14
Borrowing costs	119	119	100	84	71	59	49	0	0	0	0
Depreciation	16	16	15	13	13	13	13	13	13	13	0
Other expenses	623	623	639	655	671	689	708	727	747	767	788
Total expenses	37,853	37,853	38,625	39,637	40,704	41,818	43,287	43,980	45,183	46,451	47,734
Surplus/-deficit for the year	3,979	3,979	481	468	320	224	-200	181	80	-55	-175
Other comprehensive income											
<i>Items that will not be classified to surplus or deficit in future periods</i>											
Net asset revaluation increment/-decrement	0	0	0	0	0	0	0	0	0	0	0
Total comprehensive results	3,979	3,979	481	468	320	224	-200	181	80	-55	-175

3.2 Balance Sheet

	Budget 2026	Forecast 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
Assets											
Current assets											
Cash and cash equivalents	21,525	21,525	22,106	22,915	25,555	27,819	30,034	32,308	34,930	36,259	39,509
Trade and other receivables	5,718	5,718	5,785	5,825	5,866	5,911	5,958	6,005	6,054	6,105	6,156
Inventories	36	36	36	36	36	36	36	36	36	36	36
Non-current assets classified as held for resale	0	0	0	0	0	0	0	0	0	0	0
Other assets	198	198	198	198	198	198	198	198	198	198	198
Total current assets	27,476	27,476	28,125	28,973	31,655	33,964	36,225	38,547	41,218	42,597	45,899
Non Current Assets											
Trade and other receivables	0	0	0	0	0	0	0	0	0	0	0
Property, infrastructure, plant and equipment	324,838	324,838	323,912	323,357	320,680	318,581	316,374	314,111	311,338	309,875	306,432
Right of use assets	414	414	590	700	847	847	847	988	1,179	1,370	1,228
Intangible assets	2,606	2,606	2,570	2,510	2,432	2,432	2,432	2,432	2,432	2,432	2,432
Total non-current assets	327,858	327,858	327,072	326,568	323,959	321,860	319,654	317,531	314,950	313,677	310,092
Total Assets	355,334	355,334	355,197	355,541	355,614	355,824	355,879	356,079	356,168	356,274	355,991
Liabilities											
Current Liabilities											
Trade and other payables	3,402	3,402	2,932	3,010	2,880	2,974	3,014	3,060	3,069	3,231	3,123
Trust funds and deposits	926	926	926	926	926	926	926	926	926	926	926
Unearned income	290	290	290	290	290	290	290	290	290	290	290
Provision	3,996	3,996	3,996	3,996	3,996	3,996	3,996	3,996	3,996	3,996	3,996
Interest-bearing liabilities	355	355	296	248	190	190	152	0	0	0	0
Lease liabilities	190	190	135	104	93	28	97	111	111	111	111
Total current liabilities	9,159	9,159	8,576	8,574	8,376	8,405	8,476	8,383	8,392	8,554	8,446
Non Current Liabilities											
Provisions	11,442	11,442	11,617	11,792	11,967	12,142	12,317	12,492	12,492	12,492	12,492
Interest-bearing liabilities	1,075	1,075	779	532	342	152	0	0	0	0	0

	Budget 2026	Forecast 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
Lease liabilities	235	235	321	272	238	209	370	307	307	307	307
Total non-current liabilities	12,752	12,752	12,717	12,595	12,546	12,503	12,686	12,798	12,798	12,798	12,798
Total Liabilities	21,911	21,911	21,292	21,169	20,922	20,908	21,162	21,181	21,190	21,352	21,244
Net Assets	333,423	333,423	333,904	334,372	334,692	334,916	334,717	334,898	334,978	334,922	334,747
Equity											
Accumulated Surplus	165,703	165,703	166,185	166,653	166,973	167,197	166,997	167,178	167,258	167,203	167,028
Reserves	167,719	167,719	167,719	167,719	167,719	167,719	167,719	167,719	167,719	167,719	167,719
Total Equity	333,423	333,423	333,904	334,372	334,692	334,916	334,717	334,898	334,978	334,922	334,747

3.3 Statement of Changes in Equity

	Total \$000	Accumulated Surplus \$000	Revaluation Reserve \$000	Other Reserves \$000
2026				
Balance at beginning of the year	329,444	161,725	166,556	1,164
Surplus/-deficit for the year	3,979	3,979	0	0
Net asset revaluation increment/-decrement	0	0	0	0
Transferred to other reserves	0	0	0	0
Transfers from other reserves	0	0	0	0
Balance at the end of the year	333,423	165,703	166,556	1,164
Forecast 2026				
Balance at beginning of the year	329,444	161,725	166,556	1,164
Surplus/-deficit for the year	3,979	3,979	0	0
Net asset revaluation increment/-decrement	0	0	0	0
Transferred to other reserves	0	0	0	0
Transfers from other reserves	0	0	0	0
Balance at the end of the year	333,423	165,703	166,556	1,164
2027				
Balance at beginning of the year	333,423	165,703	166,556	1,164
Surplus/-deficit for the year	481	481	0	0
Net asset revaluation increment/-decrement	0	0	0	0
Transferred to other reserves	0	0	0	0
Transfers from other reserves	0	0	0	0
Balance at the end of the year	333,904	166,185	166,556	1,164
2028				
Balance at beginning of the year	333,904	166,185	166,556	1,164
Surplus/-deficit for the year	468	468	0	0
Net asset revaluation increment/-decrement	0	0	0	0
Transferred to other reserves	0	0	0	0
Transfers from other reserves	0	0	0	0
Balance at the end of the year	334,372	166,653	166,556	1,164
2029				
Balance at beginning of the year	334,372	166,653	166,556	1,164
Surplus/-deficit for the year	320	320	0	0
Net asset revaluation increment/-decrement	0	0	0	0
Transferred to other reserves	0	0	0	0
Transfers from other reserves	0	0	0	0
Balance at the end of the year	334,692	166,973	166,556	1,164
2030				
Balance at beginning of the year	334,692	166,973	166,556	1,164
Surplus/-deficit for the year	224	224	0	0
Net asset revaluation increment/-decrement	0	0	0	0
Transferred to other reserves	0	0	0	0

	Total \$000	Accumulated Surplus \$000	Revaluation Reserve \$000	Other Reserves \$000
Transfers from other reserves	0	0	0	0
Balance at the end of the year	334,916	167,197	166,556	1,164
2031				
Balance at beginning of the year	334,916	167,197	166,556	1,164
Surplus/-deficit for the year	-200	-200	0	0
Net asset revaluation increment/-decrement	0	0	0	0
Transferred to other reserves	0	0	0	0
Transfers from other reserves	0	0	0	0
Balance at the end of the year	334,717	166,997	166,556	1,164
2032				
Balance at beginning of the year	334,717	166,997	166,556	1,164
Surplus/-deficit for the year	181	181	0	0
Net asset revaluation increment/-decrement	0	0	0	0
Transferred to other reserves	0	0	0	0
Transfers from other reserves	0	0	0	0
Balance at the end of the year	334,898	167,178	166,556	1,164
2033				
Balance at beginning of the year	334,898	167,178	166,556	1,164
Surplus/-deficit for the year	80	80	0	0
Net asset revaluation increment/-decrement	0	0	0	0
Transferred to other reserves	0	0	0	0
Transfers from other reserves	0	0	0	0
Balance at the end of the year	334,978	167,258	166,556	1,164
2034				
Balance at beginning of the year	334,978	167,258	166,556	1,164
Surplus/-deficit for the year	-55	-55	0	0
Net asset revaluation increment/-decrement	0	0	0	0
Transferred to other reserves	0	0	0	0
Transfers from other reserves	0	0	0	0
Balance at the end of the year	334,922	167,203	166,556	1,164
2035				
Balance at beginning of the year	334,922	167,203	166,556	1,164
Surplus/-deficit for the year	-175	-175	0	0
Net asset revaluation increment/-decrement	0	0	0	0
Transferred to other reserves	0	0	0	0
Transfers from other reserves	0	0	0	0
Balance at the end of the year	334,747	167,028	166,556	1,164

3.4 Statement of Cash Flows

	Budget 2026 \$000	Forecast 2026 \$000	Budget 2027 \$000	Budget 2028 \$000	Budget 2029 \$000	Budget 2030 \$000	Budget 2031 \$000	Budget 2032 \$000	Budget 2033 \$000	Budget 2034 \$000	Budget 2035 \$000
Cash flows from operating activities											
<i>Receipts</i>											
Rates and charges	23,963	23,963	24,982	25,627	26,255	26,947	27,661	28,395	29,148	29,922	30,716
Statutory fees and fines	457	457	468	480	492	505	519	533	547	562	577
User fees	2,973	2,973	3,048	3,124	3,202	3,288	3,377	3,468	3,562	3,658	3,757
Grants - operating	7,621	7,621	7,812	8,007	8,207	8,429	8,656	8,890	9,130	9,376	9,630
Grants - capital	5,940	5,940	1,853	1,950	1,950	1,950	1,950	1,950	1,950	1,950	1,950
Contributions - monetary	209	209	257	257	257	257	257	257	257	257	257
Interest received	0	0	0	0	0	0	0	0	0	0	0
Net trust funds and deposits paid/refunded	0	0	0	0	0	0	0	0	0	0	0
Net GST refund/payment	0	0	0	0	0	0	0	0	0	0	0
Other receipts	620	620	620	620	620	620	620	620	620	620	620
<i>Payments</i>											
Employee costs	-14,746	-14,746	-15,223	-15,724	-16,241	-16,774	-17,325	-17,894	-18,656	-19,262	-19,888
Materials and services	-14,363	-14,363	-15,223	-15,045	-15,630	-15,824	-16,308	-16,744	-17,234	-17,547	-18,294
Other payments	-638	-638	-653	-669	-685	-703	-722	-741	-761	-781	-802
Net cash provided by/-used in operating activities	12,036	12,036	7,940	8,627	8,427	8,695	8,685	8,734	8,563	8,756	8,523
Cash flows from investing activities											
Payments for property, infrastructure, plant & equipment	-12,629	-12,629	-6,537	-7,093	-5,122	-5,832	-5,869	-5,962	-5,596	-7,081	-5,273
Payments for intangible assets	0	0	0	0	0	0	0	0	0	0	0
Proceeds from sale of property, infrastructure, plant & equipment	0	0	0	0	0	0	0	0	0	0	0
Net loans and advances made/repaid	0	0	0	0	0	0	0	0	0	0	0

	Budget 2026 \$000	Forecast 2026 \$000	Budget 2027 \$000	Budget 2028 \$000	Budget 2029 \$000	Budget 2030 \$000	Budget 2031 \$000	Budget 2032 \$000	Budget 2033 \$000	Budget 2034 \$000	Budget 2035 \$000
Net cash provided by/-used in investing activities	-12,629	-12,629	-6,537	-7,093	-5,122	-5,832	-5,869	-5,962	-5,596	-7,081	-5,273
<i>Cash flows from financing activities</i>											
Finance costs	-119	-119	-100	-84	-71	-59	-49	0	0	0	0
Proceeds from borrowings	0	0	0	0	0	0	0	0	0	0	0
Repayment of borrowings	-410	-410	-355	-296	-248	-190	-190	-152	0	0	0
Interest paid - lease liability	-16	-16	-15	-13	-13	-13	-13	-13	-13	-13	0
Repayment of lease liabilities	-338	-338	-351	-332	-334	-337	-350	-333	-333	-333	0
Net cash provided by/-used in financing activities	-883	-883	-822	-725	-665	-599	-601	-498	-346	-346	0
Net increase / -decrease in cash held	-1,476	-1,476	581	809	2,640	2,264	2,215	2,274	2,622	1,329	3,250
Cash and cash equivalents at the beginning of the year	23,001	23,001	21,525	22,106	22,915	25,555	27,819	30,034	32,308	34,930	36,259
Cash and cash equivalents at the end of the year	21,525	21,525	22,106	22,915	25,555	27,819	30,034	32,308	34,930	36,259	39,509

3.5 Capital Works Projects

	Budget 2026 \$000	Forecast 2026 \$000	Budget 2027 \$000	Budget 2028 \$000	Budget 2029 \$000	Budget 2030 \$000	Budget 2031 \$000	Budget 2032 \$000	Budget 2033 \$000	Budget 2034 \$000	Budget 2035 \$000
Property											
Land	46	46	0	0	0	0	0	0	0	0	0
Buildings	2,222	2,222	101	157	80	72	242	50	50	50	50
Total property	2,268	2,268	101	157	80	72	242	50	50	50	50
Plant and Equipment											
Artworks	0	0	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	860	860	850	990	480	790	680	930	670	590	550
Fixtures, fittings and furniture	195	195	304	71	64	47	271	52	47	40	40
Computers and telecommunications	180	180	180	180	180	180	180	180	180	180	180
Library books	96	96	96	96	96	96	96	96	96	96	96
Total plant and equipment	1,331	1,331	1,430	1,337	820	1,113	1,227	1,258	993	906	866
Infrastructure											
Roads	4,178	4,178	3,268	3,564	3,413	3,577	3,427	3,592	3,592	3,592	3,592
Bridges	191	191	150	150	250	400	400	400	400	400	400
Footpaths and cycleways	252	252	150	150	150	150	150	150	150	150	150
Drainage	718	718	888	630	359	470	348	462	361	495	165
Recreational, leisure and community facilities	1,000	1,000	0	0	0	0	0	0	0	0	0
Waste management	2,226	2,226	500	250	0	0	26	0	0	1,438	0
Parks, open spaces and streetscapes	160	160	50	50	50	50	50	50	50	50	50
Aerodromes	305	305	0	805	0	0	0	0	0	0	0
Offstreet carparks	0	0	0	0	0	0	0	0	0	0	0
Total infrastructure	9,030	9,030	5,006	5,599	4,222	4,647	4,401	4,654	4,553	6,125	4,357
Total capital works expenditure	12,629	12,629	6,537	7,093	5,122	5,832	5,869	5,962	5,596	7,081	5,273
Represented by:											
New asset expenditure	3,370	3,370	350	300	50	50	76	50	50	1,488	50

	Budget 2026 \$000	Forecast 2026 \$000	Budget 2027 \$000	Budget 2028 \$000	Budget 2029 \$000	Budget 2030 \$000	Budget 2031 \$000	Budget 2032 \$000	Budget 2033 \$000	Budget 2034 \$000	Budget 2035 \$000
Asset renewal expenditure	8,259	8,259	5,712	6,459	4,872	5,572	5,583	5,692	5,326	5,368	5,163
Asset upgrade expenditure	1,000	1,000	475	334	200	210	210	220	220	225	60
Asset expansion expenditure	0	0	0	0	0	0	0	0	0	0	0
Total capital works expenditure	12,629	12,629	6,537	7,093	5,122	5,832	5,869	5,962	5,596	7,081	5,273
Funding sources represented by:											
Grants	5,940	5,940	1,853	1,950	1,950	1,950	1,950	1,950	1,950	1,950	1,950
Contributions	0	0	0	0	0	0	0	0	0	0	0
Council cash	6,689	6,689	4,684	5,143	3,172	3,882	3,919	4,012	3,646	5,131	3,323
Borrowings	0	0	0	0	0	0	0	0	0	0	0
Total capital works expenditure	12,629	12,629	6,537	7,093	5,122	5,832	5,869	5,962	5,596	7,081	5,273

3.6 Statement of Human Resource

	Budget 2026 \$000	Budget 2026 \$000	Budget 2027 \$000	Budget 2028 \$000	Budget 2029 \$000	Budget 2030 \$000	Budget 2031 \$000	Budget 2032 \$000	Budget 2033 \$000	Budget 2034 \$000	Budget 2035 \$000
Staff expenditure											
Employee Costs	14,914	14,914	15,398	15,899	16,416	16,949	17,500	18,069	18,656	19,262	19,888
Total staff expenditure	14,914	14,914	15,398	15,899	16,416	16,949	17,500	18,069	18,656	19,262	19,888
Staff numbers											
Employees (FTE)	126	126	125	124	124	124	124	124	124	124	124
Total staff number	126	126	125	124	124	124	124	124	124	124	124

	Budget 2026 FTE	Forecast 2026 FTE	Budget 2027 FTE	Budget 2028 FTE	Budget 2029 FTE	Budget 2030 FTE	Budget 2031 FTE	Budget 2032 FTE	Budget 2033 FTE	Budget 2034 FTE	Budget 2035 FTE
Female	63	63	62	62	62	62	62	62	62	62	62
Male	63	63	63	62	62	62	62	62	62	62	62
Self-described gender	0	0	0	0	0	0	0	0	0	0	0
Total (FTE)	126	126	125	124	124	124	124	124	124	124	124

4 Financial Performance Indicators

The following table highlights Council's projected performance across a range of key financial performance indicators.

Indicator	Measure	Budget 2026	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
Operating position												
Adjusted underlying result	Adjusted underlying surplus-deficit/Adjusted underlying revenue	-1.6%	-1.6%	0.6%	0.5%	0.2%	-0.1%	-1.1%	-0.2%	-0.4%	-0.7%	-0.9%
Liquidity												
Working capital	Current assets/Current liabilities	300%	300%	328%	338%	378%	404%	427%	460%	491%	498%	543%
Unrestricted cash	Unrestricted cash/Current liabilities	209%	209%	230%	240%	277%	303%	326%	357%	388%	396%	440%
Obligations												
Loans and borrowings	Interest bearing loans and borrowings/rate revenue	6.0%	6.0%	4.3%	3.0%	2.0%	1.3%	0.5%	0.0%	0.0%	0.0%	0.0%
Loans and borrowings commitments	Interest and principal repayments on interest bearing loans and borrowings/rate revenue	2.2%	2.2%	1.8%	1.5%	1.2%	0.9%	0.9%	0.5%	0.0%	0.0%	0.0%
Indebtedness	Non-current liabilities/own source revenue	45.4%	45.4%	43.6%	42.1%	41.0%	39.8%	39.4%	38.7%	37.7%	36.8%	35.8%
Asset renewal	Asset renewal and upgrade expense/Asset depreciation	128.6%	128.6%	82.9%	88.8%	65.0%	72.9%	71.7%	71.9%	66.3%	65.5%	59.9%
Stability												
Rates concentration	Rate revenue/Adjusted underlying revenue	64.5%	64.5%	64.5%	64.4%	64.5%	64.6%	64.7%	64.8%	64.9%	65.0%	65.0%
Rates Effort	Rate revenue/CIV of rateable properties in the municipality	0.4%	0.4%	0.4%	0.4%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
Efficiency												
Expenditure level	Total expenses/Number of property assessments	\$4,402	\$4,402	\$4,447	\$4,518	\$4,594	\$4,673	\$4,789	\$4,818	\$4,900	\$4,988	\$5,075
Revenue level	Total rate revenue/Number of property assessments	\$2,792	\$2,792	\$2,884	\$2,926	\$2,968	\$3,016	\$3,065	\$3,116	\$3,167	\$3,218	\$3,271

5 Strategies and Plans

This section describes the strategies and plans that support the 10-year financial projections included in the Financial Plan.

5.1 Borrowing Strategy

5.1.1 Current Debt Position

The total amount borrowed as at 30 June 2026 is \$1.95 million.

5.1.2 Future Borrowing Requirements

There are no new borrowings in the 10-year plan. However, future council's will have this option.

5.2 Reserves Strategy

Council maintains both Statutory and Discretionary Reserves that acknowledge the receipt of funds from particular sources to be applied on programs that are consistent with the purpose of that Reserve fund.

Reserve Account	Purpose	Balance 30 June 2025
Resort and Recreation	Contributions made by developers for recreation purposes (minimum of 5 per cent for any new developments for open space).	\$391,000
Benalla Urban Growth Headworks Charge	Contributions made by developers for connection to Benalla Urban Growth drainage system.	\$78,000
Lake Mokoan Inlet Channel	Compensation received from Goulburn Murray Water in relation to transfer of assets of the decommissioned Lake Mokoan Inlet Channel.	\$695,000

As financial intelligence increases, the creation two new reserves will be considered:

- Waste Management Reserve: Council contributions to help fund waste related capital projects, such as, cell construction.
- Defined Benefits Superannuation Future Call-Up Reserve: Council contributions to help fund potential future calls under the Local Government Defined Benefits Superannuation scheme.

benalla.vic.gov.au

PO BOX 227
Benalla VIC 3671
(03) 5760 2600
council@benalla.vic.gov.au

Draft

4.4 Draft Benalla Rural City Council Landfill and Resource Recovery Centre Masterplan

Ref: 1573044422-1154

Adrian Gasperoni – Manager Assets and Infrastructure
Peter Keane – Chief Executive Officer

PURPOSE OF REPORT

The report presents for consideration the *Benalla Landfill and Resource Recovery Centre Masterplan*.

BACKGROUND

The Benalla Landfill and Resource Recovery Centre (BLRRC) has been an active landfill for the Benalla municipality since 1989. It is located approximately two kilometers northeast of the town of Benalla on Old Farnley Road, Benalla and occupies an area of approximately 45 hectares.

The site is licensed by the Environmental Protection Authority to accept the following materials for landfilling:

- solid inert waste
- putrescible waste
- shredded tyres, and
- asbestos waste of domestic origin (to mitigate risk to staff, all asbestos delivered to the site is by appointment only and under strict conditions).

GHD Pty Ltd (GHD) was engaged by Benalla Rural City Council in early 2019 to revise the Benalla Landfill Masterplan 2017.

The purpose of the revision of the Benalla Landfill Masterplan 2017 was to provide Council with a framework for the long-term management, development of the landfill and management of annual budgets.

A revised Benalla Landfill Masterplan will provide Council with critical timelines and estimated costs associated with cell construction, rehabilitation and estimated 30-year costs associated with post closure activities.

The revised Benalla Landfill Masterplan 2019 adequately reflected the requirements of the EPA Amended Operating License and the related Guidelines, more clarity around the future costs, timing and a review of strategic management options was required to ensure future viability, longevity and a practical nexus between the cell construction plan and rehabilitation plan.

DISCUSSION

A peer review of the Benalla Landfill Masterplan 2019 was requested by Council from an independent waste management expert. As such consultancy firm Infrastructure Sustainable Solutions were engaged to provide a review of the document.

The peer review focused on the principles of landfill development and design and did not include a detailed review of cost estimates.

The review proposed a revisit to the following:

- Looking at the facility as an asset to the Council only (<20,000 tonnes per annum (t/a) waste) or developing the facility for a wider region (with an increased intake of waste).
- Consideration of design alternatives for cell development and construction as well as closure and capping under both of the above scenarios.
- Sourcing additional waste, not only by quantity, but also by composition (e.g. commercial asbestos, disaster waste) and origin (more commercial waste) as well as utilising sections of the site for additional commercial opportunities, for example, container storage, solar etc.

Responding to the recommendations of the peer review Infrastructure Solutions were engaged in September 2024 to review the Benalla Landfill Masterplan 2019.

The *Benalla Landfill and Resource Recovery Centre Masterplan* (BLM) is attached as **Appendix 1**.

The purpose of the BLM is to provide a framework for the long-term economic management and development of the landfill, management of long-term budgets including estimated timing and costs associated with Cell construction and rehabilitation and estimated 30-year costs associated with post closure aftercare activities in accordance with the EPA Landfill Licence.

The Benalla Landfill is classified as a Regional Waste Disposal Facility and currently services the Benalla Rural City Council municipality

The landfill has potential to receive additional commercial and municipal waste tonnages as adjacent landfills close over the next six to 30 years.

The BLM predicts the closure of the landfill in 2118 if waste continues to be delivered at 2025 filling rate of 8,000 t/a plus Wangaratta by 2032 waste volume over the weighbridge (which at that time will equate to approximately 20,000 t/a).

However, the financial model has only calculated Gate Fees for a 30-year horizon to 2054 in line with EPA policy.

The BLM includes a 30-year landfill post closure period (as required by the EPA) which incorporates documentation, monitoring and maintenance of the landfill, and is estimated to be \$5,056,000 at 2024/25 costs plus CPI.

A summary of cell and rehabilitation construction timelines and cost estimates for the life of the landfill at the 2024/25 filling rate of 20,000 t/a over the weighbridge are provided in Table 1.

Table 1 – Summary of Cell Rehabilitation and other Construction Costs and Cell Life based on 8,000t/a plus Wangaratta by 2032 (20,000t/a).

Summary of Cell and Rehabilitation Construction Cost and Timelines 8,000 t/a plus Wangaratta by 2032							
Cell	Cell End Year	Construction Cost (2024)	Rehabilitation Cost (2024)	Cumulative Cell life	Cell Life	Cell Year of Construction	Year of Rehabilitation
Stage 2A	-	-	\$1,100,000	-	-	-	2026
Cell 3A	2033/2034	-	\$1,237,798	7.7	7.7	-	2034
Top up Cells 1 and 2	2037/2038	-	-	11.2	3.5	-	-
Cell 3B	2041/2042	\$923,043	\$4,684,881	15.7	4.6	2025	2042
Cell 4	2051/2052	\$2,952,856	\$1,495,619	25.8	10.0	2039	2052
Cell 5	2062/2063	\$3,168,712	\$1,485,552	36.2	10.5	2049	2062
Cell 6	2073/2074	\$3,168,712	\$1,485,552	47.2	11.0	2059	2073
Cell 7	2077/2078	\$3,168,712	\$1,485,552	51.1	3.9	2070	2077
Cell 8	2084/2085	\$3,168,712	\$1,485,552	58.9	7.8	2074	2085
Cell 9	2093/2094	\$3,168,712	\$1,485,552	67.2	8.3	2082	2093
Cell 10	2102/2103	\$3,168,712	\$1,485,552	76.1	8.9	2090	2102
Cell 11	2110/2111	\$3,168,712	\$1,485,552	84.2	8.1	2099	2110
Cell 12	2118/2119	\$3,168,712	\$1,485,552	92.4	8.1	2107	2118
Leachate Dam Works		\$889,005				2030	
Link Road Connection		\$1,784,131				2037	
Total	-	\$ 31,898,728	\$ 20,402,714	-	92.4	-	-

Table 1 – Summary of Cell Rehabilitation and other Construction Costs and Cell Life based on 8,000t/a plus Wangaratta by 2032.

A summary of Cell and Rehabilitation construction timelines and cost estimates for the life of the landfill if waste increased to 32,000 tonnes per annum by 2027/28 is provided in Table 2.

Table 2 – Summary of Cell Rehabilitation Construction Costs and Timelines for Increased Annual Waste to 32,000t/a.

Summary of Cell and Rehabilitation Construction Cost And Timelines for Increased Annual Waste to 32,000 tonne							
Cell	Cell End Year	Construction Cost (2024)	Rehabilitation Cost (2024)	Cummilative Cell life	Cell Life	Cell Year of Construction	Year of Rehabilitation
Stage 2A	-	-	\$1,100,000	-	-	-	2025
Cell 3A	2029/2030	-	\$1,237,798	4.5	4.5	-	2030
Top up Cells 1 and 2	2031/2032	-	-	6.7	2.2	-	-
Cell 3B	2034/2035	\$923,043	\$4,684,881	9.5	2.9	2025	2035
Cell 4	2040/2041	\$2,952,856	\$1,495,619	15.8	6.3	2032	2041
Cell 5	2047/2048	\$3,168,712	\$1,485,552	22.3	6.5	2038	2047
Cell 6	2054/2055	\$3,416,736	\$1,507,087	29.2	6.9	2044	2054
Cell 7	2056/2057	\$2,963,563	\$1,472,984	31.7	2.4	2051	2057
Cell 8	2061/2062	\$2,715,761	\$1,285,744	36.5	4.9	2054	2062
Cell 9	2066/2067	\$2,817,431	\$1,275,004	41.7	5.2	2059	2067
Cell 10	2072/2073	\$2,854,663	\$1,315,201	47.3	5.6	2064	2072
Cell 11	2077/2078	\$2,609,619	\$1,235,305	52.3	5.1	2069	2077
Cell 12	2082/2083	\$2,469,289	\$1,275,004	57.4	5.1	2074	2082
Leachate Dam Works		\$889,005				2030	
Link Road Connection		\$1,784,131				2037	
Total	-	\$ 26,891,673	\$ 19,370,179	-	57.4	-	-

Table 2 – Summary of Cell Rehabilitation and other Construction Costs and Cell Life based on a filling rate of 32,000t/a by 2027.

Key Masterplan Inclusions

The following elements are key short to medium term infrastructure improvements to maximise the potential of the site and ensure efficient operations: -

1. Landfill's operational lifespan can be considerably extended from its anticipated closure by raising the Landfill's top-of-waste contours, albeit this requires EPA approval as an amendment to the current licence.
2. The development of Cell 3B to expand to the full capacity of Cell 3 and improve the operational efficiency of the Cell.
3. Development of earth bunds over old rehabilitated cells to take larger quantities of asbestos and silica waste which is subject to EPA approval and has not been included in the financial model. The current EPA licence allows the landfill to accept asbestos.
4. Upgrading the existing clay-lined dam with a HDPE liner so that it can take leachate from future cells as the current HDPE lined leachate dam will not have sufficient capacity.
5. Connection of Old Farnley Road to Link Road so that commercial trucks from outside the region are not travelling through the city to the Regional Landfill.

The BLM does not include any capital works or operating costs associated with the Resource Recovery Centre as it should be a financial stand-alone operation and gate fees set appropriately to recover all expenses.

The BLM also recommends that the Crown Land at the northwest end of the landfill site opposite Old Farnley Rd be purchased or leased long-term from the Australian Government for future use as a landfill to provide the opportunity for Benalla to become the North East Victorian Regional Landfill as the other regional landfill sites close.

Consideration of Aftercare Costs for Landfill Closure

As part of the review GHD Pty Ltd (GHD) completed on the Benalla Landfill Masterplan 2019 a calculation of "Aftercare costs for landfill, if closure occurred on 30 June 2019" was calculated.

If the Landfill was to close on 30 June 2019, GHD advised that the Council would be required to manage environmental risks at the site for an estimated further 30 years.

This timeframe is indicative only as the actual period of aftercare is dependent on the ongoing risk presented by the landfill. The period of aftercare ceases when an EPA appointed environmental auditor has assessed the site, as part of an environmental audit, as no longer posing a risk to the environment. Shorter aftercare periods may be possible if the breakdown of the waste is accelerated through leachate production and landfill gas generation.

The BLM further reviewed the aftercare implications and costs and advised that as the landfill reaches its intended closure, an Aftercare Management Plan (AMP) will need to be prepared to comply with EPA licence conditions.

Aftercare monitoring cost estimates were prepared in accordance with the existing landfill monitoring program. It has been assumed that leachate disposal in the aftercare period will be managed via the existing leachate evaporation ponds located next to proposed Cell 6. Once the landfill has been rehabilitated, leachate generation will be significantly reduced.

Decommissioning of the evaporation ponds may be required at the end of the aftercare period.

A summary of the requirements and costs for the 30-year aftercare period at 2024 rates is provided in the BLM.

Benalla Landfill Future Potential

The Benalla Landfill is an important and pivotal waste disposal facility that has acknowledged significance both regionally and by the Victorian Government.

The potential transition of the Benalla Landfill is the transition to a regionally significant resource recovery hub, with the ability to attract Resource Recovery/ Waste process industries to the Benalla such as Solar Panel Recycling and a Materials Recovery facility.

COUNCIL PLAN 2021-2025 IMPLICATIONS

Liveability

- *Vibrant Public spaces and places*

Environment

- *High Quality efficient and sustainable waste management*

Leadership

- *Good governance.*
- *Engaged and informed community.*

FINANCIAL IMPLICATIONS

There are no material operational financial implications with the implementation of the Masterplan, however, timely implementation of capital upgrades and expansions will provide a greater beneficial economical outcome for the long term future of the Benalla Landfill and Resource Recovery Centre.

LEGISLATIVE AND STATUTORY IMPLICATIONS

It is considered that the report is consistent with the *Charter of Human Rights and Responsibilities Act 2006* and *Gender Equality Act 2020*.

COMMUNITY ENGAGEMENT

In accordance with the Council's *Community Engagement Policy*, it is proposed that, as the BLM is an operational document, community engagement be undertaken at the 'Inform' level under the International Association for Public Participation's IAP2 public participation spectrum as detailed in the table below:

Level of Public Participation	Promise to the community	Techniques to be used
Inform	We will provide information	▪ Draft Masterplan presented in a public report to the Council. ▪ Masterplan to be published on Councils website.

CONCLUSION

The BLM provides for a strategic pathway that can not only complement the Victorian Government's commitments to a circular economy but provide the Council and its community an opportunity for a flourishing and sustainable commercial enterprise at the Benalla Landfill and Resource Recovery Centre.

Recommendation:

That the *Benalla Landfill and Resource Recovery Centre Masterplan* be adopted.



BENALLA REGIONAL LANDFILL AND RESOURCE RECOVERY CENTRE MASTERPLAN

FINAL VERSION 5, JULY 2025

Document Control

Project Manager:		Shannan Cooper		
Computer File Name:		IS24119_Benalla Regional Landfill Masterplan V5 Final		
Last Saved:		10/07/2025 7:18:00 PM		
Issued To	Transmission Type	Qty.	Date	Authorised
Peter Bond _ BRCC	PDF	1	10/07/2025	T Woodcock
Adrian Gasperoni - BRCC	PDF	1	10/07/2025	T Woodcock
Shannon Cooper – BRCC	PDF	1	10/07/2025	T Woodcock

Prepared By: Infrastructure Solutions Pty. Ltd
31 Welsford Street
Shepparton Vic 3630
Email: admin@infrasolutions.com.au
Web: www.infrasolutions.com.au

Table of Contents

EXECUTIVE SUMMARY	5
1 INTRODUCTION	12
1.1 Background	12
1.2 Purpose of this report	12
1.3 Scope of works	12
1.4 Limitations	12
1.5 Assumptions	13
2 SITE DESCRIPTION.....	14
2.1 The Site	14
2.2 Current Land Use	14
2.3 Surrounding Land Use	15
2.3.1 Adjacent Land Uses.....	15
2.3.2 Residential Suburbs.....	15
2.3.3 Buffer Distance	15
2.4 Surface Waters	16
2.5 Topography and Infrastructure	16
2.6 External Site Access	16
2.7 Internal Access and Roads	16
2.8 Geology and Hydrogeology	17
2.8.1 Geological Setting.....	17
2.8.2 Local Groundwater Conditions	17
2.8.3 Groundwater Beneficial Uses	18
2.9 Current Landfill Licence	18
2.10 Current Landfill Classification	18
2.11 Cell Construction and History	18
2.12 53V Environmental Audit	19
3 CELL SEQUENCING	20
3.1 Site Layout	20
3.2 Current Capacity of Active Cell 3A	20
3.3 Filling Existing Cells to the New Top of Waste Levels (Updating)	20
3.4 Annual Waste Tonnages	21
3.5 Cell Staging	22
3.6 Cell Profile	23
3.7 Cell Configuration	24
3.8 Future Landfill Extension	24
3.9 Packaged Waste Asbestos Storage	24

3.10	Cell Construction Cost Estimate	25
3.11	Timeframes and Costs Associated with Cell Construction	26
4	LANDFILL CAP.....	27
4.1	Assessment of Existing Landfill and Interim Cap	27
4.2	Top of Waste Pre-Settlement Surface	28
4.3	Rehabilitation Requirements	28
4.4	BPEM Cap	29
5	LANDFILL REHABILITATION.....	31
5.1	Progressive Landfill Rehabilitation	31
5.2	Rehabilitation Timeline	31
5.3	Rehabilitation Cost Estimate	32
5.4	Landfill Gas Management System	34
5.5	Landfill Gas Management Timeline	34
5.6	Upgrades to Existing Infrastructure	35
6	POST CLOSURE ACTIVITIES.....	36
6.1	Site After-Use	36
6.2	Aftercare Monitoring and Maintenance	36
6.3	Summary of Aftercare Costs	37
7	FINANCIAL ANALYSIS.....	38
7.1	Summary of Construction Costs	39
7.2	Landfill Asset Life & Financial Analysis	39
8	RECOMMENDATIONS.....	41
9	REFERENCES.....	43

APPENDIX A – DRAWINGS**APPENDIX B – BENALLA LANDFILL ASSET LIFE AND FINANCIAL ANALYSIS****APPENDIX C – CELL CONSTRUCTION COST ESTIMATES****APPENDIX D – STAGED REHABILITATION COST ESTIMATES****APPENDIX E – 30-YEAR POST CLOSURE AFTERCARE COST ESTIMATES****APPENDIX F - EPA LANDFILL LICENCE**

Executive Summary

This report has been prepared at the request of Council to revise the 2019 Masterplan (Version 2) for the Benalla Regional Landfill (the landfill). The 2019 Masterplan included a Landfill Rehabilitation Plan (LRP), Cell Sequencing Plan, costs associated with rehabilitation and cell construction, cost estimates for 30 years post closure activities and annual operating costs to determine a self-sustainable cost competitive weighbridge gate charge for municipal and commercial waste delivered to the site.

The purpose of this revised Benalla Landfill Masterplan V5 (the Masterplan) is to provide a framework for the economic long-term management and development of the landfill and management of long-term budgets, estimated timing and costs associated with Cell construction and rehabilitation and estimated 30-year costs associated with post closure aftercare activities in accordance with EPA Landfill Licence.

The Benalla Landfill is classified as a Regional Landfill by EPA Vic and Recycle Victoria and will become an important waste disposal facility into the future as other surrounding landfills such as Rural City of Wangaratta, Moira Shire, Alpine Shire, Indigo Shire, Mitchell Shire, Mansfield Shire and longer term, Greater Shepparton City Council close within the next 6 to 30 years. Accordingly, it is important that the landfill becomes financially viable and self-sufficient.

Benalla Landfill was receiving waste from Strathbogie and Mansfield Shire Council's prior to the 1st of July 2025. This loss of this waste stream requires urgent attention as waste volume for 2025/26 has been reduced from 20,000 t/a to 8,000 t/a. For the landfill to be financially sustainable the waste volumes will need to be increased as soon as possible.

The Masterplan predicts the closure of the landfill to be in the year 2246 if waste streams continue at 8,000 t/a, the year 2117 if waste streams are increased back to the 2024 volume of 20,000 t/a or in 2085 if waste volumes into the landfill are increased to 32,000t/a. However, the financial model has estimated capital costs for a 30-year horizon to year 2055 (up to and including cell 6) in line with EPA policy based on an average of 20,000t/a.

The Masterplan includes a 30-year landfill post closure period (as required by EPA) which covers documentation, monitoring and maintenance of the landfill, and is estimated to be \$5,056,000 in 2024 dollars plus CPI. The post closure costs will be funded by an annual reserve, which has been estimated using a discount rate of 5%. This was done to so the council will have sufficient funds necessary when the landfill closes, and will not have to source additional funding for the 30-year aftercare period.

A summary of cell and rehabilitation construction timelines and cost estimates for the life of the landfill at the 2025 filling rate of 8,000 t/a plus Wangaratta by 2032 waste volume over the weighbridge (which at that time will equate to approximately 20,000 t/a) are provided in Table 1 below.

Summary of Cell and Rehabilitation Construction Cost and Timelines 8,000 t/a plus Wangaratta by 2032							
Cell	Cell End Year	Construction Cost (2024)	Rehabilitation Cost (2024)	Cumulative Cell life	Cell Life	Cell Year of Construction	Year of Rehabilitation
Stage 2A	-	-	\$1,100,000	-	-	-	2026
Cell 3A	2033/2034	-	\$1,237,798	7.7	7.7	-	2034
Top up Cells 1 and 2	2037/2038	-	-	11.2	3.5	-	-
Cell 3B	2041/2042	\$923,043	\$4,684,881	15.7	4.6	2025	2042
Cell 4	2051/2052	\$2,952,856	\$1,495,619	25.8	10.0	2039	2052
Cell 5	2062/2063	\$3,168,712	\$1,485,552	36.2	10.5	2049	2062
Cell 6	2073/2074	\$3,168,712	\$1,485,552	47.2	11.0	2059	2073
Cell 7	2077/2078	\$3,168,712	\$1,485,552	51.1	3.9	2070	2077
Cell 8	2084/2085	\$3,168,712	\$1,485,552	58.9	7.8	2074	2085
Cell 9	2093/2094	\$3,168,712	\$1,485,552	67.2	8.3	2082	2093
Cell 10	2102/2103	\$3,168,712	\$1,485,552	76.1	8.9	2090	2102
Cell 11	2110/2111	\$3,168,712	\$1,485,552	84.2	8.1	2099	2110
Cell 12	2118/2119	\$3,168,712	\$1,485,552	92.4	8.1	2107	2118
Leachate Dam Works		\$889,005				2030	
Link Road Connection		\$1,784,131				2037	
Total	-	\$ 31,898,728	\$ 20,402,714	-	92.4	-	-

Table 1 – Summary of Cell Rehabilitation and other Construction Costs and Cell Life based on 8,000t/a plus Wangaratta by 2032.

A summary of Cell and Rehabilitation construction time lines and cost estimates for the life of the landfill if waste increased back to 32,000t/a by 2027 are provided in Table 2.

Summary of Cell and Rehabilitation Construction Cost And Timelines for Increased Annual Waste to 32,000 tonne							
Cell	Cell End Year	Construction Cost (2024)	Rehabilitation Cost (2024)	Cumulative Cell life	Cell Life	Cell Year of Construction	Year of Rehabilitation
Stage 2A	-	-	\$1,100,000	-	-	-	2025
Cell 3A	2029/2030	-	\$1,237,798	4.5	4.5	-	2030
Top up Cells 1 and 2	2031/2032	-	-	6.7	2.2	-	-
Cell 3B	2034/2035	\$923,043	\$4,684,881	9.5	2.9	2025	2035
Cell 4	2040/2041	\$2,952,856	\$1,495,619	15.8	6.3	2032	2041
Cell 5	2047/2048	\$3,168,712	\$1,485,552	22.3	6.5	2038	2047
Cell 6	2054/2055	\$3,416,736	\$1,507,087	29.2	6.9	2044	2054
Cell 7	2056/2057	\$2,963,563	\$1,472,984	31.7	2.4	2051	2057
Cell 8	2061/2062	\$2,715,761	\$1,285,744	36.5	4.9	2054	2062
Cell 9	2066/2067	\$2,817,431	\$1,275,004	41.7	5.2	2059	2067
Cell 10	2072/2073	\$2,854,663	\$1,315,201	47.3	5.6	2064	2072
Cell 11	2077/2078	\$2,609,619	\$1,235,305	52.3	5.1	2069	2077
Cell 12	2082/2083	\$2,469,289	\$1,275,004	57.4	5.1	2074	2082
Leachate Dam Works		\$889,005				2030	
Link Road Connection		\$1,784,131				2037	
Total	-	\$ 26,891,673	\$ 19,370,179	-	57.4	-	-

Table 2 – Summary of Cell Rehabilitation and other Construction Costs and Cell Life based on a filling rate of 32,000t/a by 2027.

The landfill's operational lifespan has been extended from its anticipated closure in 2099, as outlined in the previous Landfill Masterplan Report - 2019 (V2), to 2117 based on current 2024 tipping rates. This lifespan extension is achieved by raising the landfill's top-of-waste contours, increasing its capacity by 745,000 cubic meters of solid waste, subject to EPA approval. It is necessary to increase the height of the landfill as the increased volume would make the weighbridge charges more competitive.

Current gate fee charges, closure periods and estimated waste volumes at other Regional Landfills in the region in comparison to Benalla Landfill are shown in Table 3.

Comparison of Regional Landfill Gate Fees 2025				
Regional Council/Private Landfills	Commercial Rate	Municipal Rate	Estimated Closure	Tonnages
Moria Outside of Shire	\$519.75/t	\$158.40/m ³		
Moria Inside the Shire	\$350.35/t	\$67.65/m ³	6-10 years	20,000
Wangaratta	\$354.70/t	\$98.40/m ³	7-10 years	14,000
Albury	\$230/t	\$230/t	Unknown	unknown
Mitchell Shire	\$230/m ³	\$115/m ³	3-10 years	40,000
Shepparton	\$337.55/t	\$232.45/t	30+ years	30,000
Benalla	\$317/t	\$82/m ³	90 years	8,000
Veolia Patho Landfill (estimate)		\$147	11-15 years	unknown
Mansfield	-	-	-	3,200
Strathbogie	-	-	-	2,000

Table 3 - Regional Landfill Gate Fees 2025

The Council has identified the need for a Business Review to identify operational efficiency gains and to estimate the gate fees required for the landfill to be financially viable while keeping rates competitive. This Masterplan will inform the Business Review on costs associated with the landfill, with scenarios for different amounts of waste volumes.

The total estimated airspace of all future Cells from 3B to 12 is 2,856,098 cub.m solid or 2,856,098 tonne of waste including cover soil if waste is compacted at 1t/cub.m which should be achievable with the current landfill compactor. There will be another 90,000 cub.m of waste, including cover soil, which could go into cells 1 and 2 if EPA accept the revised top of waste contour plan. The future cell development and top of waste contours are shown in Figure 1 below.



Figure 1 – Top Of Waste Contour Plan

Although closure of the landfill to eternal waste streams can be a consideration, the Masterplan does not consider this an option without significant additional cash injections to cover expenses, which will impact on Councils ability to undertake other important community projects.

The financial modelling of expenses over the life of the landfill are included in the Landfill Masterplan Report Appendices B, C, D & E.

The financial model does not include any costs for gas extraction and flaring system and future green electricity generation as it is assuming that Council will enter into a long-term contract with a green gas to energy contractor experienced in installing the infrastructure and providing annual maintenance at no cost to Council as a Build Own Operate (BOO) Contract. If Council was to install and maintain the gas extraction system it would have introduced another \$3.0M in capital

expenditure and annual maintenance at another \$1.2M in aftercare costs which would make the weighbridge charge less competitive across the north east region.

The Aftercare requirements under the landfill EPA licence is to identify how the site will be used post closure. The objective is to install a solar panel field over the landfill surface to continue generating green energy by utilising the green gas electricity generation infrastructure and connecting to the existing electricity grid.

The Masterplan includes other associated infrastructure costs such as:

1. Upgrading the existing clay lined dam with a HDPE liner so that it can take leachate from future cells as the current HDPE lined leachate dam will not have sufficient capacity.
2. Connection of Old Farnley Road to Link Road so that commercial trucks from outside the region are not travelling through the city to the Regional Landfill.
3. Development of earth bunds over old rehabilitated cells to take larger quantities of asbestos and silica waste which is subject to EPA approval and has not been included in the financial model. The current EPA licence allow the landfill to accept asbestos.

The Masterplan has not included any capital works or operating costs associated with the Resource Recovery Centre as it should be a financial standalone operation and gate fees set appropriately to recover all expenses.

The Masterplan recommends that the crown land at the north west end of the landfill site opposite Old Farnley Rd be purchased or long term leased from the Federal Government for future use as landfill so that Benalla becomes the North East Victorian Regional Landfill as the other regional landfill sites close. This will strategically benefit the Rural City of Benalla and have the potential to create a resource recovery industry within the industry zone abutting the landfill.

While the State Government, through Recycle Victoria – Recycling Infrastructure Plan 2024, aims to establish a circular economy and divert 80% of waste from landfill by 2030, with an interim target of 75% by 2025, the Council should secure external waste streams from surrounding councils and commercial waste contractors. This is essential to ensure the residual waste stream to landfill remains above 27,000 tonnes per annum to maintain financial viability.

Recommended Actions:

The actions required and the recommended implementation timeline for the Benalla Regional Landfill Masterplan Version 5 are as follows:

ACTION	ACTION DETAILS	FINANCIAL YEAR
1	Council acknowledge that the Benalla Landfill become the preeminent Regional Landfill in North East Victoria as other surrounding landfills close.	2025
2	Tender for the build own operate of the gas management system including green electricity generation and has the ability to include a future solar field with the opportunity for royalties to Council.	2026-2028
3	Conduct a Business Review of Landfill Operations to improve operational efficiency and set Municipal and Commercial Waste gate fees inclusive of arrangements with external Councils.	2025
4	Review the Masterplan cost estimates every year to set waste charges based on CPI as well as following any major change in waste filling rates and/or regulatory changes or reviews.	Annual
5	Review the Masterplan every 4 – 5 years.	4-5 years
6	Council to commence negotiations for the purchase or long-term lease of approximately 37 ha of crown land to the north west of the landfill.	2026-2029
7	As an adjunction to the Business Review continue to assess ways to improve operational efficiency such as increasing the operating hours of the landfill compactor through increased waste volumes, update the unmanned weighbridge for B Double trucks, minimise the use of soil cover and automation of all Cell leachate sumps, etc.	Annual
8	Apply for a Planning Scheme amendment to create a 500m (minimum) buffer zone around the landfill so that it can operate well into the future as a regional landfill and to protect the existing use.	2025-2026
9	Enter into long term contracts with Commercial Waste Contractors or other surrounding Councils to deliver waste at the recommended	2025

	Municipal Waste Gate Fee to ensure the residual waste volume does not drop below 20,000t/a, but preferably rises to 32,000t/a.	
10	Notify EPA and Recycle Victoria for support to become the preeminent Regional Landfill in North East Victoria by assisting Council to acquire the abutting crown land for future expansion.	2025
11	When the landfill site is nearing completion investigate options for reducing the 30-year period of aftercare management of the site and assess the cost and implications of these options.	2075
12	Upgrade the existing clay lined leachate dam with a HDPE liner including solar powered aerators.	2030
13	Connect Old Farnley Road to Link Road so that all trucks from outside the municipality are not travelling through the city centre to the Regional Landfill.	2037
14	Develop perimeter earth bunds and 200mm thick class 3 crushed rock or CC3 pavement over the old rehabilitated Areas 4 & 5, to take larger volumes of asbestos and potential silica wastes subject to EPA approval.	2027
15	Develop future Cells as required including EPA approvals and licence amendments.	Timelines as per spreadsheet
16	Rehabilitate the landfill cells as required including EPA approvals.	Timelines as per spreadsheet

1 Introduction

1.1 Background

This report has been created to revise the 2019 Masterplan for Benalla Landfill. The 2019 Benalla Landfill Masterplan prepared by GHD Consultants included a Landfill Rehabilitation Plan (LRP), Cell Sequencing Plan, costs associated with rehabilitation and cell construction and cost estimates for 30 years post closure activities all to be updated.

1.2 Purpose of this report

The purpose of updating the Benalla Regional Landfill Masterplan is to provide the Council with a framework for the long-term management and development of the site as a Regional Landfill. It also aims to assist in budget management by outlining the timeline and estimated costs for rehabilitation, cell construction, and related works. Additionally, the plan includes projected costs for post-closure maintenance over a 30-year period, in compliance with the EPA Licence No. 12560 (Appendix F), and provides guidance on setting weighbridge gate fees, factoring in inflation.

1.3 Scope of works

The scope of works includes:

1. Revise the cell staging and cost of construction including cost and timeframes for preparation of the designs, auditing of design, tendering, construction and construction quality assurance of construction to EPA requirements.
2. Revise the staging timeline and cost of rehabilitation construction including cost and timeframes for preparation of the designs, auditing of the design, tendering and construction audit.
3. Revise the gas management system to a Built, Owned and Operated (BOO) contract to be delivered by an experienced company preferably at no cost to Council.
4. Provide a breakdown of the aftercare management cost from year one to year 30.
5. Prepare a Financial Plan inclusive of cell construction, cell rehabilitation for the life of the landfill and other associated costs.

1.4 Limitations

This report has been prepared using Council landfill waste data and others who provided information (including Government authorities)], which have not been independently verified or checked beyond the agreed scope of work. Council does not accept liability in connection with such unverified information, including errors and omissions in the report which were caused by errors or omissions in that information.

Cost estimates have been prepared and details provided in Appendices B, C, D & E of this report ("Cost Estimates") using information reasonably available; and based on assumptions and

judgments made regarding inflation rates, required contingencies and today's cost of cell and cap construction, monitoring infrastructure, reporting and maintenance.

The Cost Estimates have been prepared for the purpose to provide Council with a framework for the long-term management and development of the site and management of annual budgets by providing Council with estimated costs associated with rehabilitation and cells construction and estimated 30 years costs associated with post closure activities for the purpose of calculating financial assurance and must not be used for any other purpose.

The Cost Estimates are preliminary estimate only. Actual prices, costs and other variables may be different to those used to prepare the Cost Estimates and may change. Unless as otherwise specified in this report, no detailed quotation has been obtained for actions identified in this report. There is no warrant or guarantee that the works/project can or will be undertaken at a cost which is the same or less than the Cost Estimates. Where estimates of potential costs are provided with an indicated level of confidence, notwithstanding the conservatism of the level of confidence selected as the planning level, there remains a chance that the cost may be greater than the estimate provided in this report.

1.5 Assumptions

This report is based on assumptions provided throughout the report and appendices, including the following main assumptions:

- That Benalla Regional Landfill continues as a regional landfill and becomes the preeminent Regional Landfill in North East Victoria into the future to align with EPA and Recycle Victoria strategies.
- That Benalla Regional Landfill will continue to be operated by Council and be financially self sufficient.
- A year in the report represents the financial calendar year (i.e. 2024 represents the 2024/2025 financial year).
- Groundwater level is at RL 152.86 m or lower.
- Cell floor base level is no lower than RL 156 m or at least 2m above the groundwater.
- Cell construction costs are based on rates from the construction of Cell 3A, applying a 3% inflation rate for every year since the construction of Cell 3A, and a 30% contingency on all costs.
- Rehabilitation costs are based on rates from the construction of Cell 3A and current industry construction rates. A 3% inflation rate for every year since the construction of Cell 3A, and a 30% contingency on all costs.
- There will be enough clay available on site to construct the cells and stage rehabilitate the landfill.

- The landfill aftercare period is from 2118 to 2148 based on 20,000t t/a. Cost estimates account for documentation, monitoring and maintenance during this period and decommissioning of infrastructure at the end of the 30-year aftercare period.

2 Site Description

2.1 The Site

The Benalla Landfill is located approximately two kilometres north east of the town of Benalla. The site is located at Old Farnley Road, Benalla and has been operated by Council since 1990. It occupies an area of approximately 44 ha.

2.2 Current Land Use

Current operations and site facilities

Active landfilling is currently being undertaken on the site in Cell 3A:

- Cell 3A was commissioned in 2023 and has approximately four years of life left as of 2024 provided Cell 3B is constructed in the 2025 Financial Year as Cells 3A and 3B have been designed to operate as Cell 3 and allows for Cell 1 and L to be rehabilitated when Cell 3B and Cells 1 & 2 reach capacity.

The site is licensed for landfilling of wastes that include:

- Solid inert waste
- Asbestos waste of domestic origin
- Pneumatic tyres (shredded into pieces less than 250 millimetres in all dimensions)
- Putrescible waste

The facility also includes a Resource Recovery Centre which sorts recyclables such as electrical goods, paper and cardboard, plastic, glass, lead acid batteries and oil. Other infrastructure at the facility includes:

- Maintenance shed
- Water storage tank
- Weighbridge
- An office building with a toilet block and office facilities

The landfill site also currently contains other associated infrastructure including:

- Capped landfill areas
- Stormwater pond
- Leachate management systems (including pond, sumps and associated pumps)
- Groundwater monitoring systems

2.3 Surrounding Land Use

2.3.1 Adjacent Land Uses

The site is bounded by rural land predominantly used for stock grazing. Isolated farm based residential areas (rural living zone) are located within 1 km to the east and west of the site. Land further to the east is zoned Industrial 2 with land to the west and south is zoned Farming Zone under the Benalla Planning Scheme (DSE – <http://www.dse.vic.gov.au/planningschemes>).

Crown Land to the north west is zoned special use (SUZ1) as a buffer for the Ammunitions Factory. Land in the SUZ1 on the north west side of Old Farnley Road and between Link Road is identified as an area for future landfill expansion. Refer to Figure 2

2.3.2 Residential Suburbs

The outlying residential areas (low density residential area) of Benalla are situated approximately 1.5 km to the south and west and approximately 500m to the south west of the site with the main residential area of Benalla located approximately 3 km to the south.

2.3.3 Buffer Distance

To satisfy the EPA licencing requirements it is necessary to introduce a 500m buffer zone around the Landfill site to secure the site as a long term regional Landfill.

Figure 2 below shows the Benalla Planning Scheme map with the proposed buffer zone.

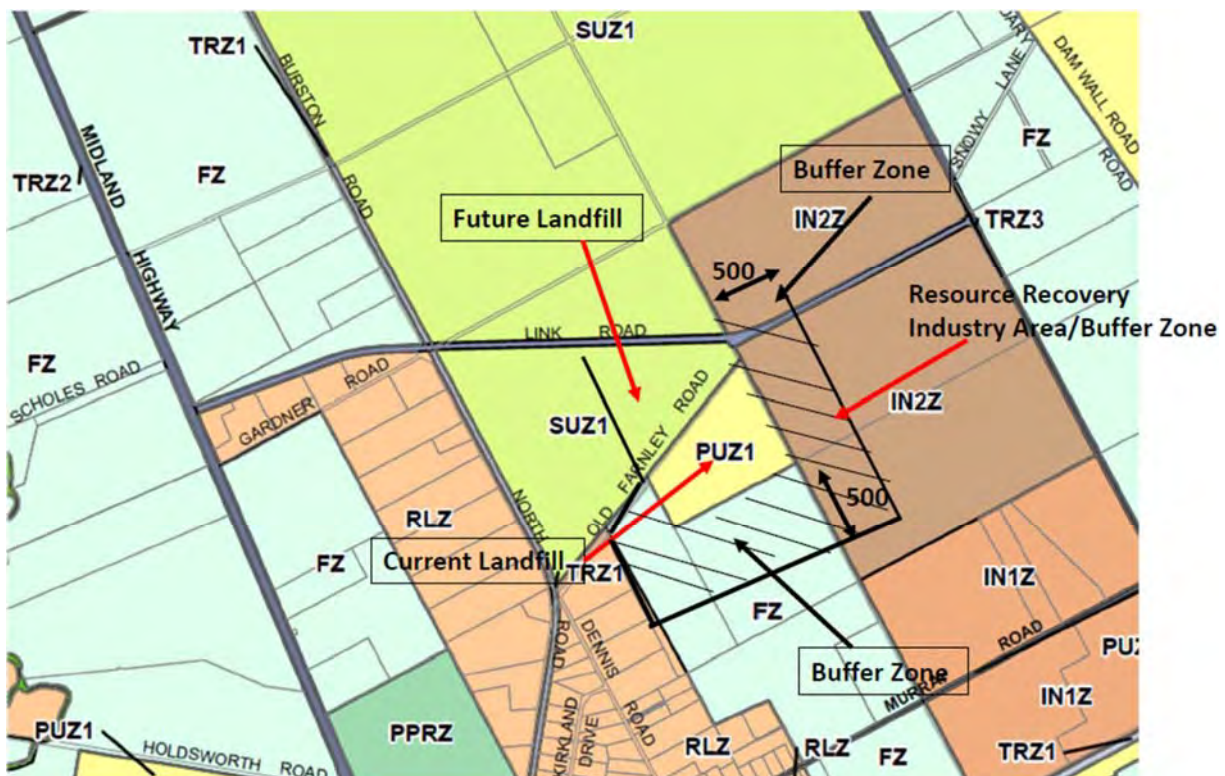


Figure 2: Benalla Planning Scheme Map with Proposed Buffer Zone

2.4 Surface Waters

Kennedy Creek, an ephemeral water course (waterway/creek), is located approximately 1 km to the east of the site. Farm dams are located in all directions from the landfill, the closest being approximately 60 m from the south western boundary.

The closest major watercourse to the site is the Broken River that is located approximately 4 km to the west and flows in a north westerly direction.

A stormwater retention pond is located in the north west corner of the landfill. It is understood that this pond is the main storage of runoff water from the site.

2.5 Topography and Infrastructure

The general topography of the site is characterised by a relatively flat ground surface that gently slopes to the north/north east of the site. A recent feature survey of the site indicates the topography gently slopes from 166 m AHD in the southern corner to approximately 164 in the north eastern corner.

The site office and unmanned weighbridge for Commercial Vehicles is located at the south west corner. Also located near the site entrance is a storage shed for operation use.

2.6 External Site Access

Access to the landfill is from Old Farnley Road off Dennis Road, a sealed local road maintained by Council. A further connection off Old Farnley Road to Link Road is planned in the future to keep Commercial Waste trucks out of the City Centre as much as possible.

2.7 Internal Access and Roads

There is one main access point to the landfill site (access via Old Farnley Road) which is accessible via a lockable front gate for Commercial Contractors to access the unmanned weighbridge.

An additional access point at the north end of Old Farnley Road is for the Public to access the Resource Recovery Centre. The public does not have direct access to the landfill.

Commercial Vehicular access within the site is via a network of gravel and partly sealed roads. The condition of these roads varies from good to poor, with some roads requiring an upgrade.

The Resource Recovery Centre has a sealed road network for public use.

2.8 Geology and Hydrogeology

2.8.1 Geological Setting

According to the Wangaratta 1:250,000 Geological Map Sheet (DPI, 1997), and as described in the report 'Old Farnley Rd Landfill Benalla Hydrogeological Conceptual Model' (Golders 2010b), Quaternary (Pleistocene) aged Shepparton Formation sediments comprising clays, sands and sandy clays underlie the site.

In addition to the information provided by the geological maps, investigative drilling and sampling during monitoring bore construction (Coffey 2011 and Coffey 2001) indicate variable sub-surface conditions consisting of sandy clays, sand and occasional gravels.

It is interpreted that the Shepparton Formation extends to at least 30 m below ground level (mbgl) with the general sub-surface conditions summarised as (summarised from Coffey 2011 and Coffey 2001):

- Top Soil – 0.1 to 0.4 m
- Silty and Sandy Clay (medium to high plasticity) – 0.4 to 9.0 m
- Clayey Sand (medium plasticity with occasional sand and gravels) – 9.0 to 16.0 m

Soil permeability testing across the site by geotechnical engineers BM Civil indicates the clay soil in the 0.4 to 9.0m depth range to have a permeability of $\leq 1 \times 10^{-9}$ m/s.

2.8.2 Local Groundwater Conditions

The main aquifer underlying the Shepparton Formation is regionally extensive. There are nine active groundwater monitoring wells at and around the site.

The groundwater levels at the site vary from 152.39 mAHD to 153.70 mAHD during the March 2020 monitoring round. The landfill cell base for all cell designs is RL 156.00m. Refer to Table 4 below for groundwater levels.

Borehole ID	Year Constructed	Easting*	Northing*	Groundwater Elevation March 2020 mAHD*
BH1U	2011	410463	5959057	152.39
BH2U	2011	410375	5958765	153.21
BH3U	2011	410580	5958645	153.30
BH4	2011	410583	5958646	152.82
BH5	2011			153.26
BH6				152.88

BH7				152.85
BH8				152.38
BH9				153.70

Table 4 Groundwater Elevations in March 2020

2.8.3 Groundwater Beneficial Uses

Beneficial uses of the groundwater from the area surrounding site could include:

- Maintenance of ecosystems
- Potable mineral water supply
- Agriculture, parks, gardens
- Stock watering
- Industrial water use
- Primary contact (recreation)

There are no known groundwater uses within 10km of the site.

2.9 Current Landfill Licence

The landfill is licensed under the *Environment Protection Act 1970, section 20 (Victoria)*. Council holds Environmental Licence No. 12560 for the site. The licence requires Council to operate the site in a certain manner and to undertake certain actions with respect to:

- Waste acceptance
- Landfill operation
- Surface water and leachate management
- Environmental management planning
- Environmental monitoring and reporting
- Rehabilitation

2.10 Current Landfill Classification

In accordance with the landfill licence (12560), the wastes approved to be received at the landfill are described in Section 2.2. Based on these types of waste, the Benalla Landfill is currently classified as a Type 2 Landfill in accordance with the classification system included in the Landfill Best Practice Environmental Management Guidelines (BPEM).

2.11 Cell Construction and History

Cell construction commenced in the late 1980s to early 1990s on the western portion of the site. The previous cell areas are shown on Drawing IS24119-01 in Appendix A with cell construction as summarised in Table 5.

Area/Cell Number	Year Opened	Waste Depth & Cell Lining
Area 1	Late 1980 to Early 1990s	• 4 m deep • 3 m above natural • Cell unlined
Area 2	Late 1980 to Early 1990s	• 4 m deep • 3 m above natural • Cell unlined
Area 3	Early 1990s	• 4 m deep • 3 m above natural • Cell unlined
Area 4	1998	• 4 m deep • 3 m above natural • Cell unlined
Area 5	2000	• 4 m deep • 3 m above natural • Cell lined with a 300 mm thick clay layer
Area 6	2003	• 4 m deep – 2 sub-cells • Cells lined with a 1000 mm thick clay layer
Cell A	2009	• 11 m deep • Cell lined with a 1000 mm thick clay layer
Cell L	2011	• 11 m deep • Cell lined with geosynthetic clay liner (GCL)
Cell 1	2016	• BPEM compliant cell
Cell 2	2019	• BPEM compliant cell
Cell 3A	2023	• BPEM compliant cell
Cell 3B	2025	• BPEM compliant cell

Table 5 Cell Construction History

2.12 53V Environmental Audit

A 53V environmental audit of the site is to be completed annually in accordance with the EPA licence, once a full year cycle of groundwater, stormwater, gas and leachate monitoring is

completed. The findings from the annual environmental audits may influence landfill operations and any corrective actions undertaken in a timely manner as agreed with the EPA accredited auditor.

3 Cell Sequencing

3.1 Site Layout

Benalla landfill site is trapezoidal shape and comprises:

- Filled and rehabilitated Area 1 to the west with EPA approval.
- Filled Areas 1 to 5 comprising an interim cap with EPA Rehabilitation design approval in 2024 for the area known as Stage 2A Rehabilitation. Construction is scheduled during the 20265 financial year.
- Area 6 and Cells 1, 2, A and L comprising an interim cap
- Cell 3A is active and Cell 3B has EPA Cell Design approval in 2024 and construction is scheduled during 2025 financial year.
- Two leachate ponds along the southern boundary, one clay lined and one HDPE lined
- Stormwater dam in north east corner

3.2 Current Capacity of Active Cell 3A

Cell 3A is the only cell currently receiving waste. Cell 3A was commissioned in 2023 and was predicted to have four to five more years of life before it reaches capacity. But as the waste coming in has reduced from 20,000 t/a to 8,000 t/a, Cell 3A will have an extended life in conjunction with development of Cell 3B. This will also allow Cell 1 (when it reaches final top of waste levels) and Cell L to be rehabilitated once Cell 3B reaches capacity to comply with EPA licence requirements.

3.3 Filling Existing Cells to the New Top of Waste Levels (Updating)

With the top of waste levels being raised to match the height of interim cap on Area 6 and Cells A and L. Cells 1 and 2 will gain around 45,000 m³ of airspace each, this will increase the life of the landfill by 9 years at current filling rate of 8,000 t/a. If the council were to increase the waste back to 20,000 t/a the added life to the landfill would be 4 years. The existing Cells 1 and 2 will be filled by progressively peeling back the interim cover and filling up to the new top of waste. Cells 3A and 3B will be filled to the new top of waste height as they are still active.

The revised Top of Waste Contour Plan is shown in Figure 3 and also included in Appendix A.

The Top of Waste Contour Plan has been increased to increase available airspace so that the landfill weighbridge gate fees could be competitive with other surrounding Councils and be sustainable into the future as the regional Landfill for North East Victoria. The additional airspace helps offset the Cell rehabilitation construction costs.

The increase of the Top of Waste Conour is also supported in the Benalla Regional Landfill Business Plan 2017 by Consultants Blue Environment.

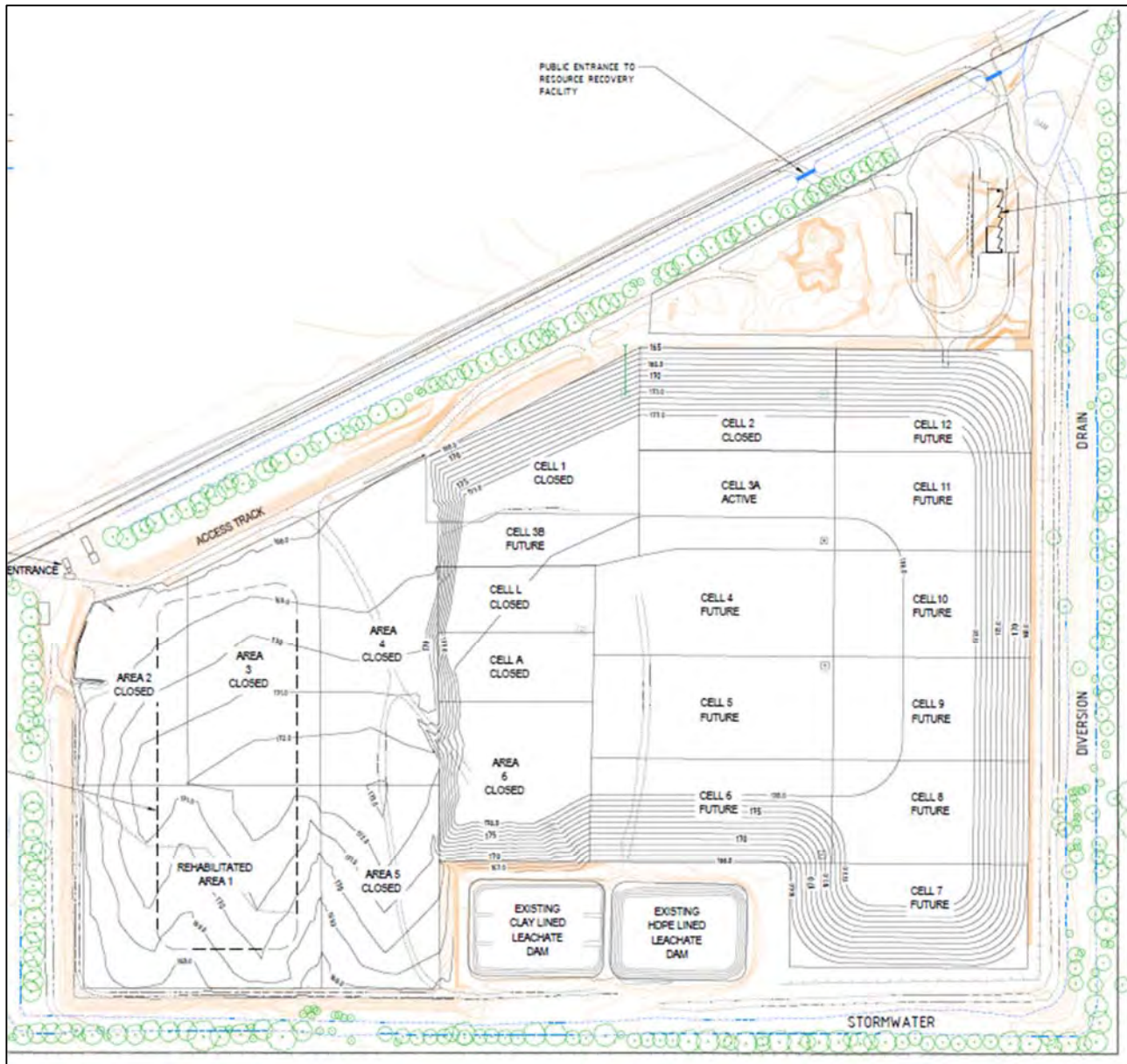


Figure 3 Top of Waste Contour Plan

3.4 Annual Waste Tonnages

The current annual waste is approximately 8,000t/a over the weighbridge. To be financially viable, the financial model found the minimum annual waste stream over the weighbridge should be 27,000 t/a.

As a result, Council will need to find additional waste streams to get the waste over the weighbridge back above 20,000 t/a. This could be done by negotiating longer term Commercial Waste contracts at not less than proposed 2025 Gate fees and inviting other regional Councils to deliver waste to Benalla Landfill at the proposed Municipal rate as their landfills close.

The ideal annual waste stream over the weighbridge is 32,000t/a. Council should try to achieve this volume by the 2032 financial year (or earlier) for the landfill to be financially viable. This volume increase could be achieved by Strathbogie, Mansfield and Wangaratta Councils delivering waste streams to Benalla Landfill along with an increase in commercial waste deliveries.

The detailed size and capacity of the future cells is described further in Table 6.

3.5 Cell Staging

It is proposed that future cells of the new area are developed in accordance with the sequence presented in Drawing IS24119-01 in Appendix A. In general, Cells 3B to 6 will be constructed in a southerly direction, then Cells 7 to 12 will be constructed in a northerly direction.

A suggested measure of the BPEM (and therefore not a mandatory requirement) is that the cells are designed to have a life of two years (i.e. allow for two years' worth of airspace). Due to the proposed plans to increase the amount of waste received, the size of the cells would be too small to operate in if the BPEM guideline were followed. The EPA have already approved larger Cells on the site such as Cell 3A which has a total life of around 7 years. The future cells have a footprint of a similar size to that of Cell 3A. Accounting for the height extension the cells, at annual waste deliveries of 20,000 tonnes the cells will have a capacity of seven to ten years. Cells 4, 5, and 6 are larger as they need to match into the boundary of Area 6, and Cells A and L, resulting in cells with a life of nine to ten years. This staging of the cells allows for progressive rehabilitation as once each cell is closed it can be rehabilitated to meet the requirements included in the BPEM Guidelines and EPA Licence.

Table 6 provides an indicative schedule for the construction and filling of the new cells based on 20,000t/a plus soil cover. The proposed schedule may change depending on conditions at the time of construction of the cells or during filling. It is recommended that the Masterplan be totally reviewed every four to five years or following a major change in waste filling rates or regulatory changes.

Cell	Floor area [m ²]	Sidewall area [m ²]	Airspace [m ³]	Years of airspace	Year commence construction
Cell 3B	1400	700	118,700	4.15	2025
Cell 4	12900	-	260,300	9.11	2036
Cell 5	12800	-	272,400	9.54	2046
Cell 6	8850	4350	286,000	10.01	2056
Cell 7	5600	6700	101,100	3.54	2067
Cell 8	8300	2350	202,700	7.10	2071

Cell	Floor area [m ²]	Sidewall area [m ²]	Airspace [m ³]	Years of airspace	Year commence construction
Cell 9	8200	2350	214,800	7.52	2079
Cell 10	8500	2500	231,800	8.12	2087
Cell 11	7850	2200	210,800	7.38	2096
Cell 12	5650	4600	211,800	7.41	2104

Table 6 Cell Staging and Airspace Volumes

As the annual volume of waste increases beyond 20,000t/a, the life of each Cell will reduce. Cell design and EPA approval must be obtained at least 12 months before Council proposes to construct the Cell.

3.6 Cell Profile

In accordance with the Landfill BPEM, it is proposed that the new cells are developed based on the requirements for a Type 2 (putrescible) Landfill. As per the current version of the BPEM (i.e. EPA Publication 788.3) the lining system will comprise of the following (from top to bottom):

- Geotextile filter layer
- 300 mm drainage layer (including leachate collection pipes)
- Geotextile cushion layer
- 2.0 mm thick High Density Polyethylene Geomembrane
- Geosynthetic Clay Liner instead of 1m thick clay liner to increase available air space.
- Existing batter slopes abutting future Cells 4,5 and 6 to have 0.5m of cover soil.

For the purposes of this Benalla Regional Landfill Masterplan, it has been assumed that EPA's present cell lining standards and requirements, as specified in the current version of the BPEM (i.e. EPA Publication 788.3), do not change over time and design remains the same as Cell 3A.

Estimated future Cell construction costs are based on Cell 3A design approved by EPA. Any changes to this standard into the future will increase the costs. No costs have been included in the financial model for the purchase/lease of the crown land.

An EPA grant from landfill levy payments should be sourced for this purpose of acquiring the additional land including community consultation, EPA Works approval and EPA Licence amendment.

It is expected that Benalla Regional Landfill will become the preeminent residual waste disposal site for North East Victoria as other Council Regional landfills close.

3.7 Cell Configuration

The 2019 Masterplan considered that there would be 20 cells built. However, due to the increase in top of waste contours, increasing the amount of waste the proposed cell size has been increased so that there will only be 12 cells, including Cells 1, 2 & 3 and these cells are generally rectangular in shape. The cells are designed to have a floor grade of 3% towards the leachate collection pipes and a 1% grade towards the sump. It is proposed that three cells will drain leachate into one sump to minimise the number of solar sumps, pumps and rising mains needed.

The sumps will be located in the lowest point of the cell that would be generally located on the east boundary in either the north or south corner of the cells as shown on the Top of Waste Contour Plan. Refer to Appendix A.

The cells of the new area will be separated by internal dividing bunds. The bunds will be arranged and located to maximise operational life.

Drawing IS24119-01 in Appendix A includes the proposed layout for the existing and future Cells.

3.8 Future Landfill Extension

It is proposed that Council purchase (or enter into long term lease) Crown land to the north as shown in Drawing IS24119-04 in Appendix A. This land is of similar size to the current landfill location thus should be able to double the life of the landfill. As this land is crown land, Council should obtain a letter of support from the EPA and Recycle Victoria to assist with purchase or long-term lease negotiations. Refer to Proposed Future Landfill Extension Plan Appendix A.

Costs have been included in the financial model for the purchase/lease of the crown land. An EPA grant from landfill levy payments should be sourced for this purpose.

It is expected that Benalla Regional Landfill will become the preeminent residual waste disposal site for North East Victoria as other Council Regional landfills close.

3.9 Packaged Waste Asbestos Storage

It is proposed that packaged asbestos cells are created over Cell Areas 4 and 5 once Stage 2A rehabilitation is complete. According to the Victorian Recycling Infrastructure Plan (2024), within 30 years, Benalla will be the sole landfill in the Hume Region authorized to accept packaged waste asbestos. This will result in a substantial demand for expanded storage capacity for asbestos-containing waste. Additionally, since waste asbestos generates minimal gas, storing it outside of the future landfill cells will help with gas production within the cells, enhancing the potential for green electricity generation from the gas extraction.

The packaged asbestos cells will include a 200mm thick class 3 crushed rock base or recycled crushed concrete CC3, to protect the Stage 2A rehabilitation cap. A 3m wide by 3m tall bund will be constructed around the perimeter to provide protection for the asbestos and once filled be

rehabilitated. These costs have not been included into the financial model but should be added if EPA gives approval.

3.10 Cell Construction Cost Estimate

The cost estimates for cell construction are based on rates from the construction of Cell 3A. A ten-year average CPI inflation rate of 3% has been used for each year since construction of Cell 3A. Along with this a price contingency has been applied to all cost estimates, due to the long-term nature of this project and the uncertainty of price increases a 30% contingency has been applied to the cost estimates. A summary of the Cell and Rehabilitation construction costs and estimated timelines over the life of the landfill has been provided in Tables 9 & 10. Detailed cost estimates for all future cells are provided in Appendix B. It is recommended that the Masterplan is reviewed every five years or after a major change in filling rates or regulation changes and cost estimates reviewed annually.

Cell	Cell End Year	Construction Cost (2024)	Rehabilitation Cost (2024)	Cumulative Cell life	Cell Life	Cell Year of Construction	Year of Rehabilitation
Stage 2A	-	-	\$1,100,000	-	-	-	2026
Cell 3A	2033/2034	-	\$1,237,798	7.7	7.7	-	2034
Top up Cells 1 and 2	2037/2038	-	-	11.2	3.5	-	-
Cell 3B	2041/2042	\$923,043	\$4,684,881	15.7	4.6	2025	2042
Cell 4	2051/2052	\$2,952,856	\$1,495,619	25.8	10.0	2039	2052
Cell 5	2062/2063	\$3,168,712	\$1,485,552	36.2	10.5	2049	2062
Cell 6	2073/2074	\$3,168,712	\$1,485,552	47.2	11.0	2059	2073
Cell 7	2077/2078	\$3,168,712	\$1,485,552	51.1	3.9	2070	2077
Cell 8	2084/2085	\$3,168,712	\$1,485,552	58.9	7.8	2074	2085
Cell 9	2093/2094	\$3,168,712	\$1,485,552	67.2	8.3	2082	2093
Cell 10	2102/2103	\$3,168,712	\$1,485,552	76.1	8.9	2090	2102
Cell 11	2110/2111	\$3,168,712	\$1,485,552	84.2	8.1	2099	2110
Cell 12	2118/2119	\$3,168,712	\$1,485,552	92.4	8.1	2107	2118
Leachate Dam Works		\$889,005				2030	
Link Road Connection		\$1,784,131				2037	
Total	-	\$ 31,898,728	\$ 20,402,714	-	92.4	-	-

Table 7 Summary of Construction Cost Estimates and Cell Life at 20,000t/a by 2032

Cell 3B needs to be constructed during 2025 so that garbage truck can access from Cell 3A and to top up Cells 1 & 2 with waste to match the new Top of Waste Contours. If not constructed in 2025 access to Cell 3B may not be possible. Cell 3B design has been approved by the EPA in 2024.

Council landfill operations should strive to increase residual waste to landfill to 32,000t/a over the weighbridge which will improve the overall financial and operation performance.

Summary of Cell and Rehabilitation Construction Cost And Timelines for Increased Annual Waste to 32,000 tonne							
Cell	Cell End Year	Construction Cost (2024)	Rehabilitation Cost (2024)	Cummilative Cell life	Cell Life	Cell Year of Construction	Year of Rehabilitation
Stage 2A	-	-	\$1,100,000	-	-	-	2025
Cell 3A	2029/2030	-	\$1,237,798	4.5	4.5	-	2030
Top up Cells 1 and 2	2031/2032	-	-	6.7	2.2	-	-
Cell 3B	2034/2035	\$923,043	\$4,684,881	9.5	2.9	2025	2035
Cell 4	2040/2041	\$2,952,856	\$1,495,619	15.8	6.3	2032	2041
Cell 5	2047/2048	\$3,168,712	\$1,485,552	22.3	6.5	2038	2047
Cell 6	2054/2055	\$3,416,736	\$1,507,087	29.2	6.9	2044	2054
Cell 7	2056/2057	\$2,963,563	\$1,472,984	31.7	2.4	2051	2057
Cell 8	2061/2062	\$2,715,761	\$1,285,744	36.5	4.9	2054	2062
Cell 9	2066/2067	\$2,817,431	\$1,275,004	41.7	5.2	2059	2067
Cell 10	2072/2073	\$2,854,663	\$1,315,201	47.3	5.6	2064	2072
Cell 11	2077/2078	\$2,609,619	\$1,235,305	52.3	5.1	2069	2077
Cell 12	2082/2083	\$2,469,289	\$1,275,004	57.4	5.1	2074	2082
Leachate Dam Works		\$889,005				2030	
Link Road Connection		\$1,784,131				2037	
Total	-	\$ 26,891,673	\$ 19,370,179	-	57.4	-	-

Table 8 Summary of Construction Cost Estimates and Cell Life at 32,000t/a.

3.11 Timeframes and Costs Associated with Cell Construction

To give Council a better understanding of the various aspects of cell construction, the timeframes and the costs associated with it have been summarised into cell construction activities in Table 9 with a breakdown of the timeframes and costs for the design and audit of the design, tendering, cell construction, auditing and EPA approvals for the next 20 years.

Cell	Aspect/Activity	Start Date	End Date	Cost
Cell 3B	Design	Aug 2023	Nov 2023	NA
	Assessment of Design	Dec 2023	Feb 2024	NA
	EPA approval of Design	Mar 2024	Apr 2024	NA
	Procurement	May 2025	Jun 2025	NA
	Cell construction	Oct 2025	Mar 2026	\$860,000
	TPCC/GITA	Oct 2025	Mar 2026	\$80,000
	Construction Audit	Oct 2025	Mar 2026	\$37,000
	EPA approval of cell construction	Mar 2026	May 2026	NA

Cell	Aspect/Activity	Start Date	End Date	Cost
Cell 4	Design	Aug 2029	Nov 2029	\$95,000
	Assessment of Design	Dec 2029	Feb 2030	\$35,000
	EPA approval of Design	Mar 2035	Apr 2035	NA
	Procurement	May 2035	Jun 2035	NA
	Cell construction	Jul 2035	Mar 2036	\$3,263,000
	TPCC/GITA	Jul 2035	Mar 2036	\$90,000
	Construction Audit	Jul 2035	Mar 2036	\$42,000
	EPA approval of cell construction	Mar 2036	Apr 2036	NA
Cell 5	Design	Aug 2038	Nov 2038	\$125,000
	Assessment of Design	Dec 2038	Feb 2039	\$47,000
	EPA approval of Design	Mar 2039	Apr 2039	NA
	Procurement	May 2045	Jun 2045	NA
	Cell construction	Jul 2045	Mar 2046	\$4,594,000
	TPCC/GITA	Jul 2045	Mar 2046	\$117,000
	Construction Audit	Jul 2045	Mar 2046	\$55,000
	EPA approval of cell construction	Mar 2046	Apr 2046	NA
CELL CONSTRUCTION COST ESTIMATE FOR THE NEXT 20 YEARS				\$9,443,000

Table 9 Cell Design and Construction Cost Estimate @ 20,000t/a

Note: Estimated timelines will be sooner if waste volumes exceed 20,000 t/a as proposed. Refer to the financial model for further details Appendix B.

4 Landfill Cap

4.1 Assessment of Existing Landfill and Interim Cap

Based on the information provided by Council, it is understood that the Area 1 was rehabilitated in 2006 and approved by EPA and Areas 2 to 5 have received an interim cap. A detailed cap design for Cell Areas 2 to 5 known as Stage 2A was prepared by Infrastructure Solutions and approved by EPA in 2024. Council proposes to construct Stage 2A rehabilitation area in 2026-27.

The rehabilitation of Area 1 was undertaken in 2006 with a cap profile understood to be constructed as follows:

- 1 m clay installed in 200 mm lifts
- 200 mm topsoil
- Approximately two hectares

The top of waste contours is consistent with the Top of Waste Contour Plan in Appendix A.

4.2 Top of Waste Pre-Settlement Surface

The current top of waste contours in the EPA Licence has been raised to match the level of overfilling in Area 6 and cells A and L. This was done to increase the airspace and prolong the life of the landfill and to provide a financially sustainable model as a regional landfill.

The top of waste has a grade of 1 in 4 around the perimeter batter slope and a 1 in 200 grade across the top of the elevated section at an RL of 178.5m. Refer to the new Top of Waste Contour Plan Appendix A to be approved by EPA and included into the landfill licence.

4.3 Rehabilitation Requirements

A review of the historic licence requirements showed that cells that have been filled before 2010, must be rehabilitated in accordance with licence conditions at the time of ceasing receiving waste. For Benalla landfill this means that all old cells Areas 2 to 5, must be rehabilitated as follows:

- Topsoil
- 500 mm compacted earthen cover

Cell Area 6, A and L and all future cells must be rehabilitated to the BPEM compliant cap. Rehabilitation requirements which are summarised in Table 10 and the BPEM compliant cap profile will be either Figure 4 or 5.

Area/Cell	Year Opened	Interim Cap Details	Rehabilitation requirements
1	Late 1980 to Early 1990s	Rehabilitation completed in 2006 – area of rehabilitation is confined to the zone south of the existing fence line.	• No further capping works
2	Late 1980 to Early 1990s	Interim cap	• 500 mm compacted earthen layer • Vegetation layer
3	Early 1990s	Interim cap	• 500 mm compacted earthen layer • Vegetation layer
4	1998	Interim cap	• 500 mm compacted earthen layer • Vegetation layer
5	2000	Interim cap	• 500 mm compacted earthen layer • Vegetation layer

6	2003	Interim cap	• 500 mm compacted earthen layer • Vegetation layer
Cell A	2009	Interim cap	• BPEM cap
Cell L	2011	Interim cap	• BPEM cap

Table 10 Rehabilitation requirements of filled cells

Note: Cell Areas 2 to 5 rehabilitation design has been approved by EPA and is scheduled for construction 2025-26.

4.4 BPEM Cap

Cell Area 6, A and L, as well as all new cells, must be rehabilitated as per the BPEM requirements for Type 2 Landfills. Using capping system for Type 2 landfills specified in the current version of the BPEM (i.e. EPA Publication 788.3) there is two options, a geosynthetic clay layer can be used or a 600mm thick low permeability clay layer. The cap with comprise of the following (from top to bottom):

- 200 mm Topsoil layer
- 800 mm subsoil layer
- Cushion geotextile
- Minimum 1.5 mm thick Linear Low density Polyethylene Geomembrane
- Geosynthetic clay liner or 600mm Clay layer

Option 1 – Figure 4 was proposed in the previous Masterplan Report by GHD and Option 2 – Figure 5 has been created in accordance with the BPEM indicative landfill cap design

The geosynthetic clay layer option will result in a thinner cap profile. Whereas the 600mm thick clay layer under the flexible liner should be a cheaper option as there is an abundance of suitable clay with permeability $\leq 1 \times 10^{-9}$ m/s stockpiled on site. Option 2 was used in the cost estimates for the rehabilitation of cells, Appendix D.

The need for a GCL or compacted clay layer under the LLDPE may not be necessary if the cap profile is modelled in HELP, an EPA approved seepage model. However, subsoil drains will most likely be required above the LLDPE geomembrane.

For the purposes of this Regional Landfill Masterplan, it has been assumed that EPA's present capping standards and requirements, as specified in the current version of the BPEM (i.e. EPA Publication 788.3), do not change over time.

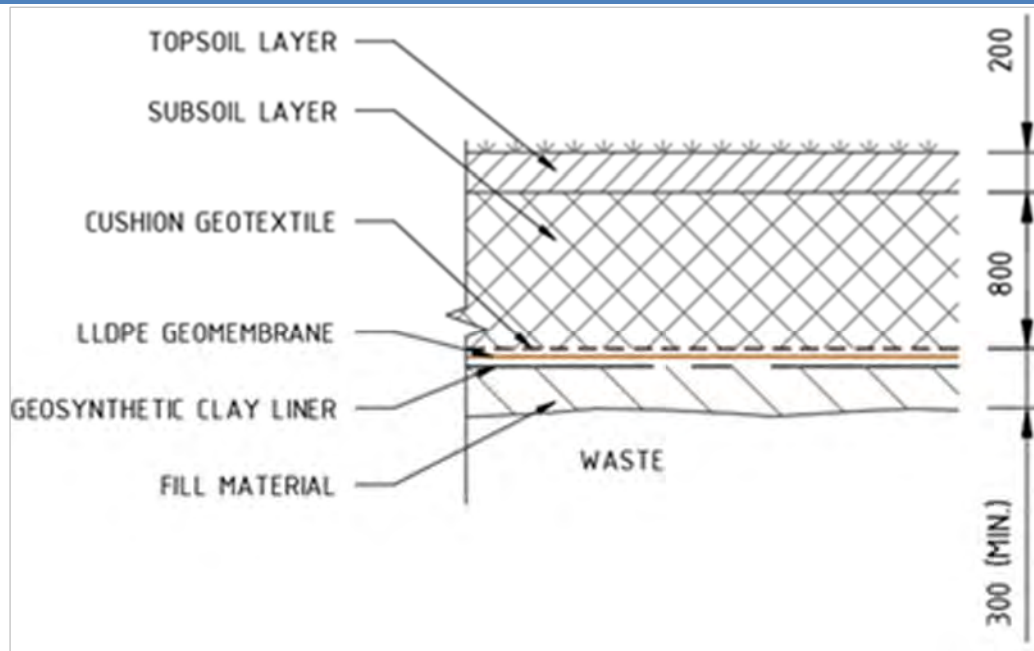


Figure 4 Cap Lining System Option 1

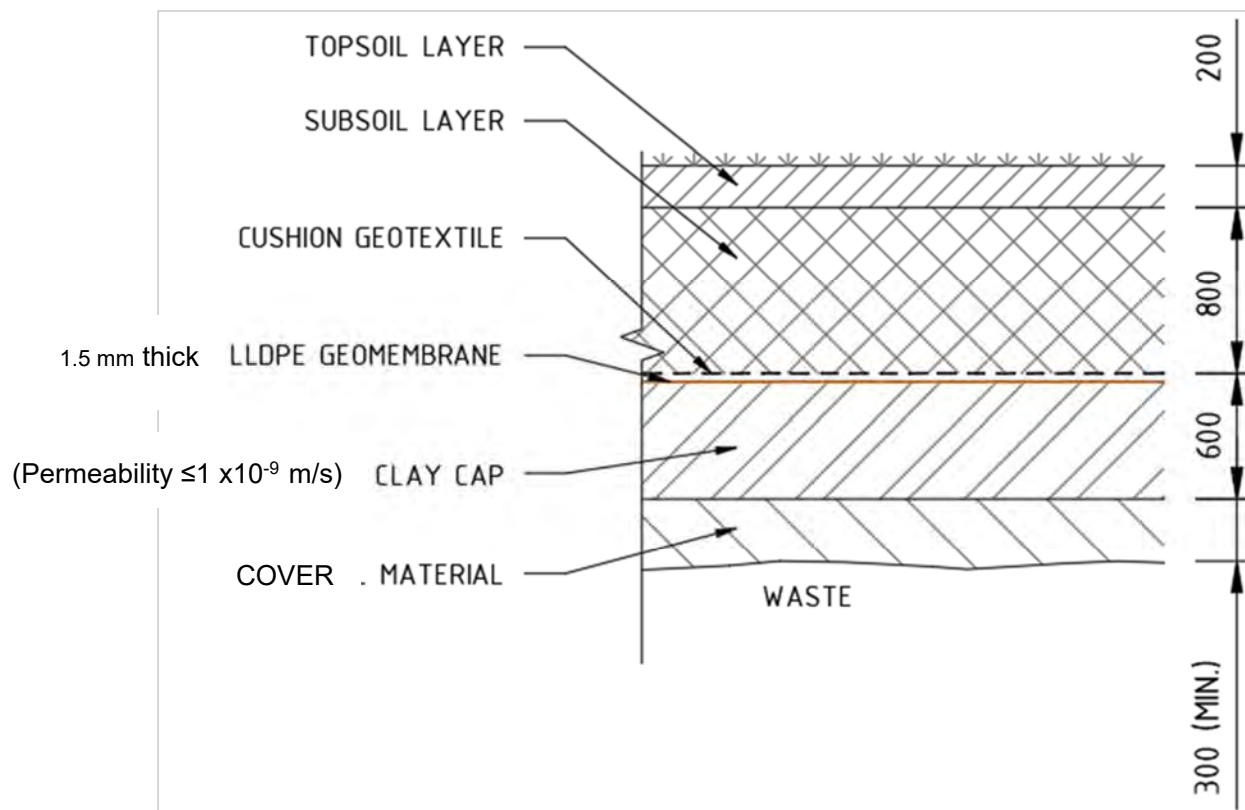


Figure 5 Cap Lining System Option 2

Gas vertical wells, gas manifolds, lateral pipework in the fill material below the clay cap will be installed by others as part of the gas supply Build Own Operate (BOO) contract prior to the rehabilitation works unless otherwise agreed between the parties.

5 Landfill Rehabilitation

5.1 Progressive Landfill Rehabilitation

It is proposed that progressive construction of the landfill final cap is carried out in areas where waste filling operations have been completed and gas extraction system installed. Progressive capping and rehabilitation involve the closure and construction of the final capping system of the relevant area during the operational life of the landfill.

As described in the Landfill BPEM, environmental and management benefits of progressive rehabilitation include (among others):

- Minimising the generation of leachate through minimising rainfall infiltration
- Minimising offensive odours and landfill gas emissions
- Stabilizes the waste mass by reducing the pore water pressure within the fill
- Reduces the risk of exposure to wastes (e.g. asbestos, hazardous wastes, etc.)
- Allows for collection of landfill gas and possible green electricity generation
- Facilitates materials and construction costs budgeting through the staged construction of the landfill cover

It is proposed that rehabilitation of the landfill will be constructed in 3 stages involving 11 sub stages using the capping system proposed in Section 4.4 and Rehabilitation Staging Drawings in Appendix A. With the cap for Area 6 and cells 1, 2, 3B, A, and L to occur after cell 3B has closed. The progressive rehabilitation construction will occur in the same sequence as the cells with stage 2 rehabilitation in a south easterly direction and stage 3 in a north westerly direction. The proposed stages and sequence for rehabilitation of the site are shown in Drawing IS24119-02 Appendix A.

A 3D profile of the landfill cap top of waste which includes the EPA policy 30-year outlook line and 2D sections lines is provided in Appendix A. The 2D sections are also included in Appendix A which show the proposed top of waste finished surface level compared to the existing surface level and future cell levels.

The gas extraction system is to be installed prior to cap rehabilitation, so vertical gas wells do not need to be cut into the liner and the gas extraction pipes can be laid within the cover layer beneath the LLDPE Liner or above the LLDPE liner whichever the gas extraction contractor prefers.

Should the Gas System Contractor wish to construct the gas wells and connecting pipes after the rehabilitation of the cap, the financial model will need to be revised. However, it is not expected to impact on the estimated weighbridge cost/tonne.

5.2 Rehabilitation Timeline

In line with the proposed staged rehabilitation of the site, it is proposed that construction of the final cap of the landfill is carried out over the various stages which are presented in Table 11.

Rehabilitation Stage	Area [ha]	Rehabilitation Starts	Type of Cap
Stage 1	5.2	2039	BPEM cap
Stage 2a	5.83	2026	Non-BPEM cap- EPA Approved
Stage 2/1	1.00	2039	BPEM cap
Stage 2/2	1.29	2049	BPEM cap
Stage 2/3	1.28	2059	BPEM cap
Stage 2/4	1.30	2070	BPEM cap
Stage 3/1	1.27	2074	BPEM cap
Stage 3/2	1.05	2082	BPEM cap
Stage 3/3	1.04	2090	BPEM cap
Stage 3/4	1.09	2099	BPEM cap
Stage 3/5	1.00	2107	BPEM cap
Stage 3/6	1.04	2116	BPEM cap

Table 11 Rehabilitation Estimated Timeline based on 20,000 t/a

The proposed staged rehabilitation and associated timeframes may be changed by Council due to capital works rescheduling, unforeseen circumstances or site conditions at the time of the proposed works.

The current cell development plan indicates the site will receive waste and will be operational until approximately 2115 based on 20,000 t/a. Based on this, rehabilitation of the landfill site is proposed to be completed by 2116.

5.3 Rehabilitation Cost Estimate

The cost estimate for rehabilitation is based on rates from the construction of Cell 3A. The CPI adopted is the ten-year CPI average and an inflation rate of 3% has been used for each year since construction of cell 3A. A price contingency has also been applied to all cost estimates, due to the long-term nature of this project and the uncertainty of price increases a 30% contingency has been applied to the cost estimates.

A summary of the estimated costs over the next 10 years based on 20,000 t/a is provided in Table 12. Cost estimates for Cell and Rehabilitation of all cells are provided in Appendices B, C & D. The cost estimates include design, auditing, Level 1 and Third-Party Construction Services supervision, and construction costs. The summary of rehabilitation cost estimates, Table 12 assume that a BPEM Type 2 cap will be provided for all stages with the exception of Stage 2A. The estimates also assume that EPA's present capping standards and requirements, as specified in the current

version of the BPEM (i.e. EPA Publication 788.3), do not change over time. However, the estimated timing of each rehabilitation staged works may alter over time.

Stage	Aspect	Start Date	End Date	Cost (\$) (excl. GST)
Stage 2A	Design	Aug 2026	Nov 2026	NA
	Assessment of Design	Dec 2026	Feb 2027	NA
	EPA approval of Design	Mar 2027	Apr 2027	NA
	Procurement	May 2027	Jun 2027	NA
	Cap construction	Jul 2027	Feb 2028	\$1,202,000
	TPCC/GITA	Jul 2027	Feb 2028	\$82,000
	Construction Audit	Jul 2027	Feb 2028	\$27,000
	EPA approval of cap construction	Mar 2028	Apr 2028	NA
Stage 2/1	Design	Aug 2029	Nov 2029	\$93,000
	Assessment of Design	Dec 2029	Feb 2030	\$29,000
	EPA approval of Design	Mar 2030	Apr 2030	NA
	Procurement	May 2030	Jun 2030	NA
	Cap construction	Jul 2030	Feb 2031	\$1,197,000
	GITA	Jul 2030	Feb 2031	\$87,000
	Construction Audit	Jul 2030	Feb 2031	\$29,000
	EPA approval of cap construction	Mar 2031	Apr 2031	NA
Stage 1	Design	Aug 2032	Nov 2032	\$104,000
	Assessment of Design	Dec 2032	Feb 2033	\$33,000
	EPA approval of Design	Mar 2033	Apr 2033	NA
	Procurement	May 2033	Jun 2033	NA
	Cap construction	Jul 2033	Feb 2034	\$5,845,000
	GITA	Jul 2033	Feb 2034	\$98,000
	Construction Audit	Jul 2033	Feb 2034	\$33,000
	EPA approval of cap construction	Mar 2034	Apr 2034	NA

Table 12 Summary of Rehabilitation Costs for Stages 2A, 1 & 2/1 Based on 20,000t/a

Note: For estimated construction cost details for all Cells refer to Appendix C, Financial Summaries in Appendix B and Drawings in Appendix A.

Costs for Detailed Cap Design (including Design report, Design Drawings, Technical Specification, CQA Plan and auditor verification) and the Construction Verification Audit and GITA/TPCC are

provided separately in Table 12 to the cap construction costs. However, full details for all staged rehabilitation costs are included in Appendix D.

5.4 Landfill Gas Management System

There is currently no landfill gas management system or extraction at the landfill. The need for a passive or active gas extraction system is guided by the gas generation rates within the cells. Presently there is no landfill gas monitoring data within the Cells to determine generation rates.

The gas management system is to be installed before rehabilitation construction starts. This is to avoid the need to cut holes in the flexible LLDPE liner systems for the gas wells, and no excavation is needed to for the gas extraction pipes to be laid.

It is proposed that Council tender for a build own operate for the supply, installation and maintenance of the gas extraction system. This is to save on installation and maintenance costs and allow a more experienced company to manage the gas system.

Stage 2A rehabilitation will not need a gas management system as this area has been closed for over 20 years and there is not enough gas production to warrant the installation of gas wells.

The gas management system in Cell 3B will be installed just prior to Stage 1 rehabilitation. A gas collection on the site may begin earlier if the gas system contractor can pipe gas from Cells 1 & 2 around Cell 3B to Area A, Cells 6 and L.

The proposed stages and sequence for the gas management system of the site are shown in Drawing IS24119-03 in Appendix A however, the sequence may change at the request of the gas system contractor.

5.5 Landfill Gas Management Timeline

Similar to the rehabilitation of the site, it is proposed that gas extraction system is installed over the 11 sub stages which are presented in Table 13.

Gas Stage	Area [ha]	No. of Wells	Estimated Year of Installation
Stage 1 (Cells 1, 2, L & A and Area 6)	4.66	14	2026-2028
Stage 1 (Cell 3B)	0.51	2	2039
Stage 2/1 (Cell 3A)	1.00	3	2031
Stage 2/2 (Cell 4)	1.29	3	2049
Stage 2/3 (Cell 5)	1.28	3	2059
Stage 2/4 (Cell 6)	1.30	3	2070
Stage 3/1 (Cell 7)	1.27	3	2074

Gas Stage	Area [ha]	No. of Wells	Estimated Year of Installation
Stage 3/2 (Cell 8)	1.05	3	2081
Stage 3/3 (Cell 9)	1.04	3	2089
Stage 3/4 (Cell 10)	1.09	3	2098
Stage 3/5 (Cell 11)	1.00	3	2106
Stage 3/6 (Cell 12)	1.04	3	2114

Table 13 – Estimated Timeline of Gas Extraction System Installation

5.6 Upgrades to Existing Infrastructure

During the operation of the landfill, new infrastructure will be required as new cells are constructed and the landfill footprint expands. Table 14 provides a summary of the additional infrastructure expected to be required and the estimated costs for installing this infrastructure. A 3% inflation rate has been applied for every year since 2024. A physical and price contingency of 30% has been applied to all cost estimates.

Once more cells open, the current HDPE lined leachate dam will not have the required capacity receive leachate from the whole landfill site. Thus, requiring the existing clay lined leachate dam to be lined with a HDPE liner system to meet EPA requirements.

A connection from Old Farnley Road to Link Road is needed once the annual waste stream increases. As a higher number of trucks will be entering the landfill, this connection will provide trucks from outside of the municipality an alternative route away from the town centre.

Further costing details and assumptions for additional landfill infrastructure are provided in Appendix C.

Item	Estimated Year Works Completed	Quantity	Total Cost (\$) (excl. GST)
Develop earth bunds and 200mm thick class 3 crushed rock over the old rehabilitated Areas 4 & 5	2027	1	\$1,150,000
Installing HDPE liner into existing clay lined leachate dam	2030	1	\$589,005
Installation of aerators in the existing leachate ponds.	2030	2	\$300,000
Connection of Old Farnley Road to Link Road	2037	1	\$1,784,131

Table 14 Additional Infrastructure Requirements in 2024 dollars.

6 Post Closure Activities

6.1 Site After-Use

It is expected that the site will include a solar panel array over the rehabilitated surface when the current site closes between 2082 and 2116. The closure date is variable and will depend on a number of factors such as the waste compaction rate and volume of waste per year. Post closure generation of green electricity from landfill extraction will continue and will work together with a solar panel field and possible battery storage facility.

It should be noted that differential settlement of a landfill's capping layer will occur overtime as the underlying waste decomposes and settles. Therefore, structures built on landfills risk being subject to differential settlement, which will need to be considered when planning the placement of solar panels over the site.

6.2 Aftercare Monitoring and Maintenance

In accordance with Landfill BPEM and EPA recommendations for a landfill receiving putrescible wastes, a 30-year period is proposed for the management of the site after closure and rehabilitation. This timeframe is indicative only as the actual period of aftercare is dependent on the ongoing risk presented by the landfill. The period of aftercare ceases when an EPA appointed environmental auditor has assessed the site, as part of an environmental audit, as no longer posing a risk to the environment. Shorter aftercare periods may be possible if the breakdown of the waste is accelerated through leachate production and landfill gas generation.

As the landfill reaches its intended closure an Aftercare Management Plan (AMP) will need to be prepared to comply with EPA licence conditions. The AMP is the primary document to manage the environmental risks of the site following landfill closure. EPA Publication 1490, Closed Landfill Guidelines requires an AMP to include:

- Inspection and maintenance of the landfill cap to prevent, control and remediate erosion, restore depressions, seal cracks and maintain vegetation
- Inspection and maintenance of surface water control and collection infrastructure
- An environmental monitoring program for the landfill, verified by an environmental auditor appointed pursuant to the Environment Protection Act

Additionally, the following aftercare documentation will be required during the 30-year aftercare period:

- Hydrogeological assessment and auditor verification
- Biennial aftercare section 53V audits
- Annual compliance reports required to meet EPA post closure plan requirements
- Environmental monitoring program and risk assessment updates every five years

Aftercare monitoring cost estimates have been prepared in accordance with the existing landfill monitoring program. It has been assumed that leachate disposal in the aftercare period will be managed via the existing leachate evaporation ponds located next to proposed Cell 6. Once the landfill has been rehabilitated, leachate generation will be significantly reduced. Decommissioning of the evaporation ponds may be required at the end of the aftercare period.

6.3 Summary of Aftercare Costs

A summary of the costs for the 30-year aftercare period in 2024 rates is provided in Table 15.

Item	Unit Cost (\$) (excl. GST)	Quantity / Years	Cost (\$) (excl. GST)
Annual Compliance Reports	\$9,000	30	\$270,000
Aftercare s53V Audits (biennial frequency)	\$52,000	15	\$780,000
Hydrogeological assessment including auditor Verification	\$26,000	2	\$52,000
Aftercare management plan including auditor verification and five-year updates	\$6,000	6	\$36,000
Environmental Risk Assessment and five-year updates	\$4,000	6	\$24,000
Environmental Monitoring Program and five-year updates	\$4,000	6	\$24,000
Existing Environmental Monitoring (annual cost)	\$51,000	30	\$1,530,000
Additional Environmental Monitoring (annual cost)	\$40,000	30	\$1,200,000
Maintenance of cap/vegetation, wells, bores, and associated pipework (annual cost)	\$7,000	30	\$210,000
Stormwater management (annual cost)	\$7,000	30	\$180,000
Leachate extraction/collection, treatment and disposal (annual cost)	\$20,000	30	\$600,000
Infrastructure and leachate pond decommissioning at end of aftercare	\$120,000	1	\$120,000
Total cost (current 2024 dollars)			\$5,056,000

Table 15 Aftercare Management Costs in 2024 Dollars

Further costing details and assumptions for the 30-year aftercare period and further description of the aftercare requirements are provided in Appendix E along with a summary of the aftercare cost on per year basis.

7 Financial Analysis

A financial model has been prepared in the form of spreadsheet for Council to review and update as required. The financial model will assist council with forecasting the capital works costs associated with the landfill.

The Financial analysis for the capital works costs has been based on the following waste volumes over the weighbridge:

- Benalla Waste Only – 8,000t/a
- 8,000t/a plus Wangaratta by 2032 (approx. 20,000 t/a)
- 20,000t/a
- 27,000t/a
- 32,000t/a

The financial analysis has been conducted over a 30-year time frame until the year 2055 (once Cell 6 has been filled) in line with EPA requirements, even though the landfill has significantly larger life as a Regional Landfill.

The financial model in summary assumes the following:

- That inflation will on average increase at 3% per year.
- Discount Rate of 5% has been applied to the Aftercare Cost in the financial mode to determine the annualised capital expenditure.
- That EPA approve the proposed:
 - o Top of Waste Contours
 - o Number of new Cells
 - o Upgrade infrastructure proposed e.g. (i) leachate dam and (ii) Link Road.
 - o Rehabilitation program proposed so that gas systems can be installed prior to capping.
 - o Allows asbestos to be stockpiled in banded cell over the Stage 2A Rehabilitation area.
 - o Increased waste being placed into Cells 1 & 2.
- That total daily cover over the waste is 30% of the total waste stream. Any reduction will increase Cell Life.
- Waste Compaction achieves 1t/cub.m with the appropriate compactor. If this rate is not achieved the landfill life will decrease.
- Landfill gas system is supplied, installed and maintained at no cost to Council through a Build Own Operate Contract for the life of the landfill and up to 30 years after closure.

- That as total annual waste volumes increase above 20,000t/a the life of the Cells will decrease. Refer to the Spreadsheet Year by Year Increased Waste as an example of costs and Cell Life spans if the waste volume increases to 32,000t/a by 2027.
- All landfill Cell Rehabilitation and other cost estimates include 30% contingency.
- No capital works cost allowance has been made for development of asbestos bunds over Stage 2A Rehabilitation, but should not be a large cost item if approved by EPA.

Details of the financial model are provided in Appendices B, C, D & E.

7.1 Summary of Construction Costs

A summary of the Cell and Rehabilitation estimated costs and timelines are shown below in Table 7 for residual waste to landfill not less than 20,000t/a and Table 8 for residual waste to landfill increased to a preferred waste stream of 32,000 t/a by 2027. Further details on Cell construction and rehabilitation can be found in Appendix C and D respectively.

7.2 Landfill Asset Life & Financial Analysis

An active spreadsheet has been developed with this Masterplan for Council to be able to review actual costs compared to estimated costs and make adjustments to the model as factors change.

The airspace for Cells based on Top of Waste Contours and base of all future cells based on Cell 3A & 3B has been calculated using 3D Civil Design Software.

The estimated life of each Cells was calculated based on various waste streams of 8,000t/a plus Wangaratta volumes by 2032 to achieve 20,000 t/a, 27,000t/a or 32,000 ta/ over the weighbridge plus 30% cover soil. The estimated construction costs for Cell, Rehabilitation and other costs were calculated using the cost of Cell 3A rates plus CPI adjustment and other current industry rates. The financial analysis covers the life of the landfill plus aftercare post closure and includes CPI increases at 3% and 5% discount rate on the aftercare cost estimate distributed over the life of the cells so that the aftercare cost is picked up in the weighbridge fees. EPA landfill levy has also been increased with CPI.

The Landfill Asset Life and Financial Analysis for 8,000 t/a plus Wangaratta volumes by 2032 or earlier) to increase the volume to 20,000t/a is provided in Appendix B. The spreadsheet table is too large to include in the main report. Similarly, the Landfill Asset Life and Financial Analysis for waste increasing up to 32,000 t/a by 2027 is provided in Appendix B.

A summary of Construction Costs and Cell Life over the next 30 years is provided in Table 16 below. The Landfill life is much longer than 30 years but identifies how the landfill Cell life varies by increasing the annual waste volume.

Summary of Construction Costs and Cell Life						
Cell	Construction Cost (2024)	Rehab Cost (2024)	Cell Life (yrs)			
			8,000 t/a	20,000 t/a	27,000 t/a	32,000 t/a
Stage 2A	-	\$1,100,000		-	-	-
Cell 3A	-	\$1,237,798	8.8	4.1	3.6	3.3
Top up Cells 1 & 2 to new TOW	-	-	8.7	3.5	2.6	2.2
Cell 3B	\$923,043	\$4,684,881	11.4	4.6	3.4	2.9
Cell 4	\$2,952,856	\$1,495,619	25.0	10.0	7.4	6.3
Cell 5	\$3,168,712	\$1,485,552	26.2	10.5	7.8	6.5
Cell 6	\$3,416,736	\$1,507,087	27.5	11.0	8.1	6.9
Leachate Dam Works	\$889,005					
Link Road Connection	\$1,784,131					
Total	\$13,134,482	\$11,510,937	107.6	43.6	32.8	28.0

Table 16 A summary of Construction Costs and Cell Life over the next 30 years

8 Recommendations

To implement the Benalla Regional Landfill Masterplan Version 5 the following actions are required:

ACTION	ACTION DETAILS	FINANCIAL YEAR
1	Council acknowledge that the Benalla Landfill become the preeminent Regional Landfill in North East Victoria as other surrounding landfills close.	2025
2	Tender for the build own operate of the gas management system including green electricity generation and has the ability to include a future solar field with the opportunity for royalties to Council.	2026-2028
3	Conduct a Business Review of Landfill Operations to improve operational efficiency and set Municipal and Commercial Waste gate fees inclusive of arrangements with external Councils.	2025
4	Review the Masterplan cost estimates every year to set waste charges based on CPI as well as following any major change in waste filling rates and/or regulatory changes or reviews.	Annual
5	Review the Masterplan every 4 – 5 years.	4-5 years
6	Council to commence negotiations for the purchase or long-term lease of approximately 37 ha of crown land to the north west of the landfill.	2026-2029
7	As an adjunction to the Business Review continue to assess ways to improve operational efficiency such as increasing the operating hours of the landfill compactor through increased waste volumes, update the unmanned weighbridge for B Double trucks, minimise the use of soil cover and automation of all Cell leachate sumps, etc.	Annual
8	Apply for a Planning Scheme amendment to create a 500m (minimum) buffer zone around the landfill so that it can operate well into the future as a regional landfill and to protect the existing use.	2025-2026
9	Enter into long term contracts with Commercial Waste Contractors or other surrounding Councils to deliver waste at the recommended	2025

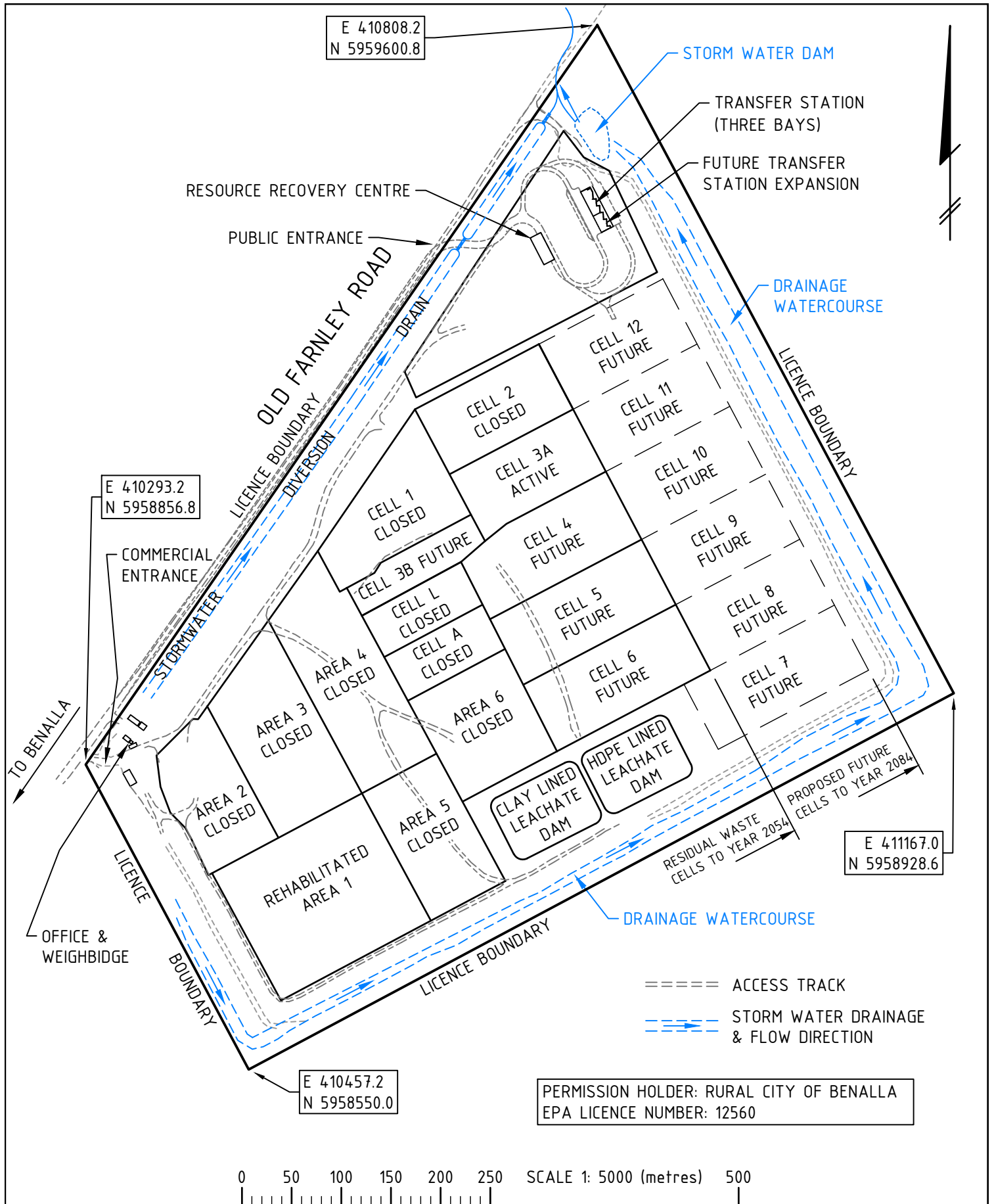
	Municipal Waste Gate Fee to ensure the residual waste volume does not drop below 20,000t/a, but preferably rises to 32,000t/a.	
10	Notify EPA and Recycle Victoria for support to become the preeminent Regional Landfill in North East Victoria by assisting Council to acquire the abutting crown land for future expansion.	2025
11	When the landfill site is nearing completion investigate options for reducing the 30-year period of aftercare management of the site and assess the cost and implications of these options.	2075
12	Upgrade the existing clay lined leachate dam with a HDPE liner including solar powered aerators.	2030
13	Connect Old Farnley Road to Link Road so that all trucks from outside the municipality are not travelling through the city centre to the Regional Landfill.	2037
14	Develop perimeter earth bunds and 200mm thick class 3 crushed rock or CC# pavement over the old rehabilitated Areas 4 & 5, to take larger volumes of asbestos and potential silica wastes subject to EPA approval.	2027
15	Develop future Cells as required including EPA approvals and licence amendments.	Timelines as per spreadsheet
16	Rehabilitate the landfill cells as required including EPA approvals.	Timelines as per spreadsheet

9 References

- (i) Blue Environment Pty Ltd (2017) Benalla Regional Landfill - Business Plan
- (ii) Environment Protection Authority Victoria (2015) 788.3:Best Practice Environment Management: Siting, design, operation and rehabilitation of landfills.
- (iii) GHD (June 2019) Benalla Landfill and Resource Recovery Centre Updated Masterplan
- (iv) Recycle Victoria (2024) Victorian Recycling Infrastructure Plan
- (v) EPA Licence No. 12560.

APPENDIX A - DRAWINGS

- Premises and Cell Plan
- Top of Waste Contour Plan
- Staged Rehabilitation Plan
- Staged Gas Extraction System Plan
- Proposed Future Landfill Extension Plan
- 3D Top of Waste Finished Surface Profile (Print at A3 size)
- 2D Sections of the 3D image (Print at A3 size)



- PROPERTY DEVELOPMENT
- LOCAL GOVERNMENT
- WASTE MANAGEMENT

PH. 03 5822 1519
admin@infrasolutions.com.au
www.infrasolutions.com.au

SURVEYED	-
SURVEY REF.	-
DESIGN	M. KAM
DRAWN	M. KAM
DATE DRAWN	NOV. 2024
CHECKED	T. WOODCOCK

RURAL CITY OF BENALLA
OLD FARNLEY ROAD, BENALLA
BENALLA LANDFILL - PREMISES
AND CELL PLAN

CAD REFERENCE IS24119	DRAWING NUMBER IS24119-01	REV. A
SHEET 1 OF 4	SCALE 1: 5000	SIZE A4

LEGEND

EXISTING LEACHATE
SUMP PIT



PROPOSED LEACHATE
SUMP PIT



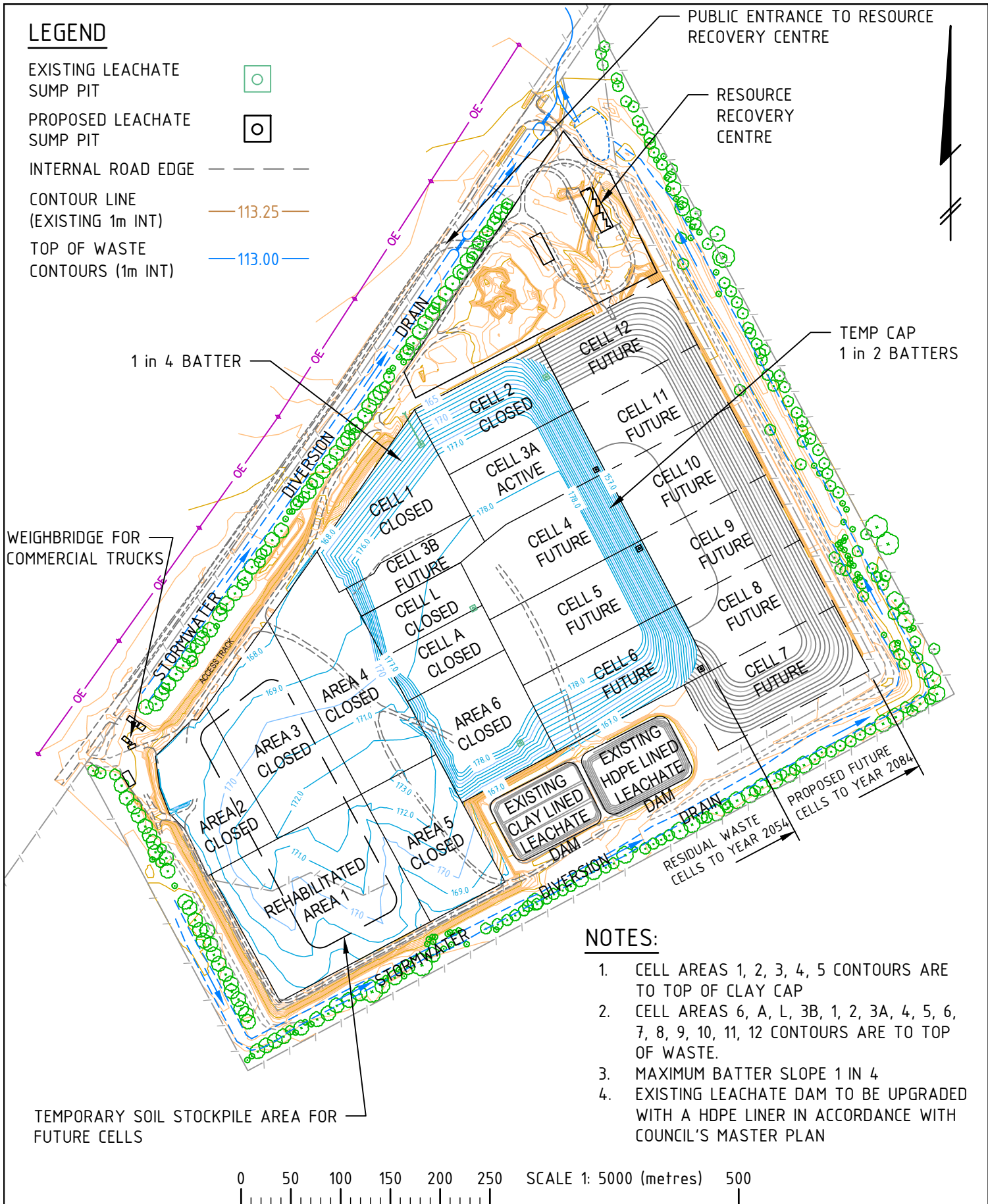
INTERNAL ROAD EDGE



CONTOUR LINE
(EXISTING 1m INT)



TOP OF WASTE
CONTOURS (1m INT)



NOTES:

- CELL AREAS 1, 2, 3, 4, 5 CONTOURS ARE TO TOP OF CLAY CAP
- CELL AREAS 6, A, L, 3B, 1, 2, 3A, 4, 5, 6, 7, 8, 9, 10, 11, 12 CONTOURS ARE TO TOP OF WASTE.
- MAXIMUM BATTER SLOPE 1 IN 4
- EXISTING LEACHATE DAM TO BE UPGRADED WITH A HDPE LINER IN ACCORDANCE WITH COUNCIL'S MASTER PLAN



INFRASTRUCTURE
SOLUTIONS

PH. 03 5822 1519

admin@infrasolutions.com.au

www.infrasolutions.com.au

- PROPERTY DEVELOPMENT
- LOCAL GOVERNMENT
- WASTE MANAGEMENT

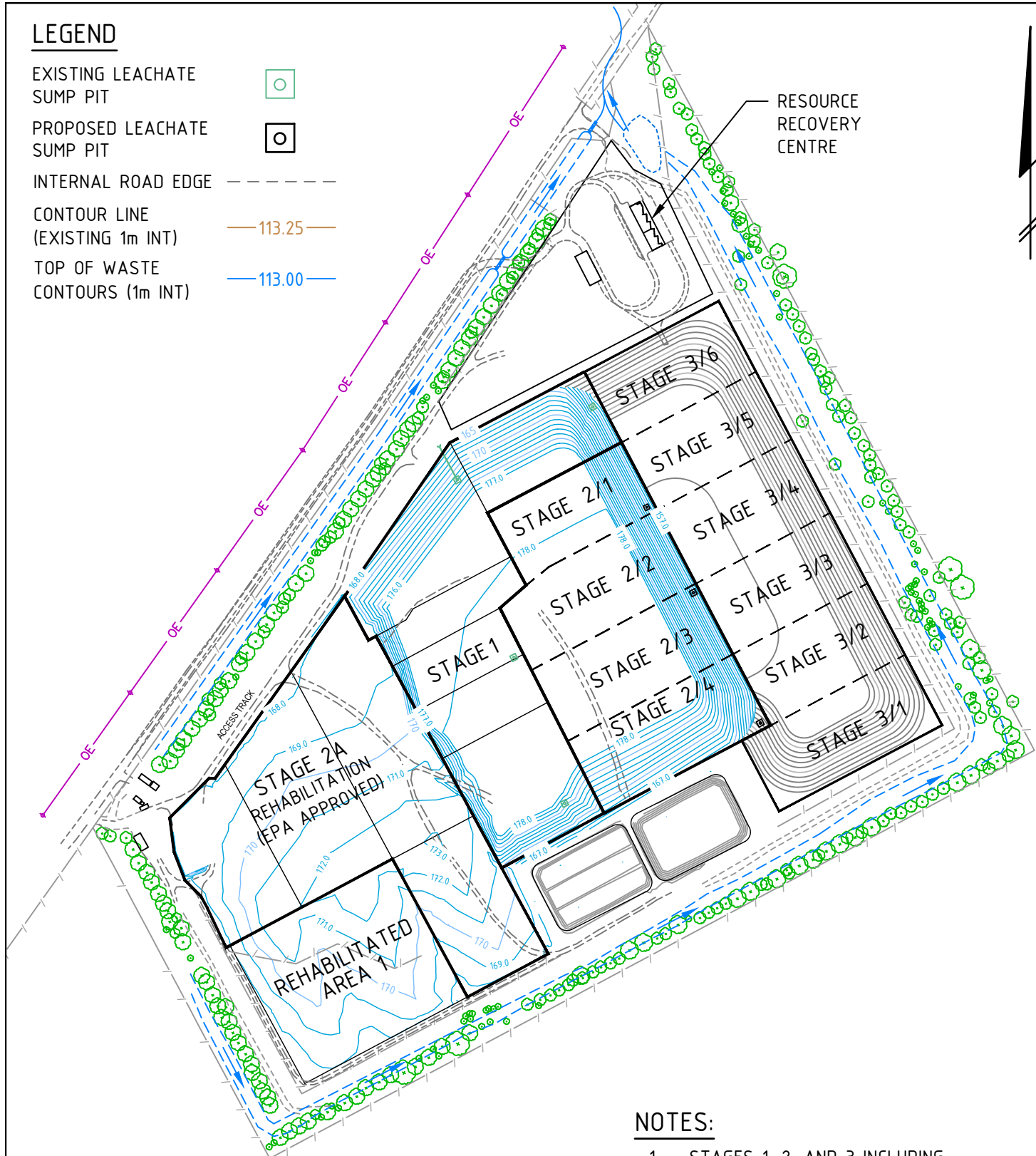
SURVEYED	-
SURVEY REF.	-
DESIGN	M. KAM
DRAWN	M. KAM
DATE DRAWN	NOV. 2024
CHECKED	T. WOODCOCK

BENALLA RURAL CITY COUNCIL, LANDFILL
OLD FARNLEY ROAD
TOP OF WASTE CONTOUR PLAN

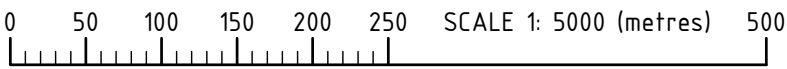
CAD REFERENCE IS24119	DRAWING NUMBER IS24119-02	REV. A
SHEET 2 OF 4	SCALE 1: 5000	SIZE A4

LEGEND

- EXISTING LEACHATE SUMP PIT
- PROPOSED LEACHATE SUMP PIT
- INTERNAL ROAD EDGE
- CONTOUR LINE (EXISTING 1m INT)
- TOP OF WASTE CONTOURS (1m INT)



- NOTES:
- STAGES 1, 2, AND 3 INCLUDING SUBSTAGES TO BE REHABILITATED TO EPA-BPEM PUBLICATION 788.3



- PROPERTY DEVELOPMENT
- LOCAL GOVERNMENT
- WASTE MANAGEMENT

PH. 03 5822 1519
admin@infrasolutions.com.au
www.infrasolutions.com.au

SURVEYED	-
SURVEY REF.	-
DESIGN	M. KAM
DRAWN	M. KAM
DATE DRAWN	NOV. 2024
CHECKED	T. WOODCOCK

BENALLA RURAL CITY COUNCIL, LANDFILL
OLD FARNLEY ROAD
STAGED REHABILITATION PLAN

CAD REFERENCE IS24119	DRAWING NUMBER IS24119-03	REV. A
SHEET 3 OF 4	SCALE 1: 5000	SIZE A4

LEGEND

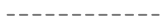
EXISTING LEACHATE
SUMP PIT



PROPOSED LEACHATE
SUMP PIT



INTERNAL ROAD EDGE



CONTOUR LINE
(EXISTING 1m INT)



TOP OF WASTE
CONTOURS (1m INT)



GAS WELL

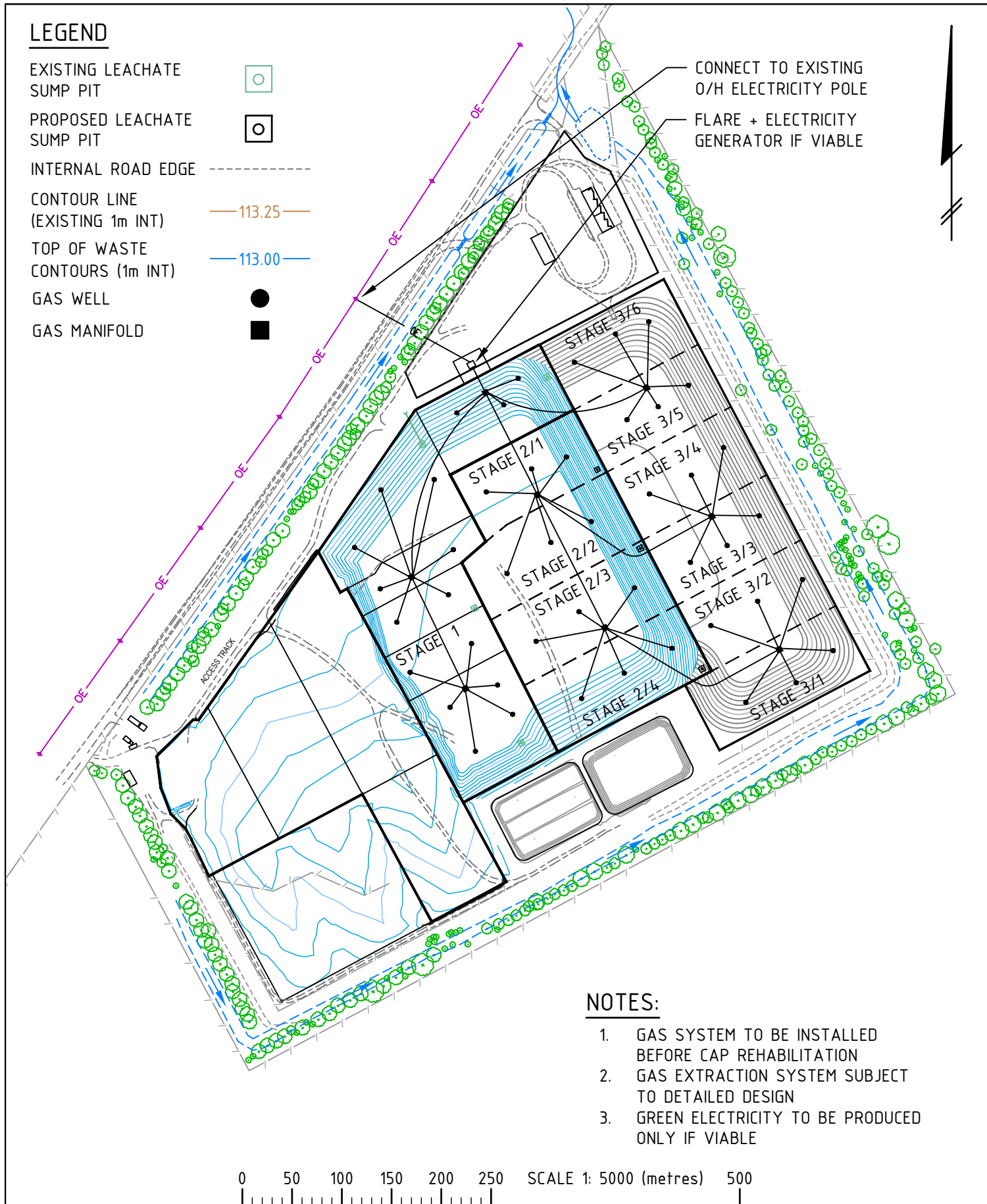


GAS MANIFOLD



CONNECT TO EXISTING
O/H ELECTRICITY POLE

FLARE + ELECTRICITY
GENERATOR IF VIABLE



NOTES:

1. GAS SYSTEM TO BE INSTALLED BEFORE CAP REHABILITATION
2. GAS EXTRACTION SYSTEM SUBJECT TO DETAILED DESIGN
3. GREEN ELECTRICITY TO BE PRODUCED ONLY IF VIABLE

0 50 100 150 200 250 500 SCALE 1: 5000 (metres)



INFRASTRUCTURE
SOLUTIONS

PH. 03 5822 1519

admin@infrasolutions.com.au

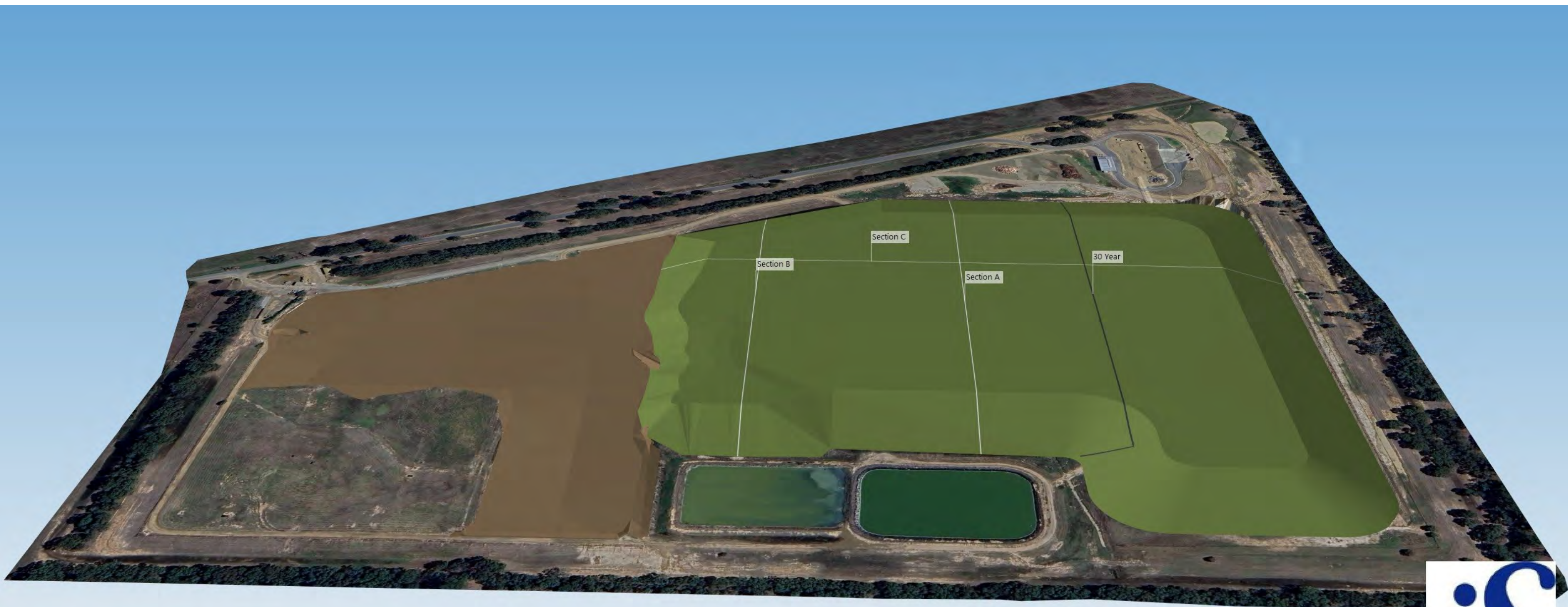
www.infrasolutions.com.au

- PROPERTY DEVELOPMENT
- LOCAL GOVERNMENT
- WASTE MANAGEMENT

SURVEYED	-
SURVEY REF.	-
DESIGN	M. KAM
DRAWN	M. KAM
DATE DRAWN	NOV. 2024
CHECKED	T. WOODCOCK

BENALLA RURAL CITY COUNCIL, LANDFILL
OLD FARNLEY ROAD
PRELIMINARY STAGED GAS EXTRACTION
SYSTEM PLAN

CAD REFERENCE IS24119	DRAWING NUMBER IS24119-04	REV. A
SHEET 4 OF 4	SCALE 1: 5000	SIZE A4



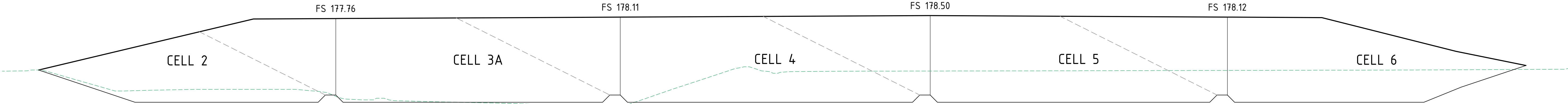
DO NOT SCALE DRAWING

LEGEND

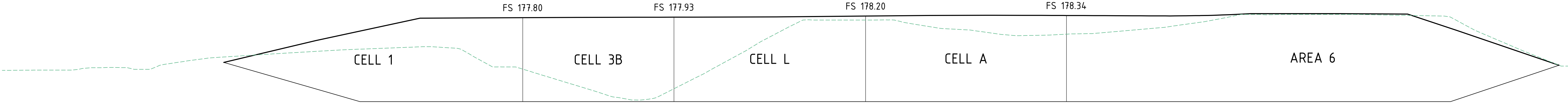
- EXISTING SURFACE
- TOP OF WASTE
- BOTTOM OF CELLS
- WASTE BATTER
- CELL BOUNDARY

NOTE:

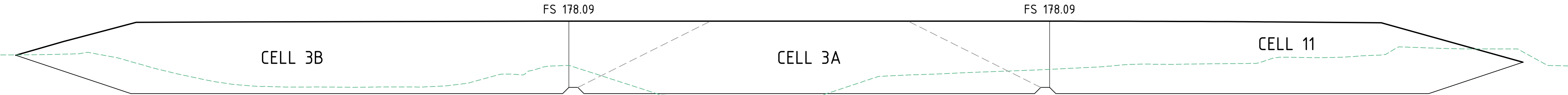
EXISTING SURFACE SURVEY WAS
DONE PRIOR TO CELL 2 FILLING



SECTION A
SCALE 1:500



SECTION B
SCALE 1:500



SECTION C
SCALE 1:750

I:\INFRASTRUCTURE\SOLUTIONS\IS24119_BENALLA-LANDFILL REVIEW OF MASTER PLAN\CIVIL DRAWINGS\IS24119_TOM.DWG

050

01020304080

SCALE 1: 500 (m)

SCALE 1: 750 (m)

REV.	DATE	AMENDMENT DESCRIPTION	BY	APP.



**BEFORE
YOU DIG**
www.byds.com.au
Zero Damage - Zero Harm

WARNING
BEWARE OF UNDERGROUND SERVICES

THE LOCATION OF UNDERGROUND SERVICES ARE APPROXIMATE ONLY AND THEIR EXACT POSITION SHOULD BE PROVEN ON SITE. NO GUARANTEE IS GIVEN THAT ALL SERVICES ARE SHOWN.



BENALLA
RURAL CITY

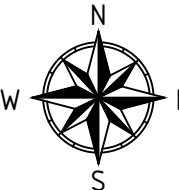
COPYRIGHT ©
INFORMATION CONTAINED ON THIS
DRAWING IS THE COPYRIGHT OF
INFRASTRUCTURE SOLUTIONS. COPYING
THIS DOCUMENT WITHOUT THE WRITTEN
PERMISSION OF INFRASTRUCTURE
SOLUTIONS IS PROHIBITED.
INFRINGES COPYRIGHT.



**INFRASTRUCTURE
SOLUTIONS**

- PROPERTY DEVELOPMENT
- LOCAL GOVERNMENT
- WASTE MANAGEMENT

31 WELSFORD STREET SHEPPARTON
PO BOX 1656, SHEPPARTON 3632
PH. 03 5822 1519
EMAIL admin@infrasolutions.com.au
www.infrasolutions.com.au



SCALE
NTS

SURVEYED	
SURVEY REF.	
DESIGN	
DRAWN	
DATE DRAWN	
CHECKED	
RPE APPROVAL BY	

BENALLA RURAL CITY COUNCIL OLD FARNLEY ROAD SECTIONS	
CAD REFERENCE IS24119	REVISION A
SHEET 01 OF 01	DRAWING NUMBER IS24119-04
SIZE A1	

APPENDIX B – BENALLA LANDFILL ASSET LIFE AND FINANCIAL ANALYSIS

Benalla Landfill Masterplan

Financial Analysis Spreadsheet



Prepared by: Infrastructure Solutions
 Date: 4/07/2025
 Version: 5

Summary of Construction Costs and Cell Life						
Cell	Construction Cost (2024)	Rehab Cost (2024)	Cell Life (yrs)			
			8,000 t/a	20,000 t/a	27,000 t/a	32,000 t/a
Stage 2A	-	\$1,100,000		-	-	-
Cell 3A	-	\$1,237,798	8.8	4.1	3.6	3.3
Top up Cells 1 & 2 to new TOW	-	-	8.7	3.5	2.6	2.2
Cell 3B	\$923,043	\$4,684,881	11.4	4.6	3.4	2.9
Cell 4	\$2,952,856	\$1,495,619	25.0	10.0	7.4	6.3
Cell 5	\$3,168,712	\$1,485,552	26.2	10.5	7.8	6.5
Cell 6	\$3,416,736	\$1,507,087	27.5	11.0	8.1	6.9
Leachate Dam Works	\$889,005					
Link Road Connection	\$1,784,131					
Total	\$13,134,482	\$11,510,937	107.6	43.6	32.8	28.0



Benalla Landfill - Asset Life and Financial Analysis - Immediate Closure

Inputs:
Inflation: 3.0%

Table 1

Summary of Cell Costs and Timeline				
Cell	Cell Fill Cost	Rehabilitation Cost	Year of Fill	Year of Rehabilitation
Stage 2A	-	\$1,100,000	-	2025
Cell 3A	-	\$1,237,798	-	2028
Cell 3B	\$923,043	\$4,684,881	2026	2027
Total	\$923,043	\$7,022,679	-	-

Benalla Landfill - Asset Life and Financial Analysis - Immediate Closure

Year	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036	2036/2037
Time Elapsed (yrs)	0	1	2	3	4	5	6	7	8	9	10	11
Cell 3B Fill Cost		\$923,043										
Cell Rehab Cost	\$1,100,000		\$4,684,881	\$1,237,798								
After Care	\$226,000	\$134,000	\$186,000	\$134,000	\$186,000	\$148,000	\$186,000	\$134,000	\$186,000	\$134,000	\$200,000	\$134,000
Gas Extraction System	\$600,000											
Total Annual Cost 2025	\$1,926,000	\$1,057,043	\$4,870,881	\$1,371,798	\$186,000	\$148,000	\$186,000	\$134,000	\$186,000	\$134,000	\$200,000	\$134,000
Inflated Construction		\$950,734										
Inflated Rehab	\$1,100,000		\$4,970,190	\$1,352,575								
Inflated After Care	\$226,000	\$138,020	\$197,327	\$146,425	\$209,345	\$171,573	\$222,094	\$164,803	\$235,619	\$174,840	\$268,783	\$185,487
Inflated Gas Extraction	\$600,000											
Total Cost W. Inflation	\$1,926,000	\$1,088,754	\$5,167,517	\$1,499,001	\$209,345	\$171,573	\$222,094	\$164,803	\$235,619	\$174,840	\$268,783	\$185,487



Benalla Landfill - Asset Life and Financial Analysis - Immediate Closure

Year	2037/2038	2038/2039	2039/2040	2040/2041	2041/2042	2042/2043	2043/2044	2044/2045	2045/2046	2046/2047	2047/2048	2048/2049
Time Elapsed (yrs)	12	13	14	15	16	17	18	19	20	21	22	23
Cell 3B Fill Cost												
Cell Rehab Cost												
After Care	\$186,000	\$134,000	\$186,000	\$174,000	\$186,000	\$134,000	\$186,000	\$134,000	\$200,000	\$134,000	\$186,000	\$134,000
Gas Extraction System												
Total Annual Cost 2025	\$186,000	\$134,000	\$186,000	\$174,000	\$186,000	\$134,000	\$186,000	\$134,000	\$200,000	\$134,000	\$186,000	\$134,000
Inflated Construction												
Inflated Rehab												
Inflated After Care	\$265,192	\$196,784	\$281,342	\$271,086	\$298,475	\$221,482	\$316,653	\$234,970	\$361,222	\$249,279	\$356,395	\$264,461
Inflated Gas Extraction												
Total Cost W. Inflation	\$265,192	\$196,784	\$281,342	\$271,086	\$298,475	\$221,482	\$316,653	\$234,970	\$361,222	\$249,279	\$356,395	\$264,461



Benalla Landfill - Asset Life and Financial Analysis - Immediate Closure

Year	2049/2050	2050/2051	2051/2052	2052/2053	2053/2054	2054/2055
Time Elapsed (yrs)	24	25	26	27	28	29
Cell 3B Fill Cost						
Cell Rehab Cost						
After Care	\$186,000	\$148,000	\$186,000	\$134,000	\$186,000	\$254,000
Gas Extraction System						
Total Annual Cost 2025	\$186,000	\$148,000	\$186,000	\$134,000	\$186,000	\$254,000
Inflated Construction						
Inflated Rehab						
Inflated After Care	\$378,100	\$309,879	\$401,126	\$297,653	\$425,555	\$598,568
Inflated Gas Extraction						
Total Cost W. Inflation	\$378,100	\$309,879	\$401,126	\$297,653	\$425,555	\$598,568

Benalla Landfill - Asset Life and Financial Analysis - At 8,000 t/a - Benalla Waste Only

Inputs:

Inflation:	3.0%	
Discount Rate:	5.0%	
Daily Cover:	30.0%	
Compaction:	1 ton/m3	
Waste per year:	8,000 ton/year	
Extra Airspace:	90,000 m3	Volume to fill Cells 1 and 2 to new Top of Waste, Including daily cover

Table 1

Summary of Cell and Rehabilitation Construction Cost and Timelines for 8,000 t/a							
Cell	Cell End Year	Construction Cost (2024)	Rehabilitation Cost (2024)	Cumulative Cell life	Cell Life	Cell Year of Construction	Year of Rehabilitation
Stage 2A	-	-	\$1,100,000	-	-	-	2025
Cell 3A	2034/2035	-	\$1,237,798	8.8	8.8	-	2035
Top up Cells 1 and 2	2043/2044	-	-	17.5	8.7	-	-
Cell 3B	2054/2055	\$923,043	\$4,684,881	28.9	11.4	2025	2055
Cell 4	2079/2080	\$2,952,856	\$1,495,619	53.9	25.0	2052	2080
Cell 5	2106/2107	\$3,168,712	\$1,485,552	80.1	26.2	2077	2106
Cell 6	2133/2134	\$3,416,736	\$1,507,087	107.6	27.5	2103	2134
Leachate Dam Works		\$889,005				2030	
Link Road Connection		\$1,784,131				2037	
Total	-	\$ 13,134,482	\$ 11,510,937	-	107.6	-	-

Benalla Landfill - Asset Life and Financial Analysis - At 8,000 t/a - Benalla Waste Only

Year	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036	2036/2037
Time Elapsed (yrs)	0	1	2	3	4	5	6	7	8	9	10	11
Waste (t/a)	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Waste Incl. Cover (m3/a)	10,400	10,400	10,400	10,400	10,400	10,400	10,400	10,400	10,400	10,400	10,400	10,400
Cell 3A	91,600	81,200	70,800	60,400	50,000	39,600	29,200	18,800	8,400	0	0	0
Top up Cells 1 and 2	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	88,000	77,600	67,200
Cell 3B	118,659	118,659	118,659	118,659	118,659	118,659	118,659	118,659	118,659	118,659	118,659	118,659
Cell 4	260,361	260,361	260,361	260,361	260,361	260,361	260,361	260,361	260,361	260,361	260,361	260,361
Cell 5	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444
Cell 6	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047
Cell Construction Cost	\$923,043											
Cell Rehab Cost	\$1,100,000										\$1,237,798	
Annual Reserve Needed For After Care	\$14,486	\$14,064	\$13,655	\$13,257	\$12,871	\$12,496	\$12,132	\$11,779	\$11,436	\$11,103	\$10,779	\$10,465
Other						\$889,005						
Total Annual Cost 2025	\$2,037,529	\$14,064	\$13,655	\$13,257	\$12,871	\$901,501	\$12,132	\$11,779	\$11,436	\$11,103	\$1,248,577	\$10,465
Inflated Construction	\$923,043											
Inflated Rehab	\$1,100,000										\$1,663,497	
After Care Annual Reserve at Discounted rate	\$14,486	\$14,486	\$14,486	\$14,486	\$14,486	\$14,486	\$14,486	\$14,486	\$14,486	\$14,486	\$14,486	\$14,486
Inflated Other						\$1,030,600						
Total Cost W. Inflation	\$2,037,529	\$14,486	\$14,486	\$14,486	\$14,486	\$1,045,087	\$14,486	\$14,486	\$14,486	\$14,486	\$1,677,984	\$14,486

[illegible]

Benalla Landfill - Asset Life and Financial Analysis - At 8,000 t/a - Benalla Waste Only

Year	2049/2050	2050/2051	2051/2052	2052/2053	2053/2054	2054/2055	2055/2056
Time Elapsed (yrs)	24	25	26	27	28	29	30
Waste (t/a)	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Waste Incl. Cover (m3/a)	10,400	10,400	10,400	10,400	10,400	10,400	10,400
Cell 3A	0	0	0	0	0	0	0
Top up Cells 1 and 2	0	0	0	0	0	0	0
Cell 3B	50,659	40,259	29,859	19,459	9,059	0	0
Cell 4	260,361	260,361	260,361	260,361	260,361	259,019	248,619
Cell 5	272,444	272,444	272,444	272,444	272,444	272,444	272,444
Cell 6	286,047	286,047	286,047	286,047	286,047	286,047	286,047
Cell Construction Cost				\$2,952,856			
Cell Rehab Cost							\$4,684,881
Annual Reserve Needed For After Care	\$7,126	\$6,919	\$6,717	\$6,522	\$6,332	\$6,147	\$5,968
Other	\$0						
Total Annual Cost 2025	\$7,126	\$6,919	\$6,717	\$2,959,377	\$6,332	\$6,147	\$4,690,849
Inflated Construction				\$6,559,146			
Inflated Rehab							\$11,371,435
After Care Annual Reserve at Discounted rate	\$14,486	\$14,486	\$14,486	\$14,486	\$14,486	\$14,486	\$14,486
Inflated Other							
Total Cost W. Inflation	\$14,486	\$14,486	\$14,486	\$6,573,632	\$14,486	\$14,486	\$11,385,921

Benalla Landfill - Asset Life and Financial Analysis 8,000 + Wangaratta

Inputs:

Inflation:	3.0%	
Discount Rate:	5.0%	
Daily Cover:	30.0%	
Compaction:	1 ton/m3	
Extra Airspace:	90,000 m3	Volume to fill Cells 1 and 2 to new Top of Waste, Including daily cover
Percentage Municiple waste:	50.0%	
Start Year:	2025	

Table 1

Summary of Cell and Rehabilitation Construction Cost and Timelines 8,000 t/a plus Wangaratta by 2032							
Cell	Cell End Year	Construction Cost (2024)	Rehabilitation Cost (2024)	Cumulative Cell life	Cell Life	Cell Year of Construction	Year of Rehabilitation
Stage 2A	-	-	\$1,100,000	-	-	-	2026
Cell 3A	2033/2034	-	\$1,237,798	7.7	7.7	-	2034
Top up Cells 1 and 2	2037/2038	-	-	11.2	3.5	-	-
Cell 3B	2041/2042	\$923,043	\$4,684,881	15.7	4.6	2025	2042
Cell 4	2051/2052	\$2,952,856	\$1,495,619	25.8	10.0	2039	2052
Cell 5	2062/2063	\$3,168,712	\$1,485,552	36.2	10.5	2049	2062
Cell 6	2073/2074	\$3,168,712	\$1,485,552	47.2	11.0	2059	2073
Cell 7	2077/2078	\$3,168,712	\$1,485,552	51.1	3.9	2070	2077
Cell 8	2084/2085	\$3,168,712	\$1,485,552	58.9	7.8	2074	2085
Cell 9	2093/2094	\$3,168,712	\$1,485,552	67.2	8.3	2082	2093
Cell 10	2102/2103	\$3,168,712	\$1,485,552	76.1	8.9	2090	2102
Cell 11	2110/2111	\$3,168,712	\$1,485,552	84.2	8.1	2099	2110
Cell 12	2118/2119	\$3,168,712	\$1,485,552	92.4	8.1	2107	2118
Leachate Dam Works		\$889,005				2030	
Link Road Connection		\$1,784,131				2037	
Total	-	\$ 31,898,728	\$ 20,402,714	-	92.4	-	-

Benalla Landfill - Asset Life and Financial Analysis 8,000 + Wangaratta

Benalla Landfill - Asset Life and Financial Analysis 8,000 + Wangaratta by 2032

Year	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036	2036/2037
Time Elapsed (yrs)	0	1	2	3	4	5	6	7	8	9	10	11
Waste (t/a)	8,000	8,000	8,000	8,000	8,000	8,000	8,000	20,000	20,000	20,000	20,000	20,000
Waste Incl. Cover (m3/a)	10,400	10,400	10,400	10,400	10,400	10,400	10,400	26,000	26,000	26,000	26,000	26,000
Cell 3A	91,600	81,200	70,800	60,400	50,000	39,600	29,200	18,800	0	0	0	0
Top up Cells 1 and 2	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	82,800	56,800	30,800	4,800
Cell 3B	118,659	118,659	118,659	118,659	118,659	118,659	118,659	118,659	118,659	118,659	118,659	118,659
Cell 4	260,361	260,361	260,361	260,361	260,361	260,361	260,361	260,361	260,361	260,361	260,361	260,361
Cell 5	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444
Cell 6	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047
Cell 7	101,113	101,113	101,113	101,113	101,113	101,113	101,113	101,113	101,113	101,113	101,113	101,113
Cell 8	202,760	202,760	202,760	202,760	202,760	202,760	202,760	202,760	202,760	202,760	202,760	202,760
Cell 9	214,894	214,894	214,894	214,894	214,894	214,894	214,894	214,894	214,894	214,894	214,894	214,894
Cell 10	231,865	231,865	231,865	231,865	231,865	231,865	231,865	231,865	231,865	231,865	231,865	231,865
Cell 11	210,869	210,869	210,869	210,869	210,869	210,869	210,869	210,869	210,869	210,869	210,869	210,869
Cell 12	211,808	211,808	211,808	211,808	211,808	211,808	211,808	211,808	211,808	211,808	211,808	211,808
Cell Construction Cost	\$923,043											
Cell Rehab Cost		\$1,100,000								\$1,237,798		
Annual Reserve Needed For After Care	\$20,303	\$19,712	\$19,137	\$18,580	\$18,039	\$17,513	\$17,003	\$16,508	\$16,027	\$15,560	\$15,107	\$14,667
Other						\$889,005						
Total Annual Cost 2025	\$943,346	\$1,119,712	\$19,137	\$18,580	\$18,039	\$906,518	\$17,003	\$16,508	\$16,027	\$1,253,359	\$15,107	\$14,667
Inflated Construction	\$923,043											
Inflated Rehab		\$1,133,000								\$1,615,046		
After Care Annual Reserve at Discounted rate	\$20,303	\$20,303	\$20,303	\$20,303	\$20,303	\$20,303	\$20,303	\$20,303	\$20,303	\$20,303	\$20,303	\$20,303
Inflated Other						\$1,030,600						
Total Cost W. Inflation	\$943,346	\$1,153,303	\$20,303	\$20,303	\$20,303	\$1,050,903	\$20,303	\$20,303	\$20,303	\$1,635,349	\$20,303	\$20,303

Benalla Landfill - Asset Life and Financial Analysis 8,000 + Wangaratta

 Benalla												
Year	2037/2038	2038/2039	2039/2040	2040/2041	2041/2042	2042/2043	2043/2044	2044/2045	2045/2046	2046/2047	2047/2048	2048/2049
Time Elapsed (yrs)	12	13	14	15	16	17	18	19	20	21	22	23
Waste (t/a)	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Waste Incl. Cover (m3/a)	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000
Cell 3A	0	0	0	0	0	0	0	0	0	0	0	0
Top up Cells 1 and 2	0	0	0	0	0	0	0	0	0	0	0	0
Cell 3B	97,459	71,459	45,459	19,459	0	0	0	0	0	0	0	0
Cell 4	260,361	260,361	260,361	260,361	253,819	227,819	201,819	175,819	149,819	123,819	97,819	71,819
Cell 5	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444
Cell 6	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047
Cell 7	101,113	101,113	101,113	101,113	101,113	101,113	101,113	101,113	101,113	101,113	101,113	101,113
Cell 8	202,760	202,760	202,760	202,760	202,760	202,760	202,760	202,760	202,760	202,760	202,760	202,760
Cell 9	214,894	214,894	214,894	214,894	214,894	214,894	214,894	214,894	214,894	214,894	214,894	214,894
Cell 10	231,865	231,865	231,865	231,865	231,865	231,865	231,865	231,865	231,865	231,865	231,865	231,865
Cell 11	210,869	210,869	210,869	210,869	210,869	210,869	210,869	210,869	210,869	210,869	210,869	210,869
Cell 12	211,808	211,808	211,808	211,808	211,808	211,808	211,808	211,808	211,808	211,808	211,808	211,808
Cell Construction Cost			\$2,952,856									
Cell Rehab Cost	-					\$4,684,881						
Annual Reserve Needed For After Care	\$14,240	\$13,825	\$13,423	\$13,032	\$12,652	\$12,284	\$11,926	\$11,578	\$11,241	\$10,914	\$10,596	\$10,287
Other	\$1,784,131											
Total Annual Cost 2025	\$1,798,371	\$13,825	\$2,966,278	\$13,032	\$12,652	\$4,697,164	\$11,926	\$11,578	\$11,241	\$10,914	\$10,596	\$10,287
Inflated Construction			\$4,466,459									
Inflated Rehab						\$7,743,394						
After Care Annual Reserve at Discounted rate	\$20,303	\$20,303	\$20,303	\$20,303	\$20,303	\$20,303	\$20,303	\$20,303	\$20,303	\$20,303	\$20,303	\$20,303
Inflated Other	\$2,543,744											
Total Cost W. Inflation	\$2,564,047	\$20,303	\$4,486,762	\$20,303	\$20,303	\$7,763,697	\$20,303	\$20,303	\$20,303	\$20,303	\$20,303	\$20,303

Benalla Landfill - Asset Life and Financial Analysis 8,000 + Wangaratta

 Benalla							
Year	2049/2050	2050/2051	2051/2052	2052/2053	2053/2054	2054/2055	2055/2056
Time Elapsed (yrs)	24	25	26	27	28	29	30
Waste (t/a)	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Waste Incl. Cover (m3/a)	26,000	26,000	26,000	26,000	26,000	26,000	26,000
Cell 3A	0	0	0	0	0	0	0
Top up Cells 1 and 2	0	0	0	0	0	0	0
Cell 3B	0	0	0	0	0	0	0
Cell 4	45,819	19,819	0	0	0	0	0
Cell 5	272,444	272,444	266,263	240,263	214,263	188,263	162,263
Cell 6	286,047	286,047	286,047	286,047	286,047	286,047	286,047
Cell 7	101,113	101,113	101,113	101,113	101,113	101,113	101,113
Cell 8	202,760	202,760	202,760	202,760	202,760	202,760	202,760
Cell 9	214,894	214,894	214,894	214,894	214,894	214,894	214,894
Cell 10	231,865	231,865	231,865	231,865	231,865	231,865	231,865
Cell 11	210,869	210,869	210,869	210,869	210,869	210,869	210,869
Cell 12	211,808	211,808	211,808	211,808	211,808	211,808	211,808
Cell Construction Cost	\$3,168,712						
Cell Rehab Cost				\$1,495,619			
Annual Reserve Needed For After Care	\$9,988	\$9,697	\$9,414	\$9,140	\$8,874	\$8,615	\$8,365
Other	\$0						
Total Annual Cost 2025	\$3,178,699	\$9,697	\$9,414	\$1,504,759	\$8,874	\$8,615	\$8,365
Inflated Construction	\$6,441,338						
Inflated Rehab				\$3,322,203			
After Care Annual Reserve at Discounted rate	\$20,303	\$20,303	\$20,303	\$20,303	\$20,303	\$20,303	\$20,303
Inflated Other							
Total Cost W. Inflation	\$6,461,641	\$20,303	\$20,303	\$3,342,506	\$20,303	\$20,303	\$20,303

Benalla Landfill - Asset Life and Financial Analysis - At 20,000 t/a

Inputs:

Inflation:	3.0%	
Discount Rate:	5.0%	
Daily Cover:	30.0%	
Compaction:	1 ton/m3	
Waste per year:	20,000 ton/year	
Extra Airspace:	90,000 m3	Volume to fill Cells 1 and 2 to new Top of Waste, Including daily cover

Summary of Cell and Rehabilitation Construction Cost and Timelines for 20,000 t/a							
Cell	Cell End Year	Construction Cost (2024)	Rehabilitation Cost (2024)	Cumulative Cell life	Cell Life	Cell Year of Construction	Year of Rehabilitation
Stage 2A	-	-	\$1,100,000	-	-	-	2025
Cell 3A	2030/2031	-	\$1,237,798	4.1	4.1	-	2030
Top up Cells 1 and 2	2033/2034	-	-	7.6	3.5	-	-
Cell 3B	2038/2039	\$923,043	\$4,684,881	12.1	4.6	2025	2038
Cell 4	2048/2049	\$2,952,856	\$1,495,619	22.2	10.0	2035	2048
Cell 5	2058/2059	\$3,168,712	\$1,485,552	32.6	10.5	2045	2059
Cell 6	2069/2070	\$3,416,736	\$1,507,087	43.6	11.0	2056	2070
Leachate Dam Works		\$889,005				2030	
Link Road Connection		\$1,784,131				2037	
Total	-	\$ 13,134,482	\$ 11,510,937	-	43.6	-	-

Benalla Landfill - Asset Life and Financial Analysis - At 20,000 t/a

Year	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036	2036/2037
Time Elapsed (yrs)	0	1	2	3	4	5	6	7	8	9	10	11
Waste (t/a)	8,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Waste Incl. Cover (m3/a)	10,400	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000
Cell 3A	91,600	81,200	55,200	29,200	3,200	0	0	0	0	0	0	0
Top up Cells 1 and 2	90,000	90,000	90,000	90,000	90,000	67,200	41,200	15,200	0	0	0	0
Cell 3B	118,659	118,659	118,659	118,659	118,659	118,659	118,659	118,659	107,859	81,859	55,859	29,859
Cell 4	260,361	260,361	260,361	260,361	260,361	260,361	260,361	260,361	260,361	260,361	260,361	260,361
Cell 5	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444
Cell 6	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047
Cell Construction Cost	\$923,043										\$2,952,856	
Cell Rehab Cost	\$1,100,000					\$1,237,798				-		
Annual Reserve Needed For After Care	\$75,989	\$73,775	\$71,627	\$69,540	\$67,515	\$65,548	\$63,639	\$61,786	\$59,986	\$58,239	\$56,543	\$54,896
Other						\$889,005						
Total Annual Cost 2025	\$2,099,032	\$73,775	\$71,627	\$69,540	\$67,515	\$2,192,352	\$63,639	\$61,786	\$59,986	\$58,239	\$3,009,398	\$54,896
Inflated Construction	\$923,043										\$3,968,391	
Inflated Rehab	\$1,100,000					\$1,434,947						
After Care Annual Reserve at Discounted rate	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989
Inflated Other						\$1,030,600						
Total Cost W. Inflation	\$2,099,032	\$75,989	\$75,989	\$75,989	\$75,989	\$2,541,536	\$75,989	\$75,989	\$75,989	\$75,989	\$4,044,380	\$75,989

Benalla Landfill - Asset Life and Financial Analysis - At 20,000 t/a

Year	2037/2038	2038/2039	2039/2040	2040/2041	2041/2042	2042/2043	2043/2044	2044/2045	2045/2046	2046/2047	2047/2048	2048/2049
Time Elapsed (yrs)	12	13	14	15	16	17	18	19	20	21	22	23
Waste (t/a)	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Waste Incl. Cover (m3/a)	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000
Cell 3A	0	0	0	0	0	0	0	0	0	0	0	0
Top up Cells 1 and 2	0	0	0	0	0	0	0	0	0	0	0	0
Cell 3B	3,859	0	0	0	0	0	0	0	0	0	0	0
Cell 4	260,361	238,219	212,219	186,219	160,219	134,219	108,219	82,219	56,219	30,219	4,219	0
Cell 5	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444	250,663
Cell 6	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047
Cell Construction Cost									\$3,168,712			
Cell Rehab Cost		\$4,684,881										\$1,495,619
Annual Reserve Needed For After Care	\$53,297	\$51,745	\$50,237	\$48,774	\$47,354	\$45,974	\$44,635	\$43,335	\$42,073	\$40,848	\$39,658	\$38,503
Other	\$1,784,131											
Total Annual Cost 2025	\$1,837,428	\$4,736,625	\$50,237	\$48,774	\$47,354	\$45,974	\$44,635	\$43,335	\$3,210,785	\$40,848	\$39,658	\$1,534,122
Inflated Construction									\$5,723,046			
Inflated Rehab		\$6,879,905										\$2,951,734
After Care Annual Reserve at Discounted rate	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989
Inflated Other	\$2,543,744											
Total Cost W. Inflation	\$2,619,733	\$6,955,894	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$5,799,034	\$75,989	\$75,989	\$3,027,723

Benalla Landfill - Asset Life and Financial Analysis - At 20,000 t/a

Year	2049/2050	2050/2051	2051/2052	2052/2053	2053/2054	2054/2055	2055/2056	2056/2057	2057/2058	2058/2059	2059/2060	2060/2061
Time Elapsed (yrs)	24	25	26	27	28	29	30	31	32	33	34	35
Waste (t/a)	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Waste Incl. Cover (m3/a)	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000
Cell 3A	0	0	0	0	0	0	0	0	0	0	0	0
Top up Cells 1 and 2	0	0	0	0	0	0	0	0	0	0	0	0
Cell 3B	0	0	0	0	0	0	0	0	0	0	0	0
Cell 4	0	0	0	0	0	0	0	0	0	0	0	0
Cell 5	224,663	198,663	172,663	146,663	120,663	94,663	68,663	42,663	16,663	0	0	0
Cell 6	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	276,710	250,710	224,710
Cell Construction Cost								\$3,416,736				
Cell Rehab Cost											\$1,485,552	
Annual Reserve Needed For After Care	\$37,381	\$36,293	\$35,236	\$34,209	\$33,213	\$32,245	\$31,306	\$30,394	\$29,509	\$28,650	\$27,815	\$27,005
Other												
Total Annual Cost 2025	\$37,381	\$36,293	\$35,236	\$34,209	\$33,213	\$32,245	\$31,306	\$3,447,130	\$29,509	\$28,650	\$1,513,367	\$27,005
Inflated Construction								\$8,542,113				
Inflated Rehab											\$4,058,387	
After Care Annual Reserve at Discounted rate	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989
Inflated Other												
Total Cost W. Inflation	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$8,618,102	\$75,989	\$75,989	\$4,134,376	\$75,989

Benalla Landfill - Asset Life and Financial Analysis - At 20,000 t/a

Year	2061/2062	2062/2063	2063/2064	2064/2065	2065/2066	2066/2067	2067/2068	2068/2069	2069/2070	2070/2071	2071/2072	2072/2073
Time Elapsed (yrs)	36	37	38	39	40	41	42	43	44	45	46	47
Waste (t/a)	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Waste Incl. Cover (m3/a)	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000
Cell 3A	0	0	0	0	0	0	0	0	0	0	0	0
Top up Cells 1 and 2	0	0	0	0	0	0	0	0	0	0	0	0
Cell 3B	0	0	0	0	0	0	0	0	0	0	0	0
Cell 4	0	0	0	0	0	0	0	0	0	0	0	0
Cell 5	0	0	0	0	0	0	0	0	0	0	0	0
Cell 6	198,710	172,710	146,710	120,710	94,710	68,710	42,710	16,710	0	0	0	0
Cell Construction Cost												
Cell Rehab Cost										\$1,507,087		
Annual Reserve Needed For After Care	\$26,219	\$25,455	\$24,713	\$23,994	\$23,295	\$22,616	\$21,958	\$21,318				
Other												
Total Annual Cost 2025	\$26,219	\$25,455	\$24,713	\$23,994	\$23,295	\$22,616	\$21,958	\$21,318	\$0	\$1,507,087	\$0	\$0
Inflated Construction												
Inflated Rehab										\$5,699,195		
After Care Annual Reserve at Discounted rate	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989				
Inflated Other												
Total Cost W. Inflation	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$75,989	\$0	\$5,699,195	\$0	\$0

Benalla Landfill - Asset Life and Financial Analysis - At 27,000 t/a

Inputs:

Inflation:	3.0%	
Discount Rate:	5.0%	
Daily Cover:	30.0%	
Compaction:	1 ton/m3	
Waste per year:	20,000 ton/year	
Extra Airspace:	90,000 m3	Volume to fill Cells 1 and 2 to new Top of Waste, Including daily cover

Summary of Cell and Rehabilitation Construction Cost and Timelines for 27,000 t/a							
Cell	Cell End Year	Construction Cost (2024)	Rehabilitation Cost (2024)	Cumulative Cell life	Cell Life	Cell Year of Construction	Year of Rehabilitation
Stage 2A	-	-	\$1,100,000	-	-	-	2025
Cell 3A	2029/2030	-	\$1,237,798	3.6	3.6	-	2030
Top up Cells 1 and 2	2032/2033	-	-	6.1	2.6	-	-
Cell 3B	2035/2036	\$923,043	\$4,684,881	9.5	3.4	2025	2036
Cell 4	2042/2043	\$2,952,856	\$1,495,619	16.9	7.4	2033	2043
Cell 5	2050/2051	\$3,168,712	\$1,485,552	24.7	7.8	2040	2051
Cell 6	2058/2059	\$3,416,736	\$1,507,087	32.8	8.1	2048	2059
Leachate Dam Works		\$889,005				2030	
Link Road Connection		\$1,784,131				2037	
Total	-	\$ 13,134,482	\$ 11,510,937	-	32.8	-	-

Benalla Landfill - Asset Life and Financial Analysis - At 27,000 t/a

Year	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036	2036/2037
Time Elapsed (yrs)	0	1	2	3	4	5	6	7	8	9	10	11
Waste (t/a)	8,000	20,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000
Waste Incl. Cover (m3/a)	10,400	26,000	35,100	35,100	35,100	35,100	35,100	35,100	35,100	35,100	35,100	35,100
Cell 3A	91,600	81,200	55,200	20,100	0	0	0	0	0	0	0	0
Top up Cells 1 and 2	90,000	90,000	90,000	90,000	75,000	39,900	4,800	0	0	0	0	0
Cell 3B	118,659	118,659	118,659	118,659	118,659	118,659	118,659	88,359	53,259	18,159	0	0
Cell 4	260,361	260,361	260,361	260,361	260,361	260,361	260,361	260,361	260,361	260,361	243,419	208,319
Cell 5	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444
Cell 6	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047
Cell Construction Cost	\$923,043								\$2,952,856			
Cell Rehab Cost	\$1,100,000					\$1,237,798		-				\$4,684,881
Annual Reserve Needed For After Care	\$114,088	\$110,765	\$107,539	\$104,407	\$101,366	\$98,413	\$95,547	\$92,764	\$90,062	\$87,439	\$84,892	\$82,420
Other						\$889,005						
Total Annual Cost 2025	\$2,137,131	\$110,765	\$107,539	\$104,407	\$101,366	\$2,225,216	\$95,547	\$92,764	\$3,042,918	\$87,439	\$84,892	\$4,767,300
Inflated Construction	\$923,043								\$3,740,589			
Inflated Rehab	\$1,100,000					\$1,434,947						\$6,484,970
After Care Annual Reserve at Discounted rate	\$114,088	\$114,088	\$114,088	\$114,088	\$114,088	\$114,088	\$114,088	\$114,088	\$114,088	\$114,088	\$114,088	\$114,088
Inflated Other						\$1,030,600						
Total Cost W. Inflation	\$2,137,131	\$114,088	\$114,088	\$114,088	\$114,088	\$2,579,636	\$114,088	\$114,088	\$3,854,677	\$114,088	\$114,088	\$6,599,058

Benalla Landfill - Asset Life and Financial Analysis - At 27,000 t/a

Year	2037/2038	2038/2039	2039/2040	2040/2041	2041/2042	2042/2043	2043/2044	2044/2045	2045/2046	2046/2047	2047/2048	2048/2049
Time Elapsed (yrs)	12	13	14	15	16	17	18	19	20	21	22	23
Waste (t/a)	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000
Waste Incl. Cover (m3/a)	35,100	35,100	35,100	35,100	35,100	35,100	35,100	35,100	35,100	35,100	35,100	35,100
Cell 3A	0	0	0	0	0	0	0	0	0	0	0	0
Top up Cells 1 and 2	0	0	0	0	0	0	0	0	0	0	0	0
Cell 3B	0	0	0	0	0	0	0	0	0	0	0	0
Cell 4	173,219	138,119	103,019	67,919	32,819	0	0	0	0	0	0	0
Cell 5	272,444	272,444	272,444	272,444	272,444	270,163	235,063	199,963	164,863	129,763	94,663	59,563
Cell 6	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047
Cell Construction Cost				\$3,168,712								\$3,416,736
Cell Rehab Cost							\$1,495,619					
Annual Reserve Needed For After Care	\$80,019	\$77,688	\$75,426	\$73,229	\$71,096	\$69,025	\$67,015	\$65,063	\$63,168	\$61,328	\$59,542	\$57,807
Other	\$1,784,131											
Total Annual Cost 2025	\$1,864,150	\$77,688	\$75,426	\$3,241,940	\$71,096	\$69,025	\$1,562,634	\$65,063	\$63,168	\$61,328	\$59,542	\$3,474,543
Inflated Construction				\$4,936,750								\$6,743,223
Inflated Rehab							\$2,546,192					
After Care Annual Reserve at Discounted rate	\$114,088	\$114,088	\$114,088	\$114,088	\$114,088	\$114,088	\$114,088	\$114,088	\$114,088	\$114,088	\$114,088	\$114,088
Inflated Other	\$2,543,744											
Total Cost W. Inflation	\$2,657,832	\$114,088	\$114,088	\$5,050,838	\$114,088	\$114,088	\$2,660,280	\$114,088	\$114,088	\$114,088	\$114,088	\$6,857,311

Benalla Landfill - Asset Life and Financial Analysis - At 27,000 t/a

Year	2049/2050	2050/2051	2051/2052	2052/2053	2053/2054	2054/2055	2055/2056	2056/2057	2057/2058	2058/2059	2059/2060	2060/2061
Time Elapsed (yrs)	24	25	26	27	28	29	30	31	32	33	34	35
Waste (t/a)	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000
Waste Incl. Cover (m3/a)	35,100	35,100	35,100	35,100	35,100	35,100	35,100	35,100	35,100	35,100	35,100	35,100
Cell 3A	0	0	0	0	0	0	0	0	0	0	0	0
Top up Cells 1 and 2	0	0	0	0	0	0	0	0	0	0	0	0
Cell 3B	0	0	0	0	0	0	0	0	0	0	0	0
Cell 4	0	0	0	0	0	0	0	0	0	0	0	0
Cell 5	24,463	0	0	0	0	0	0	0	0	0	0	0
Cell 6	286,047	275,410	240,310	205,210	170,110	135,010	99,910	64,810	29,710	0	0	0
Cell Construction Cost												
Cell Rehab Cost			\$1,485,552								\$1,507,087	
Annual Reserve Needed For After Care	\$56,124	\$54,489	\$52,902	\$51,361	\$49,865	\$48,413	\$47,003	\$45,634	\$44,305			
Other												
Total Annual Cost 2025	\$56,124	\$54,489	\$1,538,454	\$51,361	\$49,865	\$48,413	\$47,003	\$45,634	\$44,305	\$0	\$1,507,087	\$0
Inflated Construction												
Inflated Rehab			\$3,203,728								\$4,117,220	
After Care Annual Reserve at Discounted rate	\$114,088	\$114,088	\$114,088	\$114,088	\$114,088	\$114,088	\$114,088	\$114,088	\$114,088			
Inflated Other												
Total Cost W. Inflation	\$114,088	\$114,088	\$3,317,816	\$114,088	\$114,088	\$114,088	\$114,088	\$114,088	\$114,088	\$0	\$4,117,220	\$0

Benalla Landfill - Asset Life and Financial Analysis - At 32,000 t/a

Inputs:

Inflation:	3.0%	
Discount Rate:	5.0%	
Daily Cover:	30.0%	
Compaction:	1 ton/m3	
Waste per year:	20,000 ton/year	
Extra Airspace:	90,000 m3	Volume to fill Cells 1 and 2 to new Top of Waste, Including daily cover

Summary of Cell and Rehabilitation Construction Cost and Timelines for 32,000 t/a

Cell	Cell End Year	Construction Cost (2024)	Rehabilitation Cost (2024)	Cumulative Cell life	Cell Life	Cell Year of Construction	Year of Rehabilitation
Stage 2A	-	-	\$1,100,000	-	-	-	2025
Cell 3A	2029/2030	-	\$1,237,798	3.3	3.3	-	2029
Top up Cells 1 and 2	2031/2032	-	-	5.5	2.2	-	-
Cell 3B	2034/2035	\$923,043	\$4,684,881	8.3	2.9	2025	2034
Cell 4	2040/2041	\$2,952,856	\$1,495,619	14.6	6.3	2031	2041
Cell 5	2047/2048	\$3,168,712	\$1,485,552	21.2	6.5	2038	2047
Cell 6	2054/2055	\$3,416,736	\$1,507,087	28.0	6.9	2044	2054
Leachate Dam Works		\$889,005		5.0		2030	
Link Road Connection		\$1,784,131		12		2037	
Total	-	\$ 13,134,482	\$ 11,510,937	-	28.0	-	-

Benalla Landfill - Asset Life and Financial Analysis - At 32,000 t/a

Year	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036	2036/2037
Time Elapsed (yrs)	0	1	2	3	4	5	6	7	8	9	10	11
Waste (t/a)	8,000	20,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000
Waste Incl. Cover (m3/a)	10,400	26,000	41,600	41,600	41,600	41,600	41,600	41,600	41,600	41,600	41,600	41,600
Cell 3A	91,600	81,200	55,200	13,600	0	0	0	0	0	0	0	0
Top up Cells 1 and 2	90,000	90,000	90,000	90,000	62,000	20,400	0	0	0	0	0	0
Cell 3B	118,659	118,659	118,659	118,659	118,659	118,659	97,459	55,859	14,259	0	0	0
Cell 4	260,361	260,361	260,361	260,361	260,361	260,361	260,361	260,361	260,361	233,019	191,419	149,819
Cell 5	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444	272,444
Cell 6	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047
Cell Construction Cost	\$923,043						\$2,952,856					
Cell Rehab Cost	\$1,100,000				\$1,237,798		-			\$4,684,881		
Annual Reserve Needed For After Care	\$135,428	\$131,484	\$127,654	\$123,936	\$120,326	\$116,822	\$113,419	\$110,116	\$106,908	\$103,795	\$100,772	\$97,836
Other						\$889,005						
Total Annual Cost 2025	\$2,158,471	\$131,484	\$127,654	\$123,936	\$1,358,125	\$1,005,827	\$3,066,275	\$110,116	\$106,908	\$4,788,675	\$100,772	\$97,836
Inflated Construction	\$923,043						\$3,525,864					
Inflated Rehab	\$1,100,000				\$1,393,153					\$6,112,707		
After Care Annual Reserve at Discounted rate	\$135,428	\$135,428	\$135,428	\$135,428	\$135,428	\$135,428	\$135,428	\$135,428	\$135,428	\$135,428	\$135,428	\$135,428
Inflated Other						\$1,030,600						
Total Cost W. Inflation	\$2,158,471	\$135,428	\$135,428	\$135,428	\$1,528,581	\$1,166,029	\$3,661,293	\$135,428	\$135,428	\$6,248,135	\$135,428	\$135,428

Benalla Landfill - Asset Life and Financial Analysis - At 32,000 t/a

Year	2037/2038	2038/2039	2039/2040	2040/2041	2041/2042	2042/2043	2043/2044	2044/2045	2045/2046	2046/2047	2047/2048	2048/2049
Time Elapsed (yrs)	12	13	14	15	16	17	18	19	20	21	22	23
Waste (t/a)	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000
Waste Incl. Cover (m3/a)	41,600	41,600	41,600	41,600	41,600	41,600	41,600	41,600	41,600	41,600	41,600	41,600
Cell 3A	0	0	0	0	0	0	0	0	0	0	0	0
Top up Cells 1 and 2	0	0	0	0	0	0	0	0	0	0	0	0
Cell 3B	0	0	0	0	0	0	0	0	0	0	0	0
Cell 4	108,219	66,619	25,019	0	0	0	0	0	0	0	0	0
Cell 5	272,444	272,444	272,444	255,863	214,263	172,663	131,063	89,463	47,863	6,263	0	0
Cell 6	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	286,047	250,710	209,110
Cell Construction Cost		\$3,168,712						\$3,416,736				
Cell Rehab Cost					\$1,495,619						\$1,485,552	
Annual Reserve Needed For After Care	\$94,987	\$92,220	\$89,534	\$86,926	\$84,395	\$81,936	\$79,550	\$77,233	\$74,983	\$72,799	\$70,679	\$68,620
Other	\$1,784,131											
Total Annual Cost 2025	\$1,879,118	\$3,260,932	\$89,534	\$86,926	\$1,580,014	\$81,936	\$79,550	\$3,493,969	\$74,983	\$72,799	\$1,556,231	\$68,620
Inflated Construction		\$4,653,360						\$5,991,266				
Inflated Rehab					\$2,400,030						\$2,846,471	
After Care Annual Reserve at Discounted rate	\$135,428	\$135,428	\$135,428	\$135,428	\$135,428	\$135,428	\$135,428	\$135,428	\$135,428	\$135,428	\$135,428	\$135,428
Inflated Other	\$2,543,744											
Total Cost W. Inflation	\$2,679,173	\$4,788,788	\$135,428	\$135,428	\$2,535,458	\$135,428	\$135,428	\$6,126,695	\$135,428	\$135,428	\$2,981,900	\$135,428

Benalla Landfill - Asset Life and Financial Analysis - At 32,000 t/a

Year	2049/2050	2050/2051	2051/2052	2052/2053	2053/2054	2054/2055	2055/2056	2056/2057	2057/2058	2058/2059	2059/2060	2060/2061
Time Elapsed (yrs)	24	25	26	27	28	29	30	31	32	33	34	35
Waste (t/a)	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000
Waste Incl. Cover (m3/a)	41,600	41,600	41,600	41,600	41,600	41,600	41,600	41,600	41,600	41,600	41,600	41,600
Cell 3A	0	0	0	0	0	0	0	0	0	0	0	0
Top up Cells 1 and 2	0	0	0	0	0	0	0	0	0	0	0	0
Cell 3B	0	0	0	0	0	0	0	0	0	0	0	0
Cell 4	0	0	0	0	0	0	0	0	0	0	0	0
Cell 5	0	0	0	0	0	0	0	0	0	0	0	0
Cell 6	167,510	125,910	84,310	42,710	1,110	0	0	0	0	0	0	0
Cell Construction Cost												
Cell Rehab Cost						\$1,507,087						
Annual Reserve Needed For After Care	\$66,622	\$64,681	\$62,797	\$60,968	\$59,193							
Other												
Total Annual Cost 2025	\$66,622	\$64,681	\$62,797	\$60,968	\$59,193	\$1,507,087	\$0	\$0	\$0	\$0	\$0	\$0
Inflated Construction												
Inflated Rehab						\$3,551,550						
After Care Annual Reserve at Discounted rate	\$135,428	\$135,428	\$135,428	\$135,428	\$135,428							
Inflated Other												
Total Cost W. Inflation	\$135,428	\$135,428	\$135,428	\$135,428	\$135,428	\$3,551,550	\$0	\$0	\$0	\$0	\$0	\$0

APPENDIX C – CELL CONSTRUCTION COST ESTIMATES



BENALLA LANDFILL - COST ESTIMATE OF CELL 4 CONSTRUCTION

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
	Floor area	12907	m ²		
	Sidewall area	0	m ²		
	Bund Area	2888	m ²		
	Cell area	12907	m ²		
	Excavation volume	85136	m ³		
	Width	172	Lin.m		
	Length	78	Lin.m		
1	PRELIMINARIES				
1.1	Site Establishment				
	To establish initial presence on site and prepare for works as specified, including transport plant and equipment to and from the site, notify the Superintendent and CQA Supervisor of works progress and inspections, locate services, manage site and subcontractors.	1	Item	\$60,000	\$60,000
1.2	Quality Site Construction Management Plan				
	To prepare and submit necessary documents including, but not limited to:				
1.2.1	Occupational Health and Safety	1	Item	\$2,000	\$2,000
1.2.2	Environmental Management Plan	1	Item	\$2,000	\$2,000
1.2.3	Traffic Management Plan	1	Item	\$2,000	\$2,000
1.2.4	Site Management Plan with Work Method Statement as specified	1	Item	\$8,000	\$8,000
1.3	Surveying				
	All surveying works to be carried out by a qualified surveyor approved by the Superintendent to undertake the following:				
1.3.1	Setout Works – Set out all construction works in accordance with the construction drawings and specifications.	1	Item	\$2,000	\$2,000
1.3.2	As Constructed Survey Provide a feature survey of: i) subgrade surface after trimming of surface ii) Aggregate finished surface to verify minimum 300mm thickness iii) Sand Protection layer finished surface on batter slopes to verify minimum 300mm thickness of first lift. iv) Anchor trenches location, width and depth	1	Item	\$7,000	\$7,000
1.4	Aggregate Materials Test and Trial Pad				
	Provide aggregate tests as specified Section G3.3. include Work Method Statement (WMS) for Trial Pad for approval by CQA Supervisor and Auditor	1	Item	\$4,000	\$4,000
1.5	Leak Detection Survey	1	Item	\$12,000	\$12,000
1.6	Site Clean-up	1	Item	\$2,000	\$2,000
2	BULK EARTHWORKS				
	Trim, Excavate, load, cart, spread, compact materials as specified, construct to design levels and profiles as shown on the drawings and proof roll.				
2.1	Excess to be stockpiled on site	85,136	m ³	\$4.50	\$383,112
2.2	500mm thick layer along cell L and Cell A Batter	1,525	m ³	\$12.00	\$18,300
3	LEACHATE DRAINAGE AGGREGATE LAYER				
	Supply and installation of leachate drainage aggregate	2,600	m ³	\$143	\$371,800
4	SOIL PROTECTION LAYER PVER SIDEWALL AND BUNDS				
	Supply and place a 300mm thick coarse sand protection layer	960	m ³	\$210	\$201,600
5	ANCHOR TRENCH				
5.1	Proposed Anchor Trench Excavation	250	Lin.m	\$50	\$12,500
5.2	Excavate Existing Anchor Trench	237	Lin.m	\$50	\$11,850



BENALLA LANDFILL - COST ESTIMATE OF CELL 4 CONSTRUCTION

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
6	MATERIALS TESTING (MQA)				
	The GCL&HDPE liner and geotextile manufactured materials factory test results shall be tested in accordance with the Specification	1	Item	\$18,000.00	\$18,000.00
7	SITE MATERIALS SAMPLING & THIRD PARTY TESTING				
	Field test sampling of all materials in Item 2 including tag, label etc., as specified, couriered to third party NATA accredited laboratory and test all samples as specified. Forward materials report to the CQA Supervisor for approval.	1	Item	\$35,000.00	\$35,000.00
8	MATERIALS PANEL PLANS				
	Supply materials panel plans to the CQA Supervisor for approval before commencement and record As Constructed information during laying as specified.	1	Item	\$3,000.00	\$3,000.00
9	GCL - ELCOSEAL				
9.1	Supply X2000 Cell Base, Batters and Bunds	15,795	m ²	\$15.00	\$236,923
9.2	Install X2000 ell Base, Batters and Bunds	15,795	m ²	\$5.60	\$88,451
10	HDPE				
10.1	Supply	15,795	m ²	\$13.00	\$205,334
10.2	Install	15,795	m ²	\$5.60	\$88,451
11	GEOTEXTILE CUSHION LAYER				
11.1	Supply	15,795	m ²	\$5.60	\$88,451
11.2	Install	15,795	m ²	\$4.00	\$63,180
12	GEOTEXTILE FILTER LAYER				
12.1	Supply	15,795	m ²	\$1.50	\$23,692
12.2	Install	15,795	m ²	\$3.50	\$55,282
13	LEACHATE COLLECTION				
	Supply 160mm dia PN16 HDPE pipe, lay and drill holes on lateral pipes on cell base as shown on the drawings and as specified including inspection openings, caps, joins, bends, welding, marker posts, clay plug and backfilling, etc. as specified	650	Lin.m	\$70	\$45,500
14	CONSTULTING FEES				
14.1	Detailed Cap Design (including Design report, Design Drawings, Technical Specification, CQA Plan)	1	Item	\$80,000	\$80,000
14.2	Auditor design assessment	1	Item	\$30,000	\$30,000
14.3	GITA/TPCC	1	Item	\$75,000	\$75,000
14.4	Construction verification audit	1	Item	\$35,000	\$35,000
SUBTOTAL					\$2,271,427
CONTINGENCY		30	%		\$681,428
INFLATION		43	%		\$1,257,210
TOTAL (GST Excl.)					\$4,210,066



BENALLA LANDFILL - COST ESTIMATE OF CELL 5 CONSTRUCTION

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
	Floor area	12795	m ²		
	Sidewall area	0	m ²		
	Bund Area	2946	m ²		
	Cell area	12795	m ²		
	Excavation volume	97648	m ³		
	Width	173	Lin.m		
	Length	74	Lin.m		
1	PRELIMINARIES				
1.1	Site Establishment				
	To establish initial presence on site and prepare for works as specified, including transport plant and equipment to and from the site, notify the Superintendent and CQA Supervisor of works progress and inspections, locate services, manage site and subcontractors.	1	Item	\$60,000	\$60,000.00
1.2	Quality Site Construction Management Plan				
	To prepare and submit necessary documents including, but not limited to:				
1.2.1	Occupational Health and Safety	1	Item	\$2,000	\$2,000.00
1.2.2	Environmental Management Plan	1	Item	\$2,000	\$2,000.00
1.2.3	Traffic Management Plan	1	Item	\$2,000	\$2,000.00
1.2.4	Site Management Plan with Work Method Statement as specified	1	Item	\$8,000	\$8,000.00
1.3	Surveying				
	All surveying works to be carried out by a qualified surveyor approved by the Superintendent to undertake the following:				
1.3.1	Setout Works – Set out all construction works in accordance with the construction drawings and specifications.	1	Item	\$2,000	\$2,000.00
1.3.2	As Constructed Survey Provide a feature survey of: i) subgrade surface after trimming of surface ii) Aggregate finished surface to verify minimum 300mm thickness iii) Sand Protection layer finished surface on batter slopes to verify minimum 300mm thickness of first lift. iv) Anchor trenches location, width and depth	1	Item	\$7,000	\$7,000.00
1.4	Aggregate Materials Test and Trial Pad				
	Provide aggregate tests as specified Section G3.3. include Work Method Statement (WMS) for Trial Pad for approval by CQA Supervisor and Auditor	1	Item	\$4,000	\$4,000.00
1.5	Leak Detection Survey	1	Item	\$12,000	\$12,000.00
1.6	Site Clean-up	1	Item	\$2,000	\$2,000.00
2	BULK EARTHWORKS				
	Trim, Excavate, load, cart, spread, compact materials as specified, construct to design levels and profiles as shown on the drawings and proof roll.				
2.1	Excess to be stockpiled on site	97,648	m ³	\$4.50	\$439,417
2.2	500mm thick layer along Cell A and Area 6 Batter	1,670	m ³	\$12.00	\$20,040
3	LEACHATE DRAINAGE AGGREGATE LAYER				
	Supply and installation of leachate drainage aggregate	2,600	m ³	\$143.00	\$371,800.00
4	SOIL PROTECTION LAYER PVER SIDEWALL AND BUNDS				
	Supply and place a 300mm thick coarse sand protection layer	948	m ³	\$210.00	\$199,181



BENALLA LANDFILL - COST ESTIMATE OF CELL 5 CONSTRUCTION

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
5	ANCHOR TRENCH				
5.1	Proposed Anchor Trench Excavation	250	Lin.m	\$50.00	\$12,500
5.2	Excavate Existing Anchor Trench	237	Lin.m	\$50	\$11,850
6	MATERIALS TESTING (MQA)				
	The GCL&HDPE liner and geotextile manufactured materials factory test results shall be tested in accordance with the Specification	1	Item	\$18,000	\$18,000
7	SITE MATERIALS SAMPLING & THIRD PARTY TESTING				
	Field test sampling of all materials in Item 2 including tag, label etc., as specified, couriered to third party NATA accredited laboratory and test all samples as specified. Forward materials report to the CQA Supervisor for approval.	1	Item	\$35,000	\$35,000
8	MATERIALS PANEL PLANS				
	Supply materials panel plans to the CQA Supervisor for approval before commencement and record As Constructed information during laying as specified.	1	Item	\$3,000	\$3,000
9	GCL - ELCOSEAL				
9.1	Supply X2000 Cell Base, Batters and Bunds	15,741	m ²	\$15.00	\$236,118
9.2	Install X2000 ell Base, Batters and Bunds	15,741	m ²	\$5.60	\$88,151
10	HDPE				
10.1	Supply	15,741	m ²	\$13.00	\$204,635
10.2	Install	15,741	m ²	\$5.60	\$88,151
11	GEOTEXTILE CUSHION LAYER				
11.1	Supply	15,741	m ²	\$5.60	\$88,151
11.2	Install	15,741	m ²	\$4.00	\$62,965
12	GEOTEXTILE FILTER LAYER				
12.1	Supply	15,741	m ²	\$1.50	\$23,612
12.2	Install	15,741	m ²	\$3.50	\$55,094
13	LEACHATE COLLECTION				
13.1	Supply 160mm dia PN16 HDPE pipe, lay and drill holes on lateral pipes on cell base as shown on the drawings and as specified including inspection openings, caps, joins, bends, welding, marker posts, clay plug and backfilling, etc. as specified	750	Lin.m	\$70	\$52,500
13.2	Concrete pad	1	m ³	\$2,470	\$2,470
13.3	Reinforced steel mesh	18	m ²	\$63	\$1,134
13.4	HDPE riser pipe	2	Item	\$31,025	\$62,050
13.5	Leachate pump	1	Item	\$40,653	\$40,653
14	CONSTULTING FEES				
14.1	Detailed Cap Design (including Design report, Design Drawings, Technical Specification, CQA Plan)	1	Item	\$80,000	\$80,000
14.2	Auditor design assessment	1	Item	\$30,000	\$30,000
14.3	GITA/TPCC	1	Item	\$75,000	\$75,000
14.4	Construction verification audit	1	Item	\$35,000	\$35,000
SUBTOTAL					\$2,437,471
CONTINGENCY		30	%		\$731,241
INFLATION		92	%		\$2,902,868
TOTAL (GST Excl.)					\$6,071,579



BENALLA LANDFILL - COST ESTIMATE OF CELL 6 CONSTRUCTION

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
	Floor area	8869	m ²		
	Sidewall area	4392	m ²		
	Bund Area	1997	m ²		
	Cell area	13038	m ²		
	Excavation volume	88069	m ³		
	Width	174	Lin.m		
	Length	75	Lin.m		
1	PRELIMINARIES				
1.1	Site Establishment				
	To establish initial presence on site and prepare for works as specified, including transport plant and equipment to and from the site, notify the Superintendent and CQA Supervisor of works progress and inspections, locate services, manage site and subcontractors.	1	Item	\$60,000	\$60,000.00
1.2	Quality Site Construction Management Plan				
	To prepare and submit necessary documents including, but not limited to:				
1.2.1	Occupational Health and Safety	1	Item	\$2,000	\$2,000.00
1.2.2	Environmental Management Plan	1	Item	\$2,000	\$2,000.00
1.2.3	Traffic Management Plan	1	Item	\$2,000	\$2,000.00
1.2.4	Site Management Plan with Work Method Statement as specified	1	Item	\$8,000	\$8,000.00
1.3	Surveying				
	All surveying works to be carried out by a qualified surveyor approved by the Superintendent to undertake the following:				
1.3.1	Setout Works – Set out all construction works in accordance with the construction drawings and specifications.	1	Item	\$2,000	\$2,000.00
1.3.2	As Constructed Survey Provide a feature survey of: i) subgrade surface after trimming of surface ii) Aggregate finished surface to verify minimum 300mm thickness iii) Sand Protection layer finished surface on batter slopes to verify minimum 300mm thickness of first lift. iv) Anchor trenches location, width and depth	1	Item	\$7,000	\$7,000.00
1.4	Aggregate Materials Test and Trial Pad				
	Provide aggregate tests as specified Section G3.3. include Work Method Statement (WMS) for Trial Pad for approval by CQA Supervisor and Auditor	1	Item	\$4,000	\$4,000.00
1.5	Leak Detection Survey	1	Item	\$12,000	\$12,000.00
1.6	Site Clean-up	1	Item	\$2,000	\$2,000.00
2	BULK EARTHWORKS				
	Trim, Excavate, load, cart, spread, compact materials as specified, construct to design levels and profiles as shown on the drawings and proof roll.				
2.1	Excess to be stockpiled on site	88,069	m ³	\$4.50	\$396,310.23
2.2	500mm thick layer along Cell A and Area 6 Batter	1,400	m ³	\$12.00	\$16,800
3	LEACHATE DRAINAGE AGGREGATE LAYER				
	Supply and installation of leachate drainage aggregate	3,000	m ³	\$143.00	\$429,000.00
4	SOIL PROTECTION LAYER PVER SIDEWALL AND BUNDS				
	Supply and place a 300mm thick coarse sand protection layer	1,961	m ³	\$210.00	\$411,768.00
5	ANCHOR TRENCH				
5.1	Proposed Anchor Trench	105	Lin.m	\$50.00	\$5,250.00
5.2	Excavate Existing Anchor Trench	249	Lin.m	\$50	\$12,425.00



BENALLA LANDFILL - COST ESTIMATE OF CELL 6 CONSTRUCTION

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
6	MATERIALS TESTING (MQA)				
	The GCL&HDPE liner and geotextile manufactured materials factory test results shall be tested in accordance with the Specification	1	Item	\$18,000	\$18,000
7	SITE MATERIALS SAMPLING & THIRD PARTY TESTING				
	Field test sampling of all materials in Item 2 including tag, label etc., as specified, couriered to third party NATA accredited laboratory and test all samples as specified. Forward materials report to the CQA Supervisor for approval.	1	Item	\$35,000	\$35,000
8	MATERIALS PANEL PLANS				
	Supply materials panel plans to the CQA Supervisor for approval before commencement and record As Constructed information during laying as specified.	1	Item	\$3,000	\$3,000
9	GCL - ELCOSEAL				
9.1	Supply X2000 Cell Base, Batters and Bunds	15,258	m ²	\$15.00	\$228,875
9.2	Install X2000 ell Base, Batters and Bunds	15,258	m ²	\$5.60	\$85,447
10	HDPE				
10.1	Supply	15,258	m ²	\$13.00	\$198,358
10.2	Install	15,258	m ²	\$5.60	\$85,447
11	GEOTEXTILE CUSHION LAYER				
11.1	Supply	15,258	m ²	\$5.60	\$85,447
11.2	Install	15,258	m ²	\$4.00	\$61,033
12	GEOTEXTILE FILTER LAYER				
12.1	Supply	15,258	m ²	\$1.50	\$22,887
12.2	Install	15,258	m ²	\$3.50	\$53,404
13	LEACHATE COLLECTION				
13.1	Supply 160mm dia PN16 HDPE pipe, lay and drill holes on lateral pipes on cell base as shown on the drawings and as specified including inspection openings, caps, joins, bends, welding, marker posts, clay plug and backfilling, etc. as specified	750	Lin.m	\$70.00	\$52,500.00
13.2	Concrete pad	1	m ³	\$2,470.00	\$2,470.00
13.3	Reinforced steel mesh	18	m ²	\$63.00	\$1,134.00
13.4	HDPE riser pipe	2	Item	\$31,025.00	\$62,050.00
13.5	Leachate pump	1	Item	\$40,653.00	\$40,653.00
14	CONSTULTING FEES				
14.1	Detailed Cap Design (including Design report, Design Drawings, Technical Specification, CQA Plan)	1	Item	\$80,000	\$80,000
14.2	Auditor design assessment	1	Item	\$30,000	\$30,000
14.3	GITA/TPCC	1	Item	\$75,000	\$75,000
14.4	Construction verification audit	1	Item	\$35,000	\$35,000
SUBTOTAL					\$2,628,258
CONTINGENCY		30	%		\$788,477
INFLATION		158	%		\$5,381,641
TOTAL (GST Excl.)					\$8,798,377



BENALLA LANDFILL - COST ESTIMATE OF CELL 7 CONSTRUCTION

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
	Floor area	5592	m ²		
	Sidewall area	6715	m ²		
	Bund Area	859	m ²		
	Cell area	12654	m ²		
	Excavation volume	70422	m ³		
	Width	171	Lin.m		
	Length	74	Lin.m		
1	PRELIMINARIES				
1.1	Site Establishment				
	To establish initial presence on site and prepare for works as specified, including transport plant and equipment to and from the site, notify the Superintendent and CQA Supervisor of works progress and inspections, locate services, manage site and subcontractors.	1	Item	\$60,000	\$60,000
1.2	Quality Site Construction Management Plan				
	To prepare and submit necessary documents including, but not limited to:				
1.2.1	Occupational Health and Safety	1	Item	\$2,000	\$2,000
1.2.2	Environmental Management Plan	1	Item	\$2,000	\$2,000
1.2.3	Traffic Management Plan	1	Item	\$2,000	\$2,000
1.2.4	Site Management Plan with Work Method Statement as specified	1	Item	\$8,000	\$8,000
1.3	Surveying				
	All surveying works to be carried out by a qualified surveyor approved by the Superintendent to undertake the following:				
1.3.1	Setout Works – Set out all construction works in accordance with the construction drawings and specifications.	1	Item	\$2,000	\$2,000
1.3.2	As Constructed Survey Provide a feature survey of: i) subgrade surface after trimming of surface ii) Aggregate finished surface to verify minimum 300mm thickness iii) Sand Protection layer finished surface on batter slopes to verify minimum 300mm thickness of first lift. iv) Anchor trenches location, width and depth	1	Item	\$7,000	\$7,000
1.4	Aggregate Materials Test and Trial Pad				
	Provide aggregate tests as specified Section G3.3. include Work Method Statement (WMS) for Trial Pad for approval by CQA Supervisor and Auditor	1	Item	\$4,000	\$4,000
1.5	Leak Detection Survey	1	Item	\$12,000	\$12,000
1.6	Site Clean-up	1	Item	\$2,000	\$2,000
2	BULK EARTHWORKS				
	Trim, Excavate, load, cart, spread, compact materials as specified, construct to design levels and profiles as shown on the drawings and proof roll.				
	Excess to be stockpiled on site	70,422	m ³	\$4.50	\$316,899
3	LEACHATE DRAINAGE AGGREGATE LAYER				
	Supply and installation of leachate drainage aggregate	2,200	m ³	\$143.00	\$314,600
4	SOIL PROTECTION LAYER PVER SIDEWALL AND BUNDS				
	Supply and place a 300mm thick coarse sand protection layer	2,456	m ³	\$210	\$515,781
5	ANCHOR TRENCH				
5.1	Proposed Anchor Trench	141	Lin.m	\$50	\$7,050
5.2	Excavate Existing Anchor Trench	30	Lin.m	\$50	\$1,500



BENALLA LANDFILL - COST ESTIMATE OF CELL 7 CONSTRUCTION

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
6	MATERIALS TESTING (MQA)				
	The GCL&HDPE liner and geotextile manufactured materials factory test results shall be tested in accordance with the Specification	1	Item	\$18,000	\$18,000
7	SITE MATERIALS SAMPLING & THIRD PARTY TESTING				
	Field test sampling of all materials in Item 2 including tag, label etc., as specified, couriered to third party NATA accredited laboratory and test all samples as specified. Forward materials report to the CQA Supervisor for approval.	1	Item	\$35,000	\$35,000
8	MATERIALS PANEL PLANS				
	Supply materials panel plans to the CQA Supervisor for approval before commencement and record As Constructed information during laying as specified.	1	Item	\$3,000	\$3,000
9	GCL - ELCOSEAL				
9.1	Supply X2000 Cell Base, Batters and Bunds	13,166	m ²	\$15.00	\$197,491
9.2	Install X2000 ell Base, Batters and Bunds	13,166	m ²	\$5.60	\$73,730
10	HDPE				
10.1	Supply	13,166	m ²	\$13.00	\$171,159
10.2	Install	13,166	m ²	\$5.60	\$73,730
11	GEOTEXTILE CUSHION LAYER				
11.1	Supply	13,166	m ²	\$5.60	\$73,730
11.2	Install	13,166	m ²	\$4.00	\$52,664
12	GEOTEXTILE FILTER LAYER				
12.1	Supply	13,166	m ²	\$1.50	\$19,749
12.2	Install	13,166	m ²	\$3.50	\$46,081
13	LEACHATE COLLECTION				
	Supply 160mm dia PN16 HDPE pipe, lay and drill holes on lateral pipes on cell base as shown on the drawings and as specified including inspection openings, caps, joins, bends, welding, marker posts, clay plug and backfilling, etc. as specified	550	Lin.m	\$70	\$38,500
14	CONSTULTING FEES				
14.1	Detailed Cap Design (including Design report, Design Drawings, Technical Specification, CQA Plan)	1	Item	\$80,000	\$80,000
14.2	Auditor design assessment	1	Item	\$30,000	\$30,000
14.3	GITA/TPCC	1	Item	\$75,000	\$75,000
14.4	Construction verification audit	1	Item	\$35,000	\$35,000
SUBTOTAL					\$2,279,664
CONTINGENCY		30	%		\$683,899
INFLATION		256	%		\$7,600,107
TOTAL (GST Excl.)					\$10,563,670



BENALLA LANDFILL - COST ESTIMATE OF CELL 8 CONSTRUCTION

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
	Floor area	8303	m ²		
	Sidewall area	2372	m ²		
	Bund Area	1915	m ²		
	Cell area	10554	m ²		
	Excavation volume	82300	m ³		
	Width	141	Lin.m		
	Length	75	Lin.m		
1	PRELIMINARIES				
1.1	Site Establishment				
	To establish initial presence on site and prepare for works as specified, including transport plant and equipment to and from the site, notify the Superintendent and CQA Supervisor of works progress and inspections, locate services, manage site and subcontractors.	1	Item	\$60,000	\$60,000
1.2	Quality Site Construction Management Plan				
	To prepare and submit necessary documents including, but not limited to:				
1.2.1	Occupational Health and Safety	1	Item	\$2,000	\$2,000
1.2.2	Environmental Management Plan	1	Item	\$2,000	\$2,000
1.2.3	Traffic Management Plan	1	Item	\$2,000	\$2,000
1.2.4	Site Management Plan with Work Method Statement as specified	1	Item	\$8,000	\$8,000
1.3	Surveying				
	All surveying works to be carried out by a qualified surveyor approved by the Superintendent to undertake the following:				
1.3.1	Setout Works – Set out all construction works in accordance with the construction drawings and specifications.	1	Item	\$2,000	\$2,000
1.3.2	As Constructed Survey Provide a feature survey of: i) subgrade surface after trimming of surface ii) Aggregate finished surface to verify minimum 300mm thickness iii) Sand Protection layer finished surface on batter slopes to verify minimum 300mm thickness of first lift. iv) Anchor trenches location, width and depth	1	Item	\$7,000	\$7,000
1.4	Aggregate Materials Test and Trial Pad				
	Provide aggregate tests as specified Section G3.3. include Work Method Statement (WMS) for Trial Pad for approval by CQA Supervisor and Auditor	1	Item	\$4,000	\$4,000
1.5	Leak Detection Survey	1	Item	\$12,000	\$12,000
1.6	Site Clean-up	1	Item	\$2,000	\$2,000
2	BULK EARTHWORKS				
	Trim, Excavate, load, cart, spread, compact materials as specified, construct to design levels and profiles as shown on the drawings and proof roll.				
	Excess to be stockpiled on site	82,300	m ³	\$4.50	\$370,352
3	LEACHATE DRAINAGE AGGREGATE LAYER				
	Supply and installation of leachate drainage aggregate	2,200	m ³	\$143	\$314,600
4	SOIL PROTECTION LAYER PVER SIDEWALL AND BUNDS				
	Supply and place a 300mm thick coarse sand protection layer	1,397	m ³	\$210	\$293,378
5	ANCHOR TRENCH				
5.1	Proposed Anchor Trench	141	Lin.m	\$50	\$7,050
5.2	Excavate Existing Anchor Trench	216	Lin.m	\$50	\$10,800



BENALLA LANDFILL - COST ESTIMATE OF CELL 8 CONSTRUCTION

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
6	MATERIALS TESTING (MQA)				
	The GCL&HDPE liner and geotextile manufactured materials factory test results shall be tested in accordance with the Specification	1	Item	\$18,000	\$18,000
7	SITE MATERIALS SAMPLING & THIRD PARTY TESTING				
	Field test sampling of all materials in Item 2 including tag, label etc., as specified, couriered to third party NATA accredited laboratory and test all samples as specified. Forward materials report to the CQA Supervisor for approval.	1	Item	\$35,000	\$35,000
8	MATERIALS PANEL PLANS				
	Supply materials panel plans to the CQA Supervisor for approval before commencement and record As Constructed information during laying as specified.	1	Item	\$3,000	\$3,000
9	GCL - ELCOSEAL				
9.1	Supply X2000 Cell Base, Batters and Bunds	12,590	m ²	\$15.00	\$188,857
9.2	Install X2000 ell Base, Batters and Bunds	12,590	m ²	\$5.60	\$70,507
10	HDPE				
10.1	Supply	12,590	m ²	\$13.00	\$163,676
10.2	Install	12,590	m ²	\$5.60	\$70,507
11	GEOTEXTILE CUSHION LAYER				
11.1	Supply	12,590	m ²	\$5.60	\$70,507
11.2	Install	12,590	m ²	\$4.00	\$50,362
12	GEOTEXTILE FILTER LAYER				
12.1	Supply	12,590	m ²	\$1.50	\$18,886
12.2	Install	12,590	m ²	\$3.50	\$44,067
13	LEACHATE COLLECTION				
	Supply 160mm dia PN16 HDPE pipe, lay and drill holes on lateral pipes on cell base as shown on the drawings and as specified including inspection openings, caps, joins, bends, welding, marker posts, clay plug and backfilling, etc. as specified	550	Lin.m	\$70	\$38,500
14	CONSULTING FEES				
14.1	Detailed Cap Design (including Design report, Design Drawings, Technical Specification, CQA Plan)	1	Item	\$80,000	\$80,000
14.2	Auditor design assessment	1	Item	\$30,000	\$30,000
14.3	GITA/TPCC	1	Item	\$75,000	\$75,000
14.4	Construction verification audit	1	Item	\$35,000	\$35,000
SUBTOTAL					\$2,089,047
CONTINGENCY		30	%		\$626,714
INFLATION		301	%		\$8,179,588
TOTAL (GST Excl.)					\$10,895,350



BENALLA LANDFILL - COST ESTIMATE OF CELL 9 CONSTRUCTION

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
	Floor area	8187	m ²		
	Sidewall area	2368	m ²		
	Bund Area	1878	m ²		
	Cell area	10434	m ²		
	Excavation volume	94584	m ³		
	Width	141	Lin.m		
	Length	74	Lin.m		
1	PRELIMINARIES				
1.1	Site Establishment				
	To establish initial presence on site and prepare for works as specified, including transport plant and equipment to and from the site, notify the Superintendent and CQA Supervisor of works progress and inspections, locate services, manage site and subcontractors.	1	Item	\$60,000	\$60,000
1.2	Quality Site Construction Management Plan				
	To prepare and submit necessary documents including, but not limited to:				
1.2.1	Occupational Health and Safety	1	Item	\$2,000	\$2,000
1.2.2	Environmental Management Plan	1	Item	\$2,000	\$2,000
1.2.3	Traffic Management Plan	1	Item	\$2,000	\$2,000
1.2.4	Site Management Plan with Work Method Statement as specified	1	Item	\$8,000	\$8,000
1.3	Surveying				
	All surveying works to be carried out by a qualified surveyor approved by the Superintendent to undertake the following:				
1.3.1	Setout Works – Set out all construction works in accordance with the construction drawings and specifications.	1	Item	\$2,000	\$2,000
1.3.2	As Constructed Survey Provide a feature survey of: i) subgrade surface after trimming of surface ii) Aggregate finished surface to verify minimum 300mm thickness iii) Sand Protection layer finished surface on batter slopes to verify minimum 300mm thickness of first lift. iv) Anchor trenches location, width and depth	1	Item	\$7,000	\$7,000
1.4	Aggregate Materials Test and Trial Pad				
	Provide aggregate tests as specified Section G3.3. include Work Method Statement (WMS) for Trial Pad for approval by CQA Supervisor and Auditor	1	Item	\$4,000	\$4,000
1.5	Leak Detection Survey	1	Item	\$12,000	\$12,000
1.6	Site Clean-up	1	Item	\$2,000	\$2,000
2	BULK EARTHWORKS				
	Trim, Excavate, load, cart, spread, compact materials as specified, construct to design levels and profiles as shown on the drawings and proof roll.				
	Excess to be stockpiled on site	94,584	m ³	\$4.50	\$425,630
3	LEACHATE DRAINAGE AGGREGATE LAYER				
	Supply and installation of leachate drainage aggregate	2,400	m ³	\$143	\$343,200
4	SOIL PROTECTION LAYER PVER SIDEWALL AND BUNDS				
	Supply and place a 300mm thick coarse sand protection layer	1,394	m ³	\$210	\$292,723
5	ANCHOR TRENCH				
5.1	Proposed Anchor Trench	141	Lin.m	\$50	\$7,050
5.2	Excavate Existing Anchor Trench	215	Lin.m	\$50	\$10,750



BENALLA LANDFILL - COST ESTIMATE OF CELL 9 CONSTRUCTION

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
6	MATERIALS TESTING (MQA)				
	The GCL&HDPE liner and geotextile manufactured materials factory test results shall be tested in accordance with the Specification	1	Item	\$18,000	\$18,000
7	SITE MATERIALS SAMPLING & THIRD PARTY TESTING				
	Field test sampling of all materials in Item 2 including tag, label etc., as specified, couriered to third party NATA accredited laboratory and test all samples as specified. Forward materials report to the CQA Supervisor for approval.	1	Item	\$35,000	\$35,000
8	MATERIALS PANEL PLANS				
	Supply materials panel plans to the CQA Supervisor for approval before commencement and record As Constructed information during laying as specified.	1	Item	\$3,000	\$3,000
9	GCL - ELCOSEAL				
9.1	Supply X2000 Cell Base, Batters and Bunds	12,433	m ²	\$15.00	\$186,497
9.2	Install X2000 ell Base, Batters and Bunds	12,433	m ²	\$5.60	\$69,625
10	HDPE				
10.1	Supply	12,433	m ²	\$13.00	\$161,631
10.2	Install	12,433	m ²	\$5.60	\$69,625
11	GEOTEXTILE CUSHION LAYER				
11.1	Supply	12,433	m ²	\$5.60	\$69,625
11.2	Install	12,433	m ²	\$4.00	\$49,732
12	GEOTEXTILE FILTER LAYER				
12.1	Supply	12,433	m ²	\$1.50	\$18,650
12.2	Install	12,433	m ²	\$3.50	\$43,516
13	LEACHATE COLLECTION				
	Supply 160mm dia PN16 HDPE pipe, lay and drill holes on lateral pipes on cell base as shown on the drawings and as specified including inspection openings, caps, joins, bends, welding, marker posts, clay plug and backfilling, etc. as specified	600	Lin.m	\$70.00	\$42,000.00
14	CONSTULTING FEES				
14.1	Detailed Cap Design (including Design report, Design Drawings, Technical Specification, CQA Plan)	1	Item	\$80,000	\$80,000
14.2	Auditor design assessment	1	Item	\$30,000	\$30,000
14.3	GITA/TPCC	1	Item	\$75,000	\$75,000
14.4	Construction verification audit	1	Item	\$35,000	\$35,000
SUBTOTAL					\$2,167,255
CONTINGENCY		30	%		\$650,176
INFLATION		408	%		\$11,501,173
TOTAL (GST Excl.)					\$14,318,604



BENALLA LANDFILL - COST ESTIMATE OF CELL 10 CONSTRUCTION

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
	Floor area	8510	m ²		
	Sidewall area	2500	m ²		
	Bund Area	1902	m ²		
	Cell area	10882	m ²		
	Excavation volume	93053	m ³		
	Width	141	Lin.m		
	Length	74	Lin.m		
1	PRELIMINARIES				
1.1	Site Establishment				
	To establish initial presence on site and prepare for works as specified, including transport plant and equipment to and from the site, notify the Superintendent and CQA Supervisor of works progress and inspections, locate services, manage site and subcontractors.	1	Item	\$60,000	\$60,000
1.2	Quality Site Construction Management Plan				
	To prepare and submit necessary documents including, but not limited to:				
1.2.1	Occupational Health and Safety	1	Item	\$2,000	\$2,000
1.2.2	Environmental Management Plan	1	Item	\$2,000	\$2,000
1.2.3	Traffic Management Plan	1	Item	\$2,000	\$2,000
1.2.4	Site Management Plan with Work Method Statement as specified	1	Item	\$8,000	\$8,000
1.3	Surveying				
	All surveying works to be carried out by a qualified surveyor approved by the Superintendent to undertake the following:				
1.3.1	Setout Works – Set out all construction works in accordance with the construction drawings and specifications.	1	Item	\$2,000	\$2,000
1.3.2	As Constructed Survey Provide a feature survey of: i) subgrade surface after trimming of surface ii) Aggregate finished surface to verify minimum 300mm thickness iii) Sand Protection layer finished surface on batter slopes to verify minimum 300mm thickness of first lift. iv) Anchor trenches location, width and depth	1	Item	\$7,000	\$7,000
1.4	Aggregate Materials Test and Trial Pad				
	Provide aggregate tests as specified Section G3.3. include Work Method Statement (WMS) for Trial Pad for approval by CQA Supervisor and Auditor	1	Item	\$4,000	\$4,000
1.5	Leak Detection Survey	1	Item	\$12,000	\$12,000
1.6	Site Clean-up	1	Item	\$2,000	\$2,000
2	BULK EARTHWORKS				
	Trim, Excavate, load, cart, spread, compact materials as specified, construct to design levels and profiles as shown on the drawings and proof roll.				
	Excess to be stockpiled on site	93,053	m ³	\$4.50	\$418,738
3	LEACHATE DRAINAGE AGGREGATE LAYER				
	Supply and installation of leachate drainage aggregate	2,400	m ³	\$143	\$343,200
4	SOIL PROTECTION LAYER PVER SIDEWALL AND BUNDS				
	Supply and place a 300mm thick coarse sand protection layer	1,440	m ³	\$210	\$302,329
5	ANCHOR TRENCH				
5.1	Proposed Anchor Trench	141	Lin.m	\$50	\$7,050
5.2	Excavate Existing Anchor Trench	218	Lin.m	\$50	\$10,910



BENALLA LANDFILL - COST ESTIMATE OF CELL 10 CONSTRUCTION

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
	Floor area	8510	m ²		
	Sidewall area	2500	m ²		
	Bund Area	1902	m ²		
	Cell area	10882	m ²		
	Excavation volume	93053	m ³		
	Width	141	Lin.m		
	Length	74	Lin.m		
6	MATERIALS TESTING (MQA)				
	The GCL&HDPE liner and geotextile manufactured materials factory test results shall be tested in accordance with the Specification	1	Item	\$18,000	\$18,000
7	SITE MATERIALS SAMPLING & THIRD PARTY TESTING				
	Field test sampling of all materials in Item 2 including tag, label etc., as specified, couriered to third party NATA accredited laboratory and test all samples as specified. Forward materials report to the CQA Supervisor for approval.	1	Item	\$35,000	\$35,000
8	MATERIALS PANEL PLANS				
	Supply materials panel plans to the CQA Supervisor for approval before commencement and record As Constructed information during laying as specified.	1	Item	\$3,000	\$3,000
9	GCL - ELCOSEAL				
9.1	Supply X2000 Cell Base, Batters and Bunds	12,912	m ²	\$15.00	\$193,680
9.2	Install X2000 ell Base, Batters and Bunds	12,912	m ²	\$5.60	\$72,307
10	HDPE				
10.1	Supply	12,912	m ²	\$13.00	\$167,856
10.2	Install	12,912	m ²	\$5.60	\$72,307
11	GEOTEXTILE CUSHION LAYER				
11.1	Supply	12,912	m ²	\$5.60	\$72,307
11.2	Install	12,912	m ²	\$4.00	\$51,648
12	GEOTEXTILE FILTER LAYER				
12.1	Supply	12,912	m ²	\$1.50	\$19,368
12.2	Install	12,912	m ²	\$3.50	\$45,192
13	LEACHATE COLLECTION				
	Supply 160mm dia PN16 HDPE pipe, lay and drill holes on lateral pipes on cell base as shown on the drawings and as specified including inspection openings, caps, joins, bends, welding, marker posts, clay plug and backfilling, etc. as specified	600	Lin.m	\$70	\$42,000
14	CONSTULTING FEES				
14.1	Detailed Cap Design (including Design report, Design Drawings, Technical Specification, CQA Plan)	1	Item	\$80,000	\$80,000
14.2	Auditor design assessment	1	Item	\$30,000	\$30,000
14.3	GITA/TPCC	1	Item	\$75,000	\$75,000
14.4	Construction verification audit	1	Item	\$35,000	\$35,000
SUBTOTAL					\$2,195,895
CONTINGENCY		30	%		\$658,768
INFLATION		544	%		\$15,523,412
TOTAL (GST Excl.)					\$18,378,076



BENALLA LANDFILL - COST ESTIMATE OF CELL 11 CONSTRUCTION

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
	Floor area	7853	m ²		
	Sidewall area	2248	m ²		
	Bund Area	1854	m ²		
	Cell area	9986	m ²		
	Excavation volume	70732	m ³		
	Width	141	Lin.m		
	Length	71	Lin.m		
1	PRELIMINARIES				
1.1	Site Establishment				
	To establish initial presence on site and prepare for works as specified, including transport plant and equipment to and from the site, notify the Superintendent and CQA Supervisor of works progress and inspections, locate services, manage site and subcontractors.	1	Item	\$60,000	\$60,000
1.2	Quality Site Construction Management Plan				
	To prepare and submit necessary documents including, but not limited to:				
1.2.1	Occupational Health and Safety	1	Item	\$2,000	\$2,000
1.2.2	Environmental Management Plan	1	Item	\$2,000	\$2,000
1.2.3	Traffic Management Plan	1	Item	\$2,000	\$2,000
1.2.4	Site Management Plan with Work Method Statement as specified	1	Item	\$8,000	\$8,000
1.3	Surveying				
	All surveying works to be carried out by a qualified surveyor approved by the Superintendent to undertake the following:				
1.3.1	Setout Works – Set out all construction works in accordance with the construction drawings and specifications.	1	Item	\$2,000	\$2,000
1.3.2	As Constructed Survey Provide a feature survey of: i) subgrade surface after trimming of surface ii) Aggregate finished surface to verify minimum 300mm thickness iii) Sand Protection layer finished surface on batter slopes to verify minimum 300mm thickness of first lift. iv) Anchor trenches location, width and depth	1	Item	\$7,000	\$7,000
1.4	Aggregate Materials Test and Trial Pad				
	Provide aggregate tests as specified Section G3.3. include Work Method Statement (WMS) for Trial Pad for approval by CQA Supervisor and Auditor	1	Item	\$4,000	\$4,000
1.5	Leak Detection Survey	1	Item	\$12,000	\$12,000
1.6	Site Clean-up	1	Item	\$2,000	\$2,000
2	BULK EARTHWORKS				
	Trim, Excavate, load, cart, spread, compact materials as specified, construct to design levels and profiles as shown on the drawings and proof roll.				
	Excess to be stockpiled on site	70,732	m ³	\$4.50	\$318,296
3	LEACHATE DRAINAGE AGGREGATE LAYER				
	Supply and installation of leachate drainage aggregate	2,300	m ³	\$143	\$328,900
4	SOIL PROTECTION LAYER PVER SIDEWALL AND BUNDS				
	Supply and place a 300mm thick coarse sand protection layer	1,352	m ³	\$210	\$283,873
5	ANCHOR TRENCH				
5.1	Proposed Anchor Trench	141	Lin.m	\$50	\$7,050
5.2	Excavate Existing Anchor Trench	212	Lin.m	\$50	\$10,590



BENALLA LANDFILL - COST ESTIMATE OF CELL 11 CONSTRUCTION

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
6	MATERIALS TESTING (MQA)				
	The GCL&HDPE liner and geotextile manufactured materials factory test results shall be tested in accordance with the Specification	1	Item	\$18,000	\$18,000
7	SITE MATERIALS SAMPLING & THIRD PARTY TESTING				
	Field test sampling of all materials in Item 2 including tag, label etc., as specified, couriered to third party NATA accredited laboratory and test all samples as specified. Forward materials report to the CQA Supervisor for approval.	1	Item	\$35,000	\$35,000
8	MATERIALS PANEL PLANS				
	Supply materials panel plans to the CQA Supervisor for approval before commencement and record As Constructed information during laying as specified.	1	Item	\$3,000	\$3,000
9	GCL - ELCOSEAL				
9.1	Supply X2000 Cell Base, Batters and Bunds	11,955	m ²	\$15.00	\$179,328
9.2	Install X2000 ell Base, Batters and Bunds	11,955	m ²	\$5.60	\$66,949
10	HDPE				
10.1	Supply	11,955	m ²	\$13.00	\$155,418
10.2	Install	11,955	m ²	\$5.60	\$66,949
11	GEOTEXTILE CUSHION LAYER				
11.1	Supply	11,955	m ²	\$5.60	\$66,949
11.2	Install	11,955	m ²	\$4.00	\$47,821
12	GEOTEXTILE FILTER LAYER				
12.1	Supply	11,955	m ²	\$1.50	\$17,933
12.2	Install	11,955	m ²	\$3.50	\$41,843
13	LEACHATE COLLECTION				
	Supply 160mm dia PN16 HDPE pipe, lay and drill holes on lateral pipes on cell base as shown on the drawings and as specified including inspection openings, caps, joins, bends, welding, marker posts, clay plug and backfilling, etc. as specified	550	Lin.m	\$70	\$38,500
14	CONSTULTING FEES				
14.1	Detailed Cap Design (including Design report, Design Drawings, Technical Specification, CQA Plan)	1	Item	\$80,000	\$80,000
14.2	Auditor design assessment	1	Item	\$30,000	\$30,000
14.3	GITA/TPCC	1	Item	\$75,000	\$75,000
14.4	Construction verification audit	1	Item	\$35,000	\$35,000
SUBTOTAL					\$2,007,400
CONTINGENCY		30	%		\$602,220
INFLATION		740	%		\$19,311,228
TOTAL (GST Excl.)					\$21,920,848



BENALLA LANDFILL - COST ESTIMATE OF CELL 12 CONSTRUCTION

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
	Floor area	5685	m ²		
	Sidewall area	4642	m ²		
	Bund Area	1203	m ²		
	Cell area	10089	m ²		
	Excavation volume	39327	m ³		
	Width	141	Lin.m		
	Length	74	Lin.m		
1	PRELIMINARIES				
1.1	Site Establishment				
	To establish initial presence on site and prepare for works as specified, including transport plant and equipment to and from the site, notify the Superintendent and CQA Supervisor of works progress and inspections, locate services, manage site and subcontractors.	1	Item	\$60,000	\$60,000
1.2	Quality Site Construction Management Plan				
	To prepare and submit necessary documents including, but not limited to:				
1.2.1	Occupational Health and Safety	1	Item	\$2,000	\$2,000
1.2.2	Environmental Management Plan	1	Item	\$2,000	\$2,000
1.2.3	Traffic Management Plan	1	Item	\$2,000	\$2,000
1.2.4	Site Management Plan with Work Method Statement as specified	1	Item	\$8,000	\$8,000
1.3	Surveying				
	All surveying works to be carried out by a qualified surveyor approved by the Superintendent to undertake the following:				
1.3.1	Setout Works – Set out all construction works in accordance with the construction drawings and specifications.	1	Item	\$2,000	\$2,000
1.3.2	As Constructed Survey Provide a feature survey of: i) subgrade surface after trimming of surface ii) Aggregate finished surface to verify minimum 300mm thickness iii) Sand Protection layer finished surface on batter slopes to verify minimum 300mm thickness of first lift. iv) Anchor trenches location, width and depth	1	Item	\$7,000	\$7,000
1.4	Aggregate Materials Test and Trial Pad				
	Provide aggregate tests as specified Section G3.3. include Work Method Statement (WMS) for Trial Pad for approval by CQA Supervisor and Auditor	1	Item	\$4,000	\$4,000
1.5	Leak Detection Survey	1	Item	\$12,000	\$12,000
1.6	Site Clean-up	1	Item	\$2,000	\$2,000
2	BULK EARTHWORKS				
	Trim, Excavate, load, cart, spread, compact materials as specified, construct to design levels and profiles as shown on the drawings and proof roll.				
	Excess to be stockpiled on site	39,327	m ³	\$4.50	\$176,973
3	LEACHATE DRAINAGE AGGREGATE LAYER				
	Supply and installation of leachate drainage aggregate	2,100	m ³	\$143	\$300,300
4	SOIL PROTECTION LAYER PVER SIDEWALL AND BUNDS				
	Supply and place a 300mm thick coarse sand protection layer	1,805	m ³	\$210	\$379,134
5	ANCHOR TRENCH				
5.1	Proposed Anchor Trench	0	Lin.m	\$50	\$0
5.2	Excavate Existing Anchor Trench	215	Lin.m	\$50	\$10,750



BENALLA LANDFILL - COST ESTIMATE OF CELL 12 CONSTRUCTION

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
6	MATERIALS TESTING (MQA)				
	The GCL&HDPE liner and geotextile manufactured materials factory test results shall be tested in accordance with the Specification	1	Item	\$18,000	\$18,000
7	SITE MATERIALS SAMPLING & THIRD PARTY TESTING				
	Field test sampling of all materials in Item 2 including tag, label etc., as specified, couriered to third party NATA accredited laboratory and test all samples as specified. Forward materials report to the CQA Supervisor for approval.	1	Item	\$35,000	\$35,000
8	MATERIALS PANEL PLANS				
	Supply materials panel plans to the CQA Supervisor for approval before commencement and record As Constructed information during laying as specified.	1	Item	\$3,000	\$3,000
9	GCL - ELCOSEAL				
9.1	Supply X2000 Cell Base, Batters and Bunds	11,530	m ²	\$15.00	\$172,945
9.2	Install X2000 ell Base, Batters and Bunds	11,530	m ²	\$5.60	\$64,566
10	HDPE				
10.1	Supply	11,530	m ²	\$13.00	\$149,886
10.2	Install	11,530	m ²	\$5.60	\$64,566
11	GEOTEXTILE CUSHION LAYER				
11.1	Supply	11,530	m ²	\$5.60	\$64,566
11.2	Install	11,530	m ²	\$4.00	\$46,119
12	GEOTEXTILE FILTER LAYER				
12.1	Supply	11,530	m ²	\$1.50	\$17,295
12.2	Install	11,530	m ²	\$3.50	\$40,354
13	LEACHATE COLLECTION				
	Supply 160mm dia PN16 HDPE pipe, lay and drill holes on lateral pipes on cell base as shown on the drawings and as specified including inspection openings, caps, joins, bends, welding, marker posts, clay plug and backfilling, etc. as specified	500	Lin.m	\$70	\$35,000
14	CONSTULTING FEES				
14.1	Detailed Cap Design (including Design report, Design Drawings, Technical Specification, CQA Plan)	1	Item	\$80,000	\$80,000
14.2	Auditor design assessment	1	Item	\$30,000	\$30,000
14.3	GITA/TPCC	1	Item	\$75,000	\$75,000
14.4	Construction verification audit	1	Item	\$35,000	\$35,000
SUBTOTAL					\$1,899,453
CONTINGENCY		30	%		\$569,836
INFLATION		964	%		\$23,806,147
TOTAL (GST Excl.)					\$26,275,437

APPENDIX D – STAGED REHABILITATION COST ESTIMATES



BENALLA LANDFILL - COST ESTIMATE OF STAGE 1 REHABILITATION

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
	Total Area	51658	m ²		
1	PRELIMINARIES				
1.1	<u>Site Establishment</u>				
	To establish initial presence on site and prepare for works as specified, including transport plant and equipment to and from the site, notify the Superintendent and CQA Supervisor of works progress and inspections, locate services, manage site and subcontractors, coordinate with the lining contractor and implementation of Item 1.2.	1	Item	\$18,000	\$18,000.00
1.2	<u>Quality Site Construction Management Plan</u>				
	To prepare and submit necessary documents including, but not limited to:				
1.2.1	Occupational Health and Safety	1	Item	\$2,000	\$2,000.00
1.2.2	Environmental Management Plan	1	Item	\$2,000	\$2,000.00
1.2.3	Traffic Management Plan	1	Item	\$2,000	\$2,000.00
1.2.4	Site Management Plan with Work Method Statement as specified	1	Item	\$8,000	\$8,000.00
1.3	<u>Surveying</u> All surveying works to be carried out by a qualified surveyor approved by the Superintendent to undertake the following:				
1.3.1	Setout Works – Set out of construction works in accordance with the design drawings include calibrated GPS System on machinery for: i) Finished Surface	1	Item	\$6,000	\$6,000.00
1.3.2	As Constructed Survey Provide a feature survey of: i) Finished Surface (Top of Subgrade) ii) Finished Surface (Top of Subsoil) iii) Finished Surface (Top of Topsoil)	1	Item	\$12,000	\$12,000.00
1.6	Site Clean-up	1	Item	\$2,000	\$2,000.00
2	EARTHWORKS				
2.1	Preparation of subgrade	51,658	m ²	\$3.50	\$180,804
2.2	Subgrade	15,497	m ³	\$6.00	\$92,985
2.3	Topsoil 0.2m	10,332	m ³	\$17.50	\$180,804
2.4	Subsoil 0.8m	41,327	m ³	\$12.00	\$495,919
2.5	Compacted Clay 0.6m	30,995	m ³	\$12.00	\$371,939
3	LINING SYSTEM				
3.1	Installation of geotextile cushion	51,658	m ²	\$9.50	\$490,753
3.2	Installation of 1.5 mm LLDPE geomembrane	51,658	m ²	\$23.00	\$1,188,139
3.3	A34 Geotextile	51,658	m ²	\$7.00	\$361,608
4	VEGETATION				
	Supply native plants	51,658	m ²	\$3.50	\$180,804
5	MAINTENANCE				
	Maintain native vegetation, including apply herbicide spray to weeds, re-sow bare areas for a period of 12 months after Practical Completion	1	Item	\$8,000.00	\$8,000.00
6	CONSULTING FEES				
6.1	Detailed Cap Design (including Design report, Design Drawings, Technical Specification, CQA Plan)	1	Item	\$80,000	\$80,000
6.2	Auditor design assessment	1	Item	\$25,000	\$25,000
6.3	GITA/TPCC	1	Item	\$75,000	\$75,000
6.4	Construction verification audit	1	Item	\$25,000	\$25,000
SUBTOTAL					\$3,603,754
	CONTINGENCY	30	%		\$1,081,126
	INFLATION	9	%		\$434,415
	TOTAL (GST Excl.)				\$5,119,296



BENALLA LANDFILL - COST ESTIMATE OF STAGE 2/1 REHABILITATION

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
	Total Area	10017	m ²		
1	PRELIMINARIES				
1.1	<u>Site Establishment</u>				
	To establish initial presence on site and prepare for works as specified, including transport plant and equipment to and from the site, notify the Superintendent and CQA Supervisor of works progress and inspections, locate services, manage site and subcontractors, coordinate with the lining contractor and implementation of Item 1.2.	1	Item	\$18,000	\$18,000.00
1.2	<u>Quality Site Construction Management Plan</u>				
	To prepare and submit necessary documents including, but not limited to:				
1.2.1	Occupational Health and Safety	1	Item	\$2,000	\$2,000.00
1.2.2	Environmental Management Plan	1	Item	\$2,000	\$2,000.00
1.2.3	Traffic Management Plan	1	Item	\$2,000	\$2,000.00
1.2.4	Site Management Plan with Work Method Statement as specified	1	Item	\$8,000	\$8,000.00
1.3	<u>Surveying</u> All surveying works to be carried out by a qualified surveyor approved by the Superintendent to undertake the following:				
1.3.1	Setout Works – Set out of construction works in accordance with the design drawings include calibrated GPS System on machinery for: i) Finished Surface	1	Item	\$6,000	\$6,000.00
1.3.2	As Constructed Survey Provide a feature survey of: i) Finished Surface (Top of Subgrade) ii) Finished Surface (Top of Subsoil) iii) Finished Surface (Top of Topsoil)	1	Item	\$12,000	\$12,000.00
1.6	Site Clean-up	1	Item	\$2,000	\$2,000.00
2	EARTHWORKS				
2.1	Preparation of subgrade	10,017	m ²	\$3.50	\$35,059
2.2	Subgrade	3,005	m ³	\$6.00	\$18,030
2.3	Topsoil 0.2m	2,003	m ³	\$17.50	\$35,059
2.4	Subsoil 0.8m	8,013	m ³	\$12.00	\$96,161
2.5	Compacted Clay 0.6m	6,010	m ³	\$12.00	\$72,121
3	LINING SYSTEM				
3.1	Installation of geotextile cushion	10,017	m ²	\$9.50	\$95,160
3.2	Installation of 1.5 mm LLDPE geomembrane	10,017	m ²	\$23.00	\$230,386
3.3	A34 Geotextile	10,017	m ²	\$7.00	\$70,118
4	VEGETATION				
	Supply native plants	10,017	m ²	\$3.50	\$35,059
5	MAINTENANCE				
	Maintain native vegetation, including apply herbicide spray to weeds, re-sow bare areas for a period of 12 months after Practical Completion	1	Item	\$8,000.00	\$8,000.00
6	CONSULTING FEES				
6.1	Detailed Cap Design (including Design report, Design Drawings, Technical Specification, CQA Plan)	1	Item	\$80,000	\$80,000
6.2	Auditor design assessment	1	Item	\$25,000	\$25,000
6.3	GITA/TPCC	1	Item	\$75,000	\$75,000
6.4	Construction verification audit	1	Item	\$25,000	\$25,000
SUBTOTAL					\$952,152
	CONTINGENCY	30	%		\$285,646
	INFLATION	23	%		\$284,537
	TOTAL (GST Excl.)				\$1,522,336



BENALLA LANDFILL - COST ESTIMATE OF STAGE 2/2 REHABILITATION

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
	Total Area	12908	m ²		
1	PRELIMINARIES				
1.1	<u>Site Establishment</u>				
	To establish initial presence on site and prepare for works as specified, including transport plant and equipment to and from the site, notify the Superintendent and CQA Supervisor of works progress and inspections, locate services, manage site and subcontractors, coordinate with the lining contractor and implementation of Item 1.2.	1	Item	\$18,000	\$18,000
1.2	<u>Quality Site Construction Management Plan</u>				
	To prepare and submit necessary documents including, but not limited to:				
1.2.1	Occupational Health and Safety	1	Item	\$2,000	\$2,000
1.2.2	Environmental Management Plan	1	Item	\$2,000	\$2,000
1.2.3	Traffic Management Plan	1	Item	\$2,000	\$2,000
1.2.4	Site Management Plan with Work Method Statement as specified	1	Item	\$8,000	\$8,000
1.3	<u>Surveying</u> All surveying works to be carried out by a qualified surveyor approved by the Superintendent to undertake the following:				
1.3.1	Setout Works – Set out of construction works in accordance with the design drawings include calibrated GPS System on machinery for: i) Finished Surface	1	Item	\$6,000	\$6,000
1.3.2	As Constructed Survey Provide a feature survey of: i) Finished Surface (Top of Subgrade) ii) Finished Surface (Top of Subsoil) iii) Finished Surface (Top of Topsoil)	1	Item	\$12,000	\$12,000
1.6	Site Clean-up	1	Item	\$2,000	\$2,000
2	EARTHWORKS				
2.1	Preparation of subgrade	12,908	m ²	\$3.50	\$45,177
2.2	Subgrade	3,872	m ³	\$6.00	\$23,234
2.3	Topsoil 0.2m	2,582	m ³	\$17.50	\$45,177
2.4	Subsoil 0.8m	10,326	m ³	\$12.00	\$123,915
2.5	Compacted Clay 0.6m	7,745	m ³	\$12.00	\$92,936
3	LINING SYSTEM				
3.1	Installation of geotextile cushion	12,908	m ²	\$9.50	\$122,624
3.2	Installation of 1.5 mm LLDPE geomembrane	12,908	m ²	\$23.00	\$296,880
3.3	A34 Geotextile	12,908	m ²	\$7.00	\$90,355
4	VEGETATION				
	Supply native plants	12,908	m ²	\$3.50	\$45,177
5	MAINTENANCE				
	Maintain native vegetation, including apply herbicide spray to weeds, re-sow bare areas for a period of 12 months after Practical Completion	1	Item	\$8,000.00	\$8,000.00
6	CONSULTING FEES				
6.1	Detailed Cap Design (including Design report, Design Drawings, Technical Specification, CQA Plan)	1	Item	\$80,000	\$80,000
6.2	Auditor design assessment	1	Item	\$25,000	\$25,000
6.3	GITA/TPCC	1	Item	\$75,000	\$75,000
6.4	Construction verification audit	1	Item	\$25,000	\$25,000
SUBTOTAL					\$1,150,476
	CONTINGENCY	30	%		\$345,143
	INFLATION	109	%		\$1,635,875
	TOTAL (GST Excl.)				\$3,131,495



BENALLA LANDFILL - COST ESTIMATE OF STAGE 2/3 REHABILITATION

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
	Total Area	12795	m ²		
1	PRELIMINARIES				
1.1	<u>Site Establishment</u>				
	To establish initial presence on site and prepare for works as specified, including transport plant and equipment to and from the site, notify the Superintendent and CQA Supervisor of works progress and inspections, locate services, manage site and subcontractors, coordinate with the lining contractor and implementation of Item 1.2.	1	Item	\$18,000	\$18,000.00
1.2	<u>Quality Site Construction Management Plan</u>				
	To prepare and submit necessary documents including, but not limited to:				
1.2.1	Occupational Health and Safety	1	Item	\$2,000	\$2,000.00
1.2.2	Environmental Management Plan	1	Item	\$2,000	\$2,000.00
1.2.3	Traffic Management Plan	1	Item	\$2,000	\$2,000.00
1.2.4	Site Management Plan with Work Method Statement as specified	1	Item	\$8,000	\$8,000.00
1.3	<u>Surveying</u> All surveying works to be carried out by a qualified surveyor approved by the Superintendent to undertake the following:				
1.3.1	Setout Works – Set out of construction works in accordance with the design drawings include calibrated GPS System on machinery for: i) Finished Surface	1	Item	\$6,000	\$6,000.00
1.3.2	As Constructed Survey Provide a feature survey of: i) Finished Surface (Top of Subgrade) ii) Finished Surface (Top of Subsoil) iii) Finished Surface (Top of Topsoil)	1	Item	\$12,000	\$12,000.00
1.6	Site Clean-up	1	Item	\$2,000	\$2,000.00
2	EARTHWORKS				
2.1	Preparation of subgrade	12,795	m ²	\$3.50	\$44,782
2.2	Subgrade	3,838	m ³	\$6.00	\$23,031
2.3	Topsoil 0.2m	2,559	m ³	\$17.50	\$44,782
2.4	Subsoil 0.8m	10,236	m ³	\$12.00	\$122,831
2.5	Compacted Clay 0.6m	7,677	m ³	\$12.00	\$92,124
3	LINING SYSTEM				
3.1	Installation of geotextile cushion	12,795	m ²	\$9.50	\$121,552
3.2	Installation of 1.5 mm LLDPE geomembrane	12,795	m ²	\$23.00	\$294,283
3.3	A34 Geotextile	12,795	m ²	\$7.00	\$89,565
4	VEGETATION				
	Supply native plants	12,795	m ²	\$3.50	\$44,782
5	MAINTENANCE				
	Maintain native vegetation, including apply herbicide spray to weeds, re-sow bare areas for a period of 12 months after Practical Completion	1	Item	\$8,000.00	\$8,000.00
6	CONSULTING FEES				
6.1	Detailed Cap Design (including Design report, Design Drawings, Technical Specification, CQA Plan)	1	Item	\$80,000	\$80,000
6.2	Auditor design assessment	1	Item	\$25,000	\$25,000
6.3	GITA/TPCC	1	Item	\$75,000	\$75,000
6.4	Construction verification audit	1	Item	\$25,000	\$25,000
SUBTOTAL					\$1,142,732
	CONTINGENCY	30	%		\$342,820
	INFLATION	181	%		\$2,694,587
	TOTAL (GST Excl.)				\$4,180,139



BENALLA LANDFILL - COST ESTIMATE OF STAGE 2/4 REHABILITATION

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
	Total Area	13036	m ²		
1	PRELIMINARIES				
1.1	<u>Site Establishment</u>				
	To establish initial presence on site and prepare for works as specified, including transport plant and equipment to and from the site, notify the Superintendent and CQA Supervisor of works progress and inspections, locate services, manage site and subcontractors, coordinate with the lining contractor and implementation of Item 1.2.	1	Item	\$18,000	\$18,000
1.2	<u>Quality Site Construction Management Plan</u>				
	To prepare and submit necessary documents including, but not limited to:				
1.2.1	Occupational Health and Safety	1	Item	\$2,000	\$2,000
1.2.2	Environmental Management Plan	1	Item	\$2,000	\$2,000
1.2.3	Traffic Management Plan	1	Item	\$2,000	\$2,000
1.2.4	Site Management Plan with Work Method Statement as specified	1	Item	\$8,000	\$8,000
1.3	<u>Surveying</u> All surveying works to be carried out by a qualified surveyor approved by the Superintendent to undertake the following:				
1.3.1	Setout Works – Set out of construction works in accordance with the design drawings include calibrated GPS System on machinery for: i) Finished Surface	1	Item	\$6,000	\$6,000
1.3.2	As Constructed Survey Provide a feature survey of: i) Finished Surface (Top of Subgrade) ii) Finished Surface (Top of Subsoil) iii) Finished Surface (Top of Topsoil)	1	Item	\$12,000	\$12,000
1.6	Site Clean-up	1	Item	\$2,000	\$2,000
2	EARTHWORKS				
2.1	Preparation of subgrade	13,036	m ²	\$3.50	\$45,627
2.2	Subgrade	3,911	m ³	\$6.00	\$23,466
2.3	Topsoil 0.2m	2,607	m ³	\$17.50	\$45,627
2.4	Subsoil 0.8m	10,429	m ³	\$12.00	\$125,150
2.5	Compacted Clay 0.6m	7,822	m ³	\$12.00	\$93,862
3	LINING SYSTEM				
3.1	Installation of geotextile cushion	13,036	m ²	\$9.50	\$123,846
3.2	Installation of 1.5 mm LLDPE geomembrane	13,036	m ²	\$23.00	\$299,837
3.3	A34 Geotextile	13,036	m ²	\$7.00	\$91,255
4	VEGETATION				
	Supply native plants	13,036	m ²	\$3.50	\$45,627
5	MAINTENANCE				
	Maintain native vegetation, including apply herbicide spray to weeds, re-sow bare areas for a period of 12 months after Practical Completion	1	Item	\$8,000.00	\$8,000.00
6	CONSULTING FEES				
6.1	Detailed Cap Design (including Design report, Design Drawings, Technical Specification, CQA Plan)	1	Item	\$80,000	\$80,000
6.2	Auditor design assessment	1	Item	\$25,000	\$25,000
6.3	GITA/TPCC	1	Item	\$75,000	\$75,000
6.4	Construction verification audit	1	Item	\$25,000	\$25,000
SUBTOTAL					\$1,159,298
	CONTINGENCY	30	%		\$347,789
	INFLATION	290	%		\$4,363,084
	TOTAL (GST Excl.)				\$5,870,171



BENALLA LANDFILL - COST ESTIMATE OF STAGE 3/1 REHABILITATION

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
	Total Area	12654	m ²		
1	PRELIMINARIES				
1.1	<u>Site Establishment</u>				
	To establish initial presence on site and prepare for works as specified, including transport plant and equipment to and from the site, notify the Superintendent and CQA Supervisor of works progress and inspections, locate services, manage site and subcontractors, coordinate with the lining contractor and implementation of Item 1.2.	1	Item	\$18,000	\$18,000.00
1.2	<u>Quality Site Construction Management Plan</u>				
	To prepare and submit necessary documents including, but not limited to:				
1.2.1	Occupational Health and Safety	1	Item	\$2,000	\$2,000.00
1.2.2	Environmental Management Plan	1	Item	\$2,000	\$2,000.00
1.2.3	Traffic Management Plan	1	Item	\$2,000	\$2,000.00
1.2.4	Site Management Plan with Work Method Statement as specified	1	Item	\$8,000	\$8,000.00
1.3	<u>Surveying</u> All surveying works to be carried out by a qualified surveyor approved by the Superintendent to undertake the following:				
1.3.1	Setout Works – Set out of construction works in accordance with the design drawings include calibrated GPS System on machinery for: i) Finished Surface	1	Item	\$6,000	\$6,000.00
1.3.2	As Constructed Survey Provide a feature survey of: i) Finished Surface (Top of Subgrade) ii) Finished Surface (Top of Subsoil) iii) Finished Surface (Top of Topsoil)	1	Item	\$12,000	\$12,000.00
1.6	Site Clean-up	1	Item	\$2,000	\$2,000.00
2	EARTHWORKS				
2.1	Preparation of subgrade	12,654	m ²	\$3.50	\$44,289
2.2	Subgrade	3,796	m ³	\$6.00	\$22,777
2.3	Topsoil 0.2m	2,531	m ³	\$17.50	\$44,289
2.4	Subsoil 0.8m	10,123	m ³	\$12.00	\$121,478
2.5	Compacted Clay 0.6m	7,592	m ³	\$12.00	\$91,109
3	LINING SYSTEM				
3.1	Installation of geotextile cushion	12,654	m ²	\$9.50	\$120,213
3.2	Installation of 1.5 mm LLDPE geomembrane	12,654	m ²	\$23.00	\$291,042
3.3	A34 Geotextile	12,654	m ²	\$7.00	\$88,578
4	VEGETATION				
	Supply native plants	12,654	m ²	\$3.50	\$44,289
5	MAINTENANCE				
	Maintain native vegetation, including apply herbicide spray to weeds, re-sow bare areas for a period of 12 months after Practical Completion	1	Item	\$8,000.00	\$8,000.00
6	CONSULTING FEES				
6.1	Detailed Cap Design (including Design report, Design Drawings, Technical Specification, CQA Plan)	1	Item	\$80,000	\$80,000
6.2	Auditor design assessment	1	Item	\$25,000	\$25,000
6.3	GITA/TPCC	1	Item	\$75,000	\$75,000
6.4	Construction verification audit	1	Item	\$25,000	\$25,000
SUBTOTAL					\$1,133,064
	CONTINGENCY	30	%		\$339,919
	INFLATION	338	%		\$4,984,438
	TOTAL (GST Excl.)				\$6,457,422



BENALLA LANDFILL - COST ESTIMATE OF STAGE 3/2 REHABILITATION

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
	Total Area	10554	m ²		
1	PRELIMINARIES				
1.1	<u>Site Establishment</u>				
	To establish initial presence on site and prepare for works as specified, including transport plant and equipment to and from the site, notify the Superintendent and CQA Supervisor of works progress and inspections, locate services, manage site and subcontractors, coordinate with the lining contractor and implementation of Item 1.2.	1	Item	\$18,000	\$18,000.00
1.2	<u>Quality Site Construction Management Plan</u>				
	To prepare and submit necessary documents including, but not limited to:				
1.2.1	Occupational Health and Safety	1	Item	\$2,000	\$2,000.00
1.2.2	Environmental Management Plan	1	Item	\$2,000	\$2,000.00
1.2.3	Traffic Management Plan	1	Item	\$2,000	\$2,000.00
1.2.4	Site Management Plan with Work Method Statement as specified	1	Item	\$8,000	\$8,000.00
1.3	<u>Surveying</u> All surveying works to be carried out by a qualified surveyor approved by the Superintendent to undertake the following:				
1.3.1	Setout Works – Set out of construction works in accordance with the design drawings include calibrated GPS System on machinery for: i) Finished Surface	1	Item	\$6,000	\$6,000.00
1.3.2	As Constructed Survey Provide a feature survey of: i) Finished Surface (Top of Subgrade) ii) Finished Surface (Top of Subsoil) iii) Finished Surface (Top of Topsoil)	1	Item	\$12,000	\$12,000.00
1.6	Site Clean-up	1	Item	\$2,000	\$2,000.00
2	EARTHWORKS				
2.1	Preparation of subgrade	10,554	m ²	\$3.50	\$36,940
2.2	Subgrade	3,166	m ³	\$6.00	\$18,998
2.3	Topsoil 0.2m	2,111	m ³	\$17.50	\$36,940
2.4	Subsoil 0.8m	8,444	m ³	\$12.00	\$101,322
2.5	Compacted Clay 0.6m	6,333	m ³	\$12.00	\$75,992
3	LINING SYSTEM				
3.1	Installation of geotextile cushion	10,554	m ²	\$9.50	\$100,267
3.2	Installation of 1.5 mm LLDPE geomembrane	10,554	m ²	\$23.00	\$242,752
3.3	A34 Geotextile	10,554	m ²	\$7.00	\$73,881
4	VEGETATION				
	Supply native plants	10,554	m ²	\$3.50	\$36,940
5	MAINTENANCE				
	Maintain native vegetation, including apply herbicide spray to weeds, re-sow bare areas for a period of 12 months after Practical Completion	1	Item	\$8,000.00	\$8,000.00
6	CONSULTING FEES				
6.1	Detailed Cap Design (including Design report, Design Drawings, Technical Specification, CQA Plan)	1	Item	\$80,000	\$80,000
6.2	Auditor design assessment	1	Item	\$25,000	\$25,000
6.3	GITA/TPCC	1	Item	\$75,000	\$75,000
6.4	Construction verification audit	1	Item	\$25,000	\$25,000
SUBTOTAL					\$989,034
	CONTINGENCY	30	%		\$296,710
	INFLATION	455	%		\$5,854,506
	TOTAL (GST Excl.)				\$7,140,250



BENALLA LANDFILL - COST ESTIMATE OF STAGE 3/3 REHABILITATION

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
	Total Area	10434	m ²		
1	PRELIMINARIES				
1.1	<u>Site Establishment</u>				
	To establish initial presence on site and prepare for works as specified, including transport plant and equipment to and from the site, notify the Superintendent and CQA Supervisor of works progress and inspections, locate services, manage site and subcontractors, coordinate with the lining contractor and implementation of Item 1.2.	1	Item	\$18,000	\$18,000.00
1.2	<u>Quality Site Construction Management Plan</u>				
	To prepare and submit necessary documents including, but not limited to:				
1.2.1	Occupational Health and Safety	1	Item	\$2,000	\$2,000.00
1.2.2	Environmental Management Plan	1	Item	\$2,000	\$2,000.00
1.2.3	Traffic Management Plan	1	Item	\$2,000	\$2,000.00
1.2.4	Site Management Plan with Work Method Statement as specified	1	Item	\$8,000	\$8,000.00
1.3	<u>Surveying</u> All surveying works to be carried out by a qualified surveyor approved by the Superintendent to undertake the following:				
1.3.1	Setout Works – Set out of construction works in accordance with the design drawings include calibrated GPS System on machinery for: i) Finished Surface	1	Item	\$6,000	\$6,000.00
1.3.2	As Constructed Survey Provide a feature survey of: i) Finished Surface (Top of Subgrade) ii) Finished Surface (Top of Subsoil) iii) Finished Surface (Top of Topsoil)	1	Item	\$12,000	\$12,000.00
1.6	Site Clean-up	1	Item	\$2,000	\$2,000.00
2	EARTHWORKS				
2.1	Preparation of subgrade	10,434	m ²	\$3.50	\$36,519
2.2	Subgrade	3,130	m ³	\$6.00	\$18,781
2.3	Topsoil 0.2m	2,087	m ³	\$17.50	\$36,519
2.4	Subsoil 0.8m	8,347	m ³	\$12.00	\$100,166
2.5	Compacted Clay 0.6m	6,260	m ³	\$12.00	\$75,125
3	LINING SYSTEM				
3.1	Installation of geotextile cushion	10,434	m ²	\$9.50	\$99,123
3.2	Installation of 1.5 mm LLDPE geomembrane	10,434	m ²	\$23.00	\$239,982
3.3	A34 Geotextile	10,434	m ²	\$7.00	\$73,038
4	VEGETATION				
	Supply native plants	10,434	m ²	\$3.50	\$36,519
5	MAINTENANCE				
	Maintain native vegetation, including apply herbicide spray to weeds, re-sow bare areas for a period of 12 months after Practical Completion	1	Item	\$8,000.00	\$8,000.00
6	CONSULTING FEES				
6.1	Detailed Cap Design (including Design report, Design Drawings, Technical Specification, CQA Plan)	1	Item	\$80,000	\$80,000
6.2	Auditor design assessment	1	Item	\$25,000	\$25,000
6.3	GITA/TPCC	1	Item	\$75,000	\$75,000
6.4	Construction verification audit	1	Item	\$25,000	\$25,000
SUBTOTAL					\$980,772
	CONTINGENCY	30	%		\$294,232
	INFLATION	603	%		\$7,694,500
	TOTAL (GST Excl.)				\$8,969,504



BENALLA LANDFILL - COST ESTIMATE OF STAGE 3/4 REHABILITATION

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
	Total Area	10885	m ²		
1	PRELIMINARIES				
1.1	<u>Site Establishment</u>				
	To establish initial presence on site and prepare for works as specified, including transport plant and equipment to and from the site, notify the Superintendent and CQA Supervisor of works progress and inspections, locate services, manage site and subcontractors, coordinate with the lining contractor and implementation of Item 1.2.	1	Item	\$18,000	\$18,000.00
1.2	<u>Quality Site Construction Management Plan</u>				
	To prepare and submit necessary documents including, but not limited to:				
1.2.1	Occupational Health and Safety	1	Item	\$2,000	\$2,000.00
1.2.2	Environmental Management Plan	1	Item	\$2,000	\$2,000.00
1.2.3	Traffic Management Plan	1	Item	\$2,000	\$2,000.00
1.2.4	Site Management Plan with Work Method Statement as specified	1	Item	\$8,000	\$8,000.00
1.3	<u>Surveying</u> All surveying works to be carried out by a qualified surveyor approved by the Superintendent to undertake the following:				
1.3.1	Setout Works – Set out of construction works in accordance with the design drawings include calibrated GPS System on machinery for: i) Finished Surface	1	Item	\$6,000	\$6,000.00
1.3.2	As Constructed Survey Provide a feature survey of: i) Finished Surface (Top of Subgrade) ii) Finished Surface (Top of Subsoil) iii) Finished Surface (Top of Topsoil)	1	Item	\$12,000	\$12,000.00
1.6	Site Clean-up	1	Item	\$2,000	\$2,000.00
2	EARTHWORKS				
2.1	Preparation of subgrade	10,885	m ²	\$3.50	\$38,097
2.2	Subgrade	3,265	m ³	\$6.00	\$19,593
2.3	Topsoil 0.2m	2,177	m ³	\$17.50	\$38,097
2.4	Subsoil 0.8m	8,708	m ³	\$12.00	\$104,493
2.5	Compacted Clay 0.6m	6,531	m ³	\$12.00	\$78,370
3	LINING SYSTEM				
3.1	Installation of geotextile cushion	10,885	m ²	\$9.50	\$103,405
3.2	Installation of 1.5 mm LLDPE geomembrane	10,885	m ²	\$23.00	\$250,349
3.3	A34 Geotextile	10,885	m ²	\$7.00	\$76,193
4	VEGETATION				
	Supply native plants	10,885	m ²	\$3.50	\$38,097
5	MAINTENANCE				
	Maintain native vegetation, including apply herbicide spray to weeds, re-sow bare areas for a period of 12 months after Practical Completion	1	Item	\$8,000.00	\$8,000.00
6	CONSULTING FEES				
6.1	Detailed Cap Design (including Design report, Design Drawings, Technical Specification, CQA Plan)	1	Item	\$80,000	\$80,000
6.2	Auditor design assessment	1	Item	\$25,000	\$25,000
6.3	GITA/TPCC	1	Item	\$75,000	\$75,000
6.4	Construction verification audit	1	Item	\$25,000	\$25,000
SUBTOTAL					\$1,011,693
	CONTINGENCY	30	%		\$303,508
	INFLATION	818	%		\$10,756,930
	TOTAL (GST Excl.)				\$12,072,130



BENALLA LANDFILL - COST ESTIMATE OF STAGE 3/5 REHABILITATION

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
	Total Area	9989	m ²		
1	PRELIMINARIES				
1.1	<u>Site Establishment</u>				
	To establish initial presence on site and prepare for works as specified, including transport plant and equipment to and from the site, notify the Superintendent and CQA Supervisor of works progress and inspections, locate services, manage site and subcontractors, coordinate with the lining contractor and implementation of Item 1.2.	1	Item	\$18,000	\$18,000.00
1.2	<u>Quality Site Construction Management Plan</u>				
	To prepare and submit necessary documents including, but not limited to:				
1.2.1	Occupational Health and Safety	1	Item	\$2,000	\$2,000.00
1.2.2	Environmental Management Plan	1	Item	\$2,000	\$2,000.00
1.2.3	Traffic Management Plan	1	Item	\$2,000	\$2,000.00
1.2.4	Site Management Plan with Work Method Statement as specified	1	Item	\$8,000	\$8,000.00
1.3	<u>Surveying</u> All surveying works to be carried out by a qualified surveyor approved by the Superintendent to undertake the following:				
1.3.1	Setout Works – Set out of construction works in accordance with the design drawings include calibrated GPS System on machinery for: i) Finished Surface	1	Item	\$6,000	\$6,000.00
1.3.2	As Constructed Survey Provide a feature survey of: i) Finished Surface (Top of Subgrade) ii) Finished Surface (Top of Subsoil) iii) Finished Surface (Top of Topsoil)	1	Item	\$12,000	\$12,000.00
1.6	Site Clean-up	1	Item	\$2,000	\$2,000.00
2	EARTHWORKS				
2.1	Preparation of subgrade	9,989	m ²	\$3.50	\$34,961
2.2	Subgrade	2,997	m ³	\$6.00	\$17,980
2.3	Topsoil 0.2m	1,998	m ³	\$17.50	\$34,961
2.4	Subsoil 0.8m	7,991	m ³	\$12.00	\$95,893
2.5	Compacted Clay 0.6m	5,993	m ³	\$12.00	\$71,920
3	LINING SYSTEM				
3.1	Installation of geotextile cushion	9,989	m ²	\$9.50	\$94,894
3.2	Installation of 1.5 mm LLDPE geomembrane	9,989	m ²	\$23.00	\$229,743
3.3	A34 Geotextile	9,989	m ²	\$7.00	\$69,922
4	VEGETATION				
	Supply native plants	9,989	m ²	\$3.50	\$34,961
5	MAINTENANCE				
	Maintain native vegetation, including apply herbicide spray to weeds, re-sow bare areas for a period of 12 months after Practical Completion	1	Item	\$8,000.00	\$8,000.00
6	CONSULTING FEES				
6.1	Detailed Cap Design (including Design report, Design Drawings, Technical Specification, CQA Plan)	1	Item	\$80,000	\$80,000
6.2	Auditor design assessment	1	Item	\$25,000	\$25,000
6.3	GITA/TPCC	1	Item	\$75,000	\$75,000
6.4	Construction verification audit	1	Item	\$25,000	\$25,000
SUBTOTAL					\$950,235
	CONTINGENCY	30	%		\$285,070
	INFLATION	1063	%		\$13,128,315
	TOTAL (GST Excl.)				\$14,363,620



BENALLA LANDFILL - COST ESTIMATE OF STAGE 3/6 REHABILITATION

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
	Total Area	10434	m ²		
1	PRELIMINARIES				
1.1	<u>Site Establishment</u>				
	To establish initial presence on site and prepare for works as specified, including transport plant and equipment to and from the site, notify the Superintendent and CQA Supervisor of works progress and inspections, locate services, manage site and subcontractors, coordinate with the lining contractor and implementation of Item 1.2.	1	Item	\$18,000	\$18,000.00
1.2	<u>Quality Site Construction Management Plan</u>				
	To prepare and submit necessary documents including, but not limited to:				
1.2.1	Occupational Health and Safety	1	Item	\$2,000	\$2,000.00
1.2.2	Environmental Management Plan	1	Item	\$2,000	\$2,000.00
1.2.3	Traffic Management Plan	1	Item	\$2,000	\$2,000.00
1.2.4	Site Management Plan with Work Method Statement as specified	1	Item	\$8,000	\$8,000.00
1.3	<u>Surveying</u> All surveying works to be carried out by a qualified surveyor approved by the Superintendent to undertake the following:				
1.3.1	Setout Works – Set out of construction works in accordance with the design drawings include calibrated GPS System on machinery for: i) Finished Surface	1	Item	\$6,000	\$6,000.00
1.3.2	As Constructed Survey Provide a feature survey of: i) Finished Surface (Top of Subgrade) ii) Finished Surface (Top of Subsoil) iii) Finished Surface (Top of Topsoil)	1	Item	\$12,000	\$12,000.00
1.6	Site Clean-up	1	Item	\$2,000	\$2,000.00
2	EARTHWORKS				
2.1	Preparation of subgrade	10,434	m ²	\$3.50	\$36,519
2.2	Subgrade	3,130	m ³	\$6.00	\$18,781
2.3	Topsoil 0.2m	2,087	m ³	\$17.50	\$36,519
2.4	Subsoil 0.8m	8,347	m ³	\$12.00	\$100,166
2.5	Compacted Clay 0.6m	6,260	m ³	\$12.00	\$75,125
3	LINING SYSTEM				
3.1	Installation of geotextile cushion	10,434	m ²	\$9.50	\$99,123
3.2	Installation of 1.5 mm LLDPE geomembrane	10,434	m ²	\$23.00	\$239,982
3.3	A34 Geotextile	10,434	m ²	\$7.00	\$73,038
4	VEGETATION				
	Supply native plants	10,434	m ²	\$3.50	\$36,519
5	MAINTENANCE				
	Maintain native vegetation, including apply herbicide spray to weeds, re-sow bare areas for a period of 12 months after Practical Completion	1	Item	\$8,000.00	\$8,000.00
6	CONSULTING FEES				
6.1	Detailed Cap Design (including Design report, Design Drawings, Technical Specification, CQA Plan)	1	Item	\$80,000	\$80,000
6.2	Auditor design assessment	1	Item	\$25,000	\$25,000
6.3	GITA/TPCC	1	Item	\$75,000	\$75,000
6.4	Construction verification audit	1	Item	\$25,000	\$25,000
SUBTOTAL					\$980,772
	CONTINGENCY	30	%		\$294,232
	INFLATION	1417	%		\$18,068,549
	TOTAL (GST Excl.)				\$19,343,554



BENALLA LANDFILL - COST ESTIMATE OF LEACHATE DAM LINING

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	PRELIMINARIES				
1.1	Site Establishment				
	To establish initial presence on site and prepare for works as specified, including transport plant and equipment to and from the site, notify the Superintendent and CQA Supervisor of works progress and inspections, locate services, manage site and subcontractors, coordinate with the lining contractor and implementation of Item 1.2.	1	Item	\$26,000	\$26,000.00
1.2	Quality Site Construction Management Plan				
	To prepare and submit necessary documents including, but not limited to:				
1.2.1	Occupational Health and Safety	1	Item	\$2,000	\$2,000.00
1.2.2	Environmental Management Plan	1	Item	\$2,000	\$2,000.00
1.2.3	Traffic Management Plan	1	Item	\$2,000	\$2,000.00
1.2.4	Site Management Plan with Work Method Statement as specified	1	Item	\$8,000	\$8,000.00
1.3	Surveying All surveying works to be carried out by a qualified surveyor approved by the Superintendent to undertake the following:				
1.3.1	Setout Works – include locate and level the stormwater sump after it has been cleaned and subgrade approved by the CQA Supervisor.	1	Item	\$6,000	\$6,000.00
1.3.2	As Constructed Survey Provide a feature survey of: i) subgrade surface after trimming of surface	1	Item	\$12,000	\$12,000.00
1.6	Site Clean-up	1	Item	\$2,000	\$2,000.00
2	EARTHWORKS				
2.1	Dewater and Desludge Place sludge in the landfill and dewater to HDPE Leachate pond	1	Item	\$10,000	\$10,000.00
2.2	Trim base and place soil in lanfill and remove internal bunds	6,600	m2	\$2	\$13,200.00
3	Liner				
3.1	Supply, place and weld 2mm HDPE (Smooth sided)	6,600	m2	\$14	\$92,400.00
3.2	Field testing and MQA Test as specified	1	Item	\$50,000	\$50,000.00
3.3	Leakage Testing	1	Item	\$12,000	\$12,000.00
4	Anchor Trench				
	Contractor to submit WMS to CQA Supervisor for approval prior to placement of soil backfill after the liner is placed. Proposed Anchor trench for Liner system to be excavated as per drawings and as specified, backfill with onsite clay and compact to 95% standard @-2% to +2% OMC after placement of liner by others.	325	lin.m	\$50.00	\$16,250.00
4	Lechate dam Aerators				
	Supply and install solar operated aerateors	2	No.	\$150,000.00	\$300,000.00
5	CONSTULTING FEES				
5.1	Lechate liner and aerator design	1	Item	\$50,000	\$50,000
5.1	Auditor design assessment	1	Item	\$25,000	\$25,000
5.1	GITA/TPCC	1	Item	\$30,000	\$30,000
5.1	Construction verification audit	1	Item	\$25,000	\$25,000
SUBTOTAL					\$683,850
CONTINGENCY		30	%		\$205,155
INFLATION		9	%		\$82,435
TOTAL (GST Excl.)					\$971,440



BENALLA LANDFILL - COST ESTIMATE OF LINK ROAD CONNECTION

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	PRELIMINARIES				
1.1	<u>Site Establishment</u>				
	Site establishment, OHS, project management plan, traffic management plan etc.	1	Item	\$100,000	\$100,000.00
2	DEMOLITION				
2.1	Remove and dispose existing fence.	50	m	\$11.69	\$584.50
3.1	Remove and dispose existing trees and stumps.	15	m	\$2,000.00	\$30,000.00
3	DRAINAGE WORKS				
	Supply all materials and construct as follows:				
3.1	1050dia FCR class 3 pipe with class 3 FCR	30	m	\$450.00	\$13,500.00
3.2	Box Culvert	90	m	\$3,000.00	\$270,000.00
4	BULK EARTHWORKS				
4.1	Stripping and stockpile topsoil	7,300	m ²	\$3.00	\$21,900.00
4.2	Earthworks including cut & fill to levels and grades shown and disposal of surplus excavated material off site. Note: volumes include excavation for kerb & channel works, footpaths, pavement areas, nature strips and includes stripping.				
4.2.1	Cut	750	m ³	\$19.01	\$14,257.50
4.2.2	Fill	8,213	m ³	\$40.11	\$329,403.38
4.3	Supply, place, spread 100mm thick layer of topsoil on batters, nature strips and lawn seed where as shown. Free of debris and raked smooth.	3,650	m ²	\$10.92	\$39,858.00
4.4	Excavation for dam enlargement	4,500	m ³	\$19.01	\$85,545.00
5	ROAD PAVEMENT				
5.1	Old Farnley Rd - Supply of all materials and plant as required to place, spread and compact the following:				
5.1.1	<u>Subgrade</u> - Trim and prepare to achieve a minimum CBR of 5%. Any vegetation, silt, topsoil or unsuitable material is to be removed.	5,500	m ³	\$2.69	\$14,795.00
5.1.2	<u>Sub-base</u> - 150mm thick Class 3 FCR compacted to a minimum density ratio of 97% of modified compaction.	3,000	m ²	\$13.89	\$41,670.00
5.1.3	<u>Base Course</u> - 150mm thick Class 2 (or Class 1) FCR compacted to a minimum density ratio of 98% of modified compaction.	4,200	m ²	\$19.34	\$81,228.00
5.1.4	Wearing Course - 30mm thick Size 20 Type SI asphalt.	2,800	m ²	\$35.97	\$100,716.00
5.1.5	Wearing Course - 30mm thick Size 14 (or size 10) Type N asphalt.	2,800	m ³	\$36.97	\$103,516.00
5.2	Link Rd - Supply of all materials and plant as required to place, spread and compact the following:				
5.2.1	<u>Subgrade</u> - Trim and prepare to achieve a minimum CBR of 5%. Any vegetation, silt, topsoil or unsuitable material is to be removed.	1,200	m ³	\$2.69	\$3,228.00
5.2.2	<u>Sub-base</u> - 200mm thick Class 3 FCR compacted to a minimum density ratio of 97% of modified compaction.	900	m ²	\$18.50	\$16,650.00
5.2.3	<u>Base Course</u> - 150mm thick Class 2 (or Class 1) FCR compacted to a minimum density ratio of 98% of modified compaction.	1,200	m ²	\$19.34	\$23,208.00
5.2.4	Wearing Course - 30mm thick Size 20 Type SI asphalt.	850	m ²	\$35.97	\$30,574.50
5.2.5	Wearing Course - 30mm thick Size 14 (or size 10) Type N asphalt.	850	m ³	\$36.97	\$31,424.50
6	LINEMARKING AND SIGNAGE				
6.1	Supply of all materials, setout and line marking with thermoplastic paint and reflectors	1	Item	\$20,000.00	\$20,000.00
6.2	Signs, sign posts, brackets & footings	1	No.	\$350.00	\$350.00
SUBTOTAL					\$1,372,408
CONTINGENCY		30	%		\$411,723
INFLATION		60	%		\$1,078,875
TOTAL (GST Excl.)					\$2,863,006

APPENDIX E – 30-YEAR POST CLOSURE AFTERCARE COST ESTIMATES



BENALLA LANDFILL - COST ESTIMATE FOR 30 YEARS OF AFTER CARE

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	AfterCare Documentation				
1.1	Annual Compliance Reports	30	No.	\$9,000	\$270,000
1.2	Aftercare s53V Audits (biennial frequency)	15	No.	\$52,000	\$780,000
1.3	Hydrogeological assessment including auditor verification	2	No.	\$26,000	\$52,000
1.4	Aftercare management plan including auditor verification and 5 yearly updates	6	No.	\$6,000	\$36,000
1.5	Environmental Risk Assessment and 5 yearly updates	6	No.	\$4,000	\$24,000
1.6	Environmental Monitoring Program and 5 yearly updates	6	No.	\$4,000	\$24,000
	Documentation Subtotal				\$1,186,000
2	After Care Monitoring and Maintenance				
2.1	Existing Environmental Monitoring (annual cost)	30	No.	\$51,000	\$1,530,000
2.2	Additional Environmental Monitoring (annual cost)	30	No.	\$40,000	\$1,200,000
2.3	Maintenanceof cap/vegetation, wells, bores, and associated pipework (annual cost)	30	No.	\$7,000	\$210,000
2.4	Stormwater management (annual cost)	30	No.	\$7,000	\$210,000
2.5	Leachate extraction/collection, treatment and disposal (annual cost)	30	No.	\$20,000	\$600,000
2.6	Landfill gas extraction and treatment (annual cost) Infrastructure and leachate pond decomissioning at end of aftercare (one off)	1	No.	\$120,000	\$120,000
	Monitoring and Maintance Subtotal				\$3,870,000
TOTAL 2024 Cost (30 Years)					\$5,056,000



BENALLA LANDFILL - COST ESTIMATE OF AFTER CARE YEAR 1

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	AfterCare Documentation				
1.1	Annual Compliance Reports	1	No.	\$9,000	\$9,000
1.2	Aftercare s53V Audits (biennial frequency)	1	No.	\$52,000	\$52,000
1.3	Hydrogeological assessment including auditor verification	1	No.	\$26,000	\$26,000
1.4	Aftercare management plan including auditor verification and 5 yearly updates	1	No.	\$6,000	\$6,000
1.5	Environmental Risk Assessment and 5 yearly updates	1	No.	\$4,000	\$4,000
1.6	Environmental Monitoring Program and 5 yearly updates	1	No.	\$4,000	\$4,000
	Documentation Subtotal				\$101,000
2	After Care Monitoring and Maintenance				
2.1	Existing Environmental Monitoring (annual cost)	1	No.	\$51,000	\$51,000
2.2	Additional Environmental Monitoring (annual cost)	1	No.	\$40,000	\$40,000
2.3	Maintenanceof cap/vegetation, wells, bores, and associated pipework (annual cost)	1	No.	\$7,000	\$7,000
2.4	Stormwater management (annual cost)	1	No.	\$7,000	\$7,000
2.5	Leachate extraction/collection, treatment and disposal (annual cost)	1	No.	\$20,000	\$20,000
	Monitoring and Maintance Subtotal				\$125,000
TOTAL 2024 Cost (30 Years)					\$226,000



BENALLA LANDFILL - COST ESTIMATE OF AFTER CARE YEAR 2

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	AfterCare Documentation				
1.1	Annual Compliance Reports	1	No.	\$9,000	\$9,000
1.2	Aftercare s53V Audits (biennial frequency)	0	No.	\$52,000	\$0
1.3	Hydrogeological assessment including auditor verification	0	No.	\$26,000	\$0
1.4	Aftercare management plan including auditor verification and 5 yearly updates	0	No.	\$6,000	\$0
1.5	Environmental Risk Assessment and 5 yearly updates	0	No.	\$4,000	\$0
1.6	Environmental Monitoring Program and 5 yearly updates	0	No.	\$4,000	\$0
	Documentation Subtotal				\$9,000
2	After Care Monitoring and Maintenance				
2.1	Existing Environmental Monitoring (annual cost)	1	No.	\$51,000	\$51,000
2.2	Additional Environmental Monitoring (annual cost)	1	No.	\$40,000	\$40,000
2.3	Maintenanceof cap/vegetation, wells, bores, and associated pipework (annual cost)	1	No.	\$7,000	\$7,000
2.4	Stormwater management (annual cost)	1	No.	\$7,000	\$7,000
2.5	Leachate extraction/collection, treatment and disposal (annual cost)	1	No.	\$20,000	\$20,000
	Monitoring and Maintance Subtotal				\$125,000
TOTAL 2024 Cost (30 Years)					\$134,000



BENALLA LANDFILL - COST ESTIMATE OF AFTER CARE YEAR 3

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	AfterCare Documentation				
1.1	Annual Compliance Reports	1	No.	\$9,000	\$9,000
1.2	Aftercare s53V Audits (biennial frequency)	1	No.	\$52,000	\$52,000
1.3	Hydrogeological assessment including auditor verification	0	No.	\$26,000	\$0
1.4	Aftercare management plan including auditor verification and 5 yearly updates	0	No.	\$6,000	\$0
1.5	Environmental Risk Assessment and 5 yearly updates	0	No.	\$4,000	\$0
1.6	Environmental Monitoring Program and 5 yearly updates	0	No.	\$4,000	\$0
	Documentation Subtotal				\$61,000
2	After Care Monitoring and Maintenance				
2.1	Existing Environmental Monitoring (annual cost)	1	No.	\$51,000	\$51,000
2.2	Additional Environmental Monitoring (annual cost)	1	No.	\$40,000	\$40,000
2.3	Maintenanceof cap/vegetation, wells, bores, and associated pipework (annual cost)	1	No.	\$7,000	\$7,000
2.4	Stormwater management (annual cost)	1	No.	\$7,000	\$7,000
2.5	Leachate extraction/collection, treatment and disposal (annual cost)	1	No.	\$20,000	\$20,000
	Monitoring and Maintance Subtotal				\$125,000
TOTAL 2024 Cost (30 Years)					\$186,000



BENALLA LANDFILL - COST ESTIMATE OF AFTER CARE YEAR 4

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	AfterCare Documentation				
1.1	Annual Compliance Reports	1	No.	\$9,000	\$9,000
1.2	Aftercare s53V Audits (biennial frequency)	0	No.	\$52,000	\$0
1.3	Hydrogeological assessment including auditor verification	0	No.	\$26,000	\$0
1.4	Aftercare management plan including auditor verification and 5 yearly updates	0	No.	\$6,000	\$0
1.5	Environmental Risk Assessment and 5 yearly updates	0	No.	\$4,000	\$0
1.6	Environmental Monitoring Program and 5 yearly updates	0	No.	\$4,000	\$0
	Documentation Subtotal				\$9,000
2	After Care Monitoring and Maintenance				
2.1	Existing Environmental Monitoring (annual cost)	1	No.	\$51,000	\$51,000
2.2	Additional Environmental Monitoring (annual cost)	1	No.	\$40,000	\$40,000
2.3	Maintenanceof cap/vegetation, wells, bores, and associated pipework (annual cost)	1	No.	\$7,000	\$7,000
2.4	Stormwater management (annual cost)	1	No.	\$7,000	\$7,000
2.5	Leachate extraction/collection, treatment and disposal (annual cost)	1	No.	\$20,000	\$20,000
	Monitoring and Maintance Subtotal				\$125,000
TOTAL 2024 Cost (30 Years)					\$134,000



BENALLA LANDFILL - COST ESTIMATE OF AFTER CARE YEAR 5

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	AfterCare Documentation				
1.1	Annual Compliance Reports	1	No.	\$9,000	\$9,000
1.2	Aftercare s53V Audits (biennial frequency)	1	No.	\$52,000	\$52,000
1.3	Hydrogeological assessment including auditor verification	0	No.	\$26,000	\$0
1.4	Aftercare management plan including auditor verification and 5 yearly updates	0	No.	\$6,000	\$0
1.5	Environmental Risk Assessment and 5 yearly updates	0	No.	\$4,000	\$0
1.6	Environmental Monitoring Program and 5 yearly updates	0	No.	\$4,000	\$0
	Documentation Subtotal				\$61,000
2	After Care Monitoring and Maintenance				
2.1	Existing Environmental Monitoring (annual cost)	1	No.	\$51,000	\$51,000
2.2	Additional Environmental Monitoring (annual cost)	1	No.	\$40,000	\$40,000
2.3	Maintenanceof cap/vegetation, wells, bores, and associated pipework (annual cost)	1	No.	\$7,000	\$7,000
2.4	Stormwater management (annual cost)	1	No.	\$7,000	\$7,000
2.5	Leachate extraction/collection, treatment and disposal (annual cost)	1	No.	\$20,000	\$20,000
	Monitoring and Maintance Subtotal				\$125,000
TOTAL 2024 Cost (30 Years)					\$186,000



BENALLA LANDFILL - COST ESTIMATE OF AFTER CARE YEAR 6

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	AfterCare Documentation				
1.1	Annual Compliance Reports	1	No.	\$9,000	\$9,000
1.2	Aftercare s53V Audits (biennial frequency)	0	No.	\$52,000	\$0
1.3	Hydrogeological assessment including auditor verification	0	No.	\$26,000	\$0
1.4	Aftercare management plan including auditor verification and 5 yearly updates	1	No.	\$6,000	\$6,000
1.5	Environmental Risk Assessment and 5 yearly updates	1	No.	\$4,000	\$4,000
1.6	Environmental Monitoring Program and 5 yearly updates	1	No.	\$4,000	\$4,000
	Documentation Subtotal				\$23,000
2	After Care Monitoring and Maintenance				
2.1	Existing Environmental Monitoring (annual cost)	1	No.	\$51,000	\$51,000
2.2	Additional Environmental Monitoring (annual cost)	1	No.	\$40,000	\$40,000
2.3	Maintenanceof cap/vegetation, wells, bores, and associated pipework (annual cost)	1	No.	\$7,000	\$7,000
2.4	Stormwater management (annual cost)	1	No.	\$7,000	\$7,000
2.5	Leachate extraction/collection, treatment and disposal (annual cost)	1	No.	\$20,000	\$20,000
	Monitoring and Maintance Subtotal				\$125,000
TOTAL 2024 Cost (30 Years)					\$148,000



BENALLA LANDFILL - COST ESTIMATE OF AFTER CARE YEAR 7

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	AfterCare Documentation				
1.1	Annual Compliance Reports	1	No.	\$9,000	\$9,000
1.2	Aftercare s53V Audits (biennial frequency)	1	No.	\$52,000	\$52,000
1.3	Hydrogeological assessment including auditor verification	0	No.	\$26,000	\$0
1.4	Aftercare management plan including auditor verification and 5 yearly updates	0	No.	\$6,000	\$0
1.5	Environmental Risk Assessment and 5 yearly updates	0	No.	\$4,000	\$0
1.6	Environmental Monitoring Program and 5 yearly updates	0	No.	\$4,000	\$0
	Documentation Subtotal				\$61,000
2	After Care Monitoring and Maintenance				
2.1	Existing Environmental Monitoring (annual cost)	1	No.	\$51,000	\$51,000
2.2	Additional Environmental Monitoring (annual cost)	1	No.	\$40,000	\$40,000
2.3	Maintenanceof cap/vegetation, wells, bores, and associated pipework (annual cost)	1	No.	\$7,000	\$7,000
2.4	Stormwater management (annual cost)	1	No.	\$7,000	\$7,000
2.5	Leachate extraction/collection, treatment and disposal (annual cost)	1	No.	\$20,000	\$20,000
	Monitoring and Maintance Subtotal				\$125,000
TOTAL 2024 Cost (30 Years)					\$186,000



BENALLA LANDFILL - COST ESTIMATE OF AFTER CARE YEAR 8

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	AfterCare Documentation				
1.1	Annual Compliance Reports	1	No.	\$9,000	\$9,000
1.2	Aftercare s53V Audits (biennial frequency)	0	No.	\$52,000	\$0
1.3	Hydrogeological assessment including auditor verification	0	No.	\$26,000	\$0
1.4	Aftercare management plan including auditor verification and 5 yearly updates	0	No.	\$6,000	\$0
1.5	Environmental Risk Assessment and 5 yearly updates	0	No.	\$4,000	\$0
1.6	Environmental Monitoring Program and 5 yearly updates	0	No.	\$4,000	\$0
	Documentation Subtotal				\$9,000
2	After Care Monitoring and Maintenance				
2.1	Existing Environmental Monitoring (annual cost)	1	No.	\$51,000	\$51,000
2.2	Additional Environmental Monitoring (annual cost)	1	No.	\$40,000	\$40,000
2.3	Maintenanceof cap/vegetation, wells, bores, and associated pipework (annual cost)	1	No.	\$7,000	\$7,000
2.4	Stormwater management (annual cost)	1	No.	\$7,000	\$7,000
2.5	Leachate extraction/collection, treatment and disposal (annual cost)	1	No.	\$20,000	\$20,000
	Monitoring and Maintance Subtotal				\$125,000
TOTAL 2024 Cost (30 Years)					\$134,000



BENALLA LANDFILL - COST ESTIMATE OF AFTER CARE YEAR 9

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	AfterCare Documentation				
1.1	Annual Compliance Reports	1	No.	\$9,000	\$9,000
1.2	Aftercare s53V Audits (biennial frequency)	1	No.	\$52,000	\$52,000
1.3	Hydrogeological assessment including auditor verification	0	No.	\$26,000	\$0
1.4	Aftercare management plan including auditor verification and 5 yearly updates	0	No.	\$6,000	\$0
1.5	Environmental Risk Assessment and 5 yearly updates	0	No.	\$4,000	\$0
1.6	Environmental Monitoring Program and 5 yearly updates	0	No.	\$4,000	\$0
	Documentation Subtotal				\$61,000
2	After Care Monitoring and Maintenance				
2.1	Existing Environmental Monitoring (annual cost)	1	No.	\$51,000	\$51,000
2.2	Additional Environmental Monitoring (annual cost)	1	No.	\$40,000	\$40,000
2.3	Maintenanceof cap/vegetation, wells, bores, and associated pipework (annual cost)	1	No.	\$7,000	\$7,000
2.4	Stormwater management (annual cost)	1	No.	\$7,000	\$7,000
2.5	Leachate extraction/collection, treatment and disposal (annual cost)	1	No.	\$20,000	\$20,000
	Monitoring and Maintance Subtotal				\$125,000
TOTAL 2024 Cost (30 Years)					\$186,000



BENALLA LANDFILL - COST ESTIMATE OF AFTER CARE YEAR 10

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	AfterCare Documentation				
1.1	Annual Compliance Reports	1	No.	\$9,000	\$9,000
1.2	Aftercare s53V Audits (biennial frequency)	0	No.	\$52,000	\$0
1.3	Hydrogeological assessment including auditor verification	0	No.	\$26,000	\$0
1.4	Aftercare management plan including auditor verification and 5 yearly updates	0	No.	\$6,000	\$0
1.5	Environmental Risk Assessment and 5 yearly updates	0	No.	\$4,000	\$0
1.6	Environmental Monitoring Program and 5 yearly updates	0	No.	\$4,000	\$0
	Documentation Subtotal				\$9,000
2	After Care Monitoring and Maintenance				
2.1	Existing Environmental Monitoring (annual cost)	1	No.	\$51,000	\$51,000
2.2	Additional Environmental Monitoring (annual cost)	1	No.	\$40,000	\$40,000
2.3	Maintenanceof cap/vegetation, wells, bores, and associated pipework (annual cost)	1	No.	\$7,000	\$7,000
2.4	Stormwater management (annual cost)	1	No.	\$7,000	\$7,000
2.5	Leachate extraction/collection, treatment and disposal (annual cost)	1	No.	\$20,000	\$20,000
	Monitoring and Maintance Subtotal				\$125,000
TOTAL 2024 Cost (30 Years)					\$134,000



BENALLA LANDFILL - COST ESTIMATE OF AFTER CARE YEAR 11

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	AfterCare Documentation				
1.1	Annual Compliance Reports	1	No.	\$9,000	\$9,000
1.2	Aftercare s53V Audits (biennial frequency)	1	No.	\$52,000	\$52,000
1.3	Hydrogeological assessment including auditor verification	0	No.	\$26,000	\$0
1.4	Aftercare management plan including auditor verification and 5 yearly updates	1	No.	\$6,000	\$6,000
1.5	Environmental Risk Assessment and 5 yearly updates	1	No.	\$4,000	\$4,000
1.6	Environmental Monitoring Program and 5 yearly updates	1	No.	\$4,000	\$4,000
	Documentation Subtotal				\$75,000
2	After Care Monitoring and Maintenance				
2.1	Existing Environmental Monitoring (annual cost)	1	No.	\$51,000	\$51,000
2.2	Additional Environmental Monitoring (annual cost)	1	No.	\$40,000	\$40,000
2.3	Maintenanceof cap/vegetation, wells, bores, and associated pipework (annual cost)	1	No.	\$7,000	\$7,000
2.4	Stormwater management (annual cost)	1	No.	\$7,000	\$7,000
2.5	Leachate extraction/collection, treatment and disposal (annual cost)	1	No.	\$20,000	\$20,000
	Monitoring and Maintance Subtotal				\$125,000
TOTAL 2024 Cost (30 Years)					\$200,000



BENALLA LANDFILL - COST ESTIMATE OF AFTER CARE YEAR 12

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	AfterCare Documentation				
1.1	Annual Compliance Reports	1	No.	\$9,000	\$9,000
1.2	Aftercare s53V Audits (biennial frequency)	0	No.	\$52,000	\$0
1.3	Hydrogeological assessment including auditor verification	0	No.	\$26,000	\$0
1.4	Aftercare management plan including auditor verification and 5 yearly updates	0	No.	\$6,000	\$0
1.5	Environmental Risk Assessment and 5 yearly updates	0	No.	\$4,000	\$0
1.6	Environmental Monitoring Program and 5 yearly updates	0	No.	\$4,000	\$0
	Documentation Subtotal				\$9,000
2	After Care Monitoring and Maintenance				
2.1	Existing Environmental Monitoring (annual cost)	1	No.	\$51,000	\$51,000
2.2	Additional Environmental Monitoring (annual cost)	1	No.	\$40,000	\$40,000
2.3	Maintenanceof cap/vegetation, wells, bores, and associated pipework (annual cost)	1	No.	\$7,000	\$7,000
2.4	Stormwater management (annual cost)	1	No.	\$7,000	\$7,000
2.5	Leachate extraction/collection, treatment and disposal (annual cost)	1	No.	\$20,000	\$20,000
	Monitoring and Maintance Subtotal				\$125,000
TOTAL 2024 Cost (30 Years)					\$134,000



BENALLA LANDFILL - COST ESTIMATE OF AFTER CARE YEAR 13

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	AfterCare Documentation				
1.1	Annual Compliance Reports	1	No.	\$9,000	\$9,000
1.2	Aftercare s53V Audits (biennial frequency)	1	No.	\$52,000	\$52,000
1.3	Hydrogeological assessment including auditor verification	0	No.	\$26,000	\$0
1.4	Aftercare management plan including auditor verification and 5 yearly updates	0	No.	\$6,000	\$0
1.5	Environmental Risk Assessment and 5 yearly updates	0	No.	\$4,000	\$0
1.6	Environmental Monitoring Program and 5 yearly updates	0	No.	\$4,000	\$0
	Documentation Subtotal				\$61,000
2	After Care Monitoring and Maintenance				
2.1	Existing Environmental Monitoring (annual cost)	1	No.	\$51,000	\$51,000
2.2	Additional Environmental Monitoring (annual cost)	1	No.	\$40,000	\$40,000
2.3	Maintenanceof cap/vegetation, wells, bores, and associated pipework (annual cost)	1	No.	\$7,000	\$7,000
2.4	Stormwater management (annual cost)	1	No.	\$7,000	\$7,000
2.5	Leachate extraction/collection, treatment and disposal (annual cost)	1	No.	\$20,000	\$20,000
	Monitoring and Maintance Subtotal				\$125,000
TOTAL 2024 Cost (30 Years)					\$186,000



BENALLA LANDFILL - COST ESTIMATE OF AFTER CARE YEAR 14

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	AfterCare Documentation				
1.1	Annual Compliance Reports	1	No.	\$9,000	\$9,000
1.2	Aftercare s53V Audits (biennial frequency)	0	No.	\$52,000	\$0
1.3	Hydrogeological assessment including auditor verification	0	No.	\$26,000	\$0
1.4	Aftercare management plan including auditor verification and 5 yearly updates	0	No.	\$6,000	\$0
1.5	Environmental Risk Assessment and 5 yearly updates	0	No.	\$4,000	\$0
1.6	Environmental Monitoring Program and 5 yearly updates	0	No.	\$4,000	\$0
	Documentation Subtotal				\$9,000
2	After Care Monitoring and Maintenance				
2.1	Existing Environmental Monitoring (annual cost)	1	No.	\$51,000	\$51,000
2.2	Additional Environmental Monitoring (annual cost)	1	No.	\$40,000	\$40,000
2.3	Maintenanceof cap/vegetation, wells, bores, and associated pipework (annual cost)	1	No.	\$7,000	\$7,000
2.4	Stormwater management (annual cost)	1	No.	\$7,000	\$7,000
2.5	Leachate extraction/collection, treatment and disposal (annual cost)	1	No.	\$20,000	\$20,000
	Monitoring and Maintance Subtotal				\$125,000
TOTAL 2024 Cost (30 Years)					\$134,000



BENALLA LANDFILL - COST ESTIMATE OF AFTER CARE YEAR 15

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	AfterCare Documentation				
1.1	Annual Compliance Reports	1	No.	\$9,000	\$9,000
1.2	Aftercare s53V Audits (biennial frequency)	1	No.	\$52,000	\$52,000
1.3	Hydrogeological assessment including auditor verification	0	No.	\$26,000	\$0
1.4	Aftercare management plan including auditor verification and 5 yearly updates	0	No.	\$6,000	\$0
1.5	Environmental Risk Assessment and 5 yearly updates	0	No.	\$4,000	\$0
1.6	Environmental Monitoring Program and 5 yearly updates	0	No.	\$4,000	\$0
	Documentation Subtotal				\$61,000
2	After Care Monitoring and Maintenance				
2.1	Existing Environmental Monitoring (annual cost)	1	No.	\$51,000	\$51,000
2.2	Additional Environmental Monitoring (annual cost)	1	No.	\$40,000	\$40,000
2.3	Maintenanceof cap/vegetation, wells, bores, and associated pipework (annual cost)	1	No.	\$7,000	\$7,000
2.4	Stormwater management (annual cost)	1	No.	\$7,000	\$7,000
2.5	Leachate extraction/collection, treatment and disposal (annual cost)	1	No.	\$20,000	\$20,000
	Monitoring and Maintance Subtotal				\$125,000
TOTAL 2024 Cost (30 Years)					\$186,000



BENALLA LANDFILL - COST ESTIMATE OF AFTER CARE YEAR 16

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	AfterCare Documentation				
1.1	Annual Compliance Reports	1	No.	\$9,000	\$9,000
1.2	Aftercare s53V Audits (biennial frequency)	0	No.	\$52,000	\$0
1.3	Hydrogeological assessment including auditor verification	1	No.	\$26,000	\$26,000
1.4	Aftercare management plan including auditor verification and 5 yearly updates	1	No.	\$6,000	\$6,000
1.5	Environmental Risk Assessment and 5 yearly updates	1	No.	\$4,000	\$4,000
1.6	Environmental Monitoring Program and 5 yearly updates	1	No.	\$4,000	\$4,000
	Documentation Subtotal				\$49,000
2	After Care Monitoring and Maintenance				
2.1	Existing Environmental Monitoring (annual cost)	1	No.	\$51,000	\$51,000
2.2	Additional Environmental Monitoring (annual cost)	1	No.	\$40,000	\$40,000
2.3	Maintenanceof cap/vegetation, wells, bores, and associated pipework (annual cost)	1	No.	\$7,000	\$7,000
2.4	Stormwater management (annual cost)	1	No.	\$7,000	\$7,000
2.5	Leachate extraction/collection, treatment and disposal (annual cost)	1	No.	\$20,000	\$20,000
	Monitoring and Maintance Subtotal				\$125,000
TOTAL 2024 Cost (30 Years)					\$174,000



BENALLA LANDFILL - COST ESTIMATE OF AFTER CARE YEAR 17

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	AfterCare Documentation				
1.1	Annual Compliance Reports	1	No.	\$9,000	\$9,000
1.2	Aftercare s53V Audits (biennial frequency)	1	No.	\$52,000	\$52,000
1.3	Hydrogeological assessment including auditor verification	0	No.	\$26,000	\$0
1.4	Aftercare management plan including auditor verification and 5 yearly updates	0	No.	\$6,000	\$0
1.5	Environmental Risk Assessment and 5 yearly updates	0	No.	\$4,000	\$0
1.6	Environmental Monitoring Program and 5 yearly updates	0	No.	\$4,000	\$0
	Documentation Subtotal				\$61,000
2	After Care Monitoring and Maintenance				
2.1	Existing Environmental Monitoring (annual cost)	1	No.	\$51,000	\$51,000
2.2	Additional Environmental Monitoring (annual cost)	1	No.	\$40,000	\$40,000
2.3	Maintenanceof cap/vegetation, wells, bores, and associated pipework (annual cost)	1	No.	\$7,000	\$7,000
2.4	Stormwater management (annual cost)	1	No.	\$7,000	\$7,000
2.5	Leachate extraction/collection, treatment and disposal (annual cost)	1	No.	\$20,000	\$20,000
	Monitoring and Maintance Subtotal				\$125,000
TOTAL 2024 Cost (30 Years)					\$186,000



BENALLA LANDFILL - COST ESTIMATE OF AFTER CARE YEAR 18

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	AfterCare Documentation				
1.1	Annual Compliance Reports	1	No.	\$9,000	\$9,000
1.2	Aftercare s53V Audits (biennial frequency)	0	No.	\$52,000	\$0
1.3	Hydrogeological assessment including auditor verification	0	No.	\$26,000	\$0
1.4	Aftercare management plan including auditor verification and 5 yearly updates	0	No.	\$6,000	\$0
1.5	Environmental Risk Assessment and 5 yearly updates	0	No.	\$4,000	\$0
1.6	Environmental Monitoring Program and 5 yearly updates	0	No.	\$4,000	\$0
	Documentation Subtotal				\$9,000
2	After Care Monitoring and Maintenance				
2.1	Existing Environmental Monitoring (annual cost)	1	No.	\$51,000	\$51,000
2.2	Additional Environmental Monitoring (annual cost)	1	No.	\$40,000	\$40,000
2.3	Maintenanceof cap/vegetation, wells, bores, and associated pipework (annual cost)	1	No.	\$7,000	\$7,000
2.4	Stormwater management (annual cost)	1	No.	\$7,000	\$7,000
2.5	Leachate extraction/collection, treatment and disposal (annual cost)	1	No.	\$20,000	\$20,000
	Monitoring and Maintance Subtotal				\$125,000
TOTAL 2024 Cost (30 Years)					\$134,000



BENALLA LANDFILL - COST ESTIMATE OF AFTER CARE YEAR 19

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	AfterCare Documentation				
1.1	Annual Compliance Reports	1	No.	\$9,000	\$9,000
1.2	Aftercare s53V Audits (biennial frequency)	1	No.	\$52,000	\$52,000
1.3	Hydrogeological assessment including auditor verification	0	No.	\$26,000	\$0
1.4	Aftercare management plan including auditor verification and 5 yearly updates	0	No.	\$6,000	\$0
1.5	Environmental Risk Assessment and 5 yearly updates	0	No.	\$4,000	\$0
1.6	Environmental Monitoring Program and 5 yearly updates	0	No.	\$4,000	\$0
	Documentation Subtotal				\$61,000
2	After Care Monitoring and Maintenance				
2.1	Existing Environmental Monitoring (annual cost)	1	No.	\$51,000	\$51,000
2.2	Additional Environmental Monitoring (annual cost)	1	No.	\$40,000	\$40,000
2.3	Maintenanceof cap/vegetation, wells, bores, and associated pipework (annual cost)	1	No.	\$7,000	\$7,000
2.4	Stormwater management (annual cost)	1	No.	\$7,000	\$7,000
2.5	Leachate extraction/collection, treatment and disposal (annual cost)	1	No.	\$20,000	\$20,000
	Monitoring and Maintance Subtotal				\$125,000
TOTAL 2024 Cost (30 Years)					\$186,000



BENALLA LANDFILL - COST ESTIMATE OF AFTER CARE YEAR 20

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	AfterCare Documentation				
1.1	Annual Compliance Reports	1	No.	\$9,000	\$9,000
1.2	Aftercare s53V Audits (biennial frequency)	0	No.	\$52,000	\$0
1.3	Hydrogeological assessment including auditor verification	0	No.	\$26,000	\$0
1.4	Aftercare management plan including auditor verification and 5 yearly updates	0	No.	\$6,000	\$0
1.5	Environmental Risk Assessment and 5 yearly updates	0	No.	\$4,000	\$0
1.6	Environmental Monitoring Program and 5 yearly updates	0	No.	\$4,000	\$0
	Documentation Subtotal				\$9,000
2	After Care Monitoring and Maintenance				
2.1	Existing Environmental Monitoring (annual cost)	1	No.	\$51,000	\$51,000
2.2	Additional Environmental Monitoring (annual cost)	1	No.	\$40,000	\$40,000
2.3	Maintenanceof cap/vegetation, wells, bores, and associated pipework (annual cost)	1	No.	\$7,000	\$7,000
2.4	Stormwater management (annual cost)	1	No.	\$7,000	\$7,000
2.5	Leachate extraction/collection, treatment and disposal (annual cost)	1	No.	\$20,000	\$20,000
	Monitoring and Maintance Subtotal				\$125,000
TOTAL 2024 Cost (30 Years)					\$134,000



BENALLA LANDFILL - COST ESTIMATE OF AFTER CARE YEAR 21

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	AfterCare Documentation				
1.1	Annual Compliance Reports	1	No.	\$9,000	\$9,000
1.2	Aftercare s53V Audits (biennial frequency)	1	No.	\$52,000	\$52,000
1.3	Hydrogeological assessment including auditor verification	0	No.	\$26,000	\$0
1.4	Aftercare management plan including auditor verification and 5 yearly updates	1	No.	\$6,000	\$6,000
1.5	Environmental Risk Assessment and 5 yearly updates	1	No.	\$4,000	\$4,000
1.6	Environmental Monitoring Program and 5 yearly updates	1	No.	\$4,000	\$4,000
	Documentation Subtotal				\$75,000
2	After Care Monitoring and Maintenance				
2.1	Existing Environmental Monitoring (annual cost)	1	No.	\$51,000	\$51,000
2.2	Additional Environmental Monitoring (annual cost)	1	No.	\$40,000	\$40,000
2.3	Maintenanceof cap/vegetation, wells, bores, and associated pipework (annual cost)	1	No.	\$7,000	\$7,000
2.4	Stormwater management (annual cost)	1	No.	\$7,000	\$7,000
2.5	Leachate extraction/collection, treatment and disposal (annual cost)	1	No.	\$20,000	\$20,000
	Monitoring and Maintance Subtotal				\$125,000
TOTAL 2024 Cost (30 Years)					\$200,000



BENALLA LANDFILL - COST ESTIMATE OF AFTER CARE YEAR 22

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	AfterCare Documentation				
1.1	Annual Compliance Reports	1	No.	\$9,000	\$9,000
1.2	Aftercare s53V Audits (biennial frequency)	0	No.	\$52,000	\$0
1.3	Hydrogeological assessment including auditor verification	0	No.	\$26,000	\$0
1.4	Aftercare management plan including auditor verification and 5 yearly updates	0	No.	\$6,000	\$0
1.5	Environmental Risk Assessment and 5 yearly updates	0	No.	\$4,000	\$0
1.6	Environmental Monitoring Program and 5 yearly updates	0	No.	\$4,000	\$0
	Documentation Subtotal				\$9,000
2	After Care Monitoring and Maintenance				
2.1	Existing Environmental Monitoring (annual cost)	1	No.	\$51,000	\$51,000
2.2	Additional Environmental Monitoring (annual cost)	1	No.	\$40,000	\$40,000
2.3	Maintenanceof cap/vegetation, wells, bores, and associated pipework (annual cost)	1	No.	\$7,000	\$7,000
2.4	Stormwater management (annual cost)	1	No.	\$7,000	\$7,000
2.5	Leachate extraction/collection, treatment and disposal (annual cost)	1	No.	\$20,000	\$20,000
	Monitoring and Maintance Subtotal				\$125,000
TOTAL 2024 Cost (30 Years)					\$134,000



BENALLA LANDFILL - COST ESTIMATE OF AFTER CARE YEAR 23

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	AfterCare Documentation				
1.1	Annual Compliance Reports	1	No.	\$9,000	\$9,000
1.2	Aftercare s53V Audits (biennial frequency)	1	No.	\$52,000	\$52,000
1.3	Hydrogeological assessment including auditor verification	0	No.	\$26,000	\$0
1.4	Aftercare management plan including auditor verification and 5 yearly updates	0	No.	\$6,000	\$0
1.5	Environmental Risk Assessment and 5 yearly updates	0	No.	\$4,000	\$0
1.6	Environmental Monitoring Program and 5 yearly updates	0	No.	\$4,000	\$0
	Documentation Subtotal				\$61,000
2	After Care Monitoring and Maintenance				
2.1	Existing Environmental Monitoring (annual cost)	1	No.	\$51,000	\$51,000
2.2	Additional Environmental Monitoring (annual cost)	1	No.	\$40,000	\$40,000
2.3	Maintenanceof cap/vegetation, wells, bores, and associated pipework (annual cost)	1	No.	\$7,000	\$7,000
2.4	Stormwater management (annual cost)	1	No.	\$7,000	\$7,000
2.5	Leachate extraction/collection, treatment and disposal (annual cost)	1	No.	\$20,000	\$20,000
	Monitoring and Maintance Subtotal				\$125,000
TOTAL 2024 Cost (30 Years)					\$186,000



BENALLA LANDFILL - COST ESTIMATE OF AFTER CARE YEAR 24

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	AfterCare Documentation				
1.1	Annual Compliance Reports	1	No.	\$9,000	\$9,000
1.2	Aftercare s53V Audits (biennial frequency)	0	No.	\$52,000	\$0
1.3	Hydrogeological assessment including auditor verification	0	No.	\$26,000	\$0
1.4	Aftercare management plan including auditor verification and 5 yearly updates	0	No.	\$6,000	\$0
1.5	Environmental Risk Assessment and 5 yearly updates	0	No.	\$4,000	\$0
1.6	Environmental Monitoring Program and 5 yearly updates	0	No.	\$4,000	\$0
	Documentation Subtotal				\$9,000
2	After Care Monitoring and Maintenance				
2.1	Existing Environmental Monitoring (annual cost)	1	No.	\$51,000	\$51,000
2.2	Additional Environmental Monitoring (annual cost)	1	No.	\$40,000	\$40,000
2.3	Maintenanceof cap/vegetation, wells, bores, and associated pipework (annual cost)	1	No.	\$7,000	\$7,000
2.4	Stormwater management (annual cost)	1	No.	\$7,000	\$7,000
2.5	Leachate extraction/collection, treatment and disposal (annual cost)	1	No.	\$20,000	\$20,000
	Monitoring and Maintance Subtotal				\$125,000
TOTAL 2024 Cost (30 Years)					\$134,000



BENALLA LANDFILL - COST ESTIMATE OF AFTER CARE YEAR 25

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	AfterCare Documentation				
1.1	Annual Compliance Reports	1	No.	\$9,000	\$9,000
1.2	Aftercare s53V Audits (biennial frequency)	1	No.	\$52,000	\$52,000
1.3	Hydrogeological assessment including auditor verification	0	No.	\$26,000	\$0
1.4	Aftercare management plan including auditor verification and 5 yearly updates	0	No.	\$6,000	\$0
1.5	Environmental Risk Assessment and 5 yearly updates	0	No.	\$4,000	\$0
1.6	Environmental Monitoring Program and 5 yearly updates	0	No.	\$4,000	\$0
	Documentation Subtotal				\$61,000
2	After Care Monitoring and Maintenance				
2.1	Existing Environmental Monitoring (annual cost)	1	No.	\$51,000	\$51,000
2.2	Additional Environmental Monitoring (annual cost)	1	No.	\$40,000	\$40,000
2.3	Maintenanceof cap/vegetation, wells, bores, and associated pipework (annual cost)	1	No.	\$7,000	\$7,000
2.4	Stormwater management (annual cost)	1	No.	\$7,000	\$7,000
2.5	Leachate extraction/collection, treatment and disposal (annual cost)	1	No.	\$20,000	\$20,000
	Monitoring and Maintance Subtotal				\$125,000
TOTAL 2024 Cost (30 Years)					\$186,000



BENALLA LANDFILL - COST ESTIMATE OF AFTER CARE YEAR 26

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	AfterCare Documentation				
1.1	Annual Compliance Reports	1	No.	\$9,000	\$9,000
1.2	Aftercare s53V Audits (biennial frequency)	0	No.	\$52,000	\$0
1.3	Hydrogeological assessment including auditor verification	0	No.	\$26,000	\$0
1.4	Aftercare management plan including auditor verification and 5 yearly updates	1	No.	\$6,000	\$6,000
1.5	Environmental Risk Assessment and 5 yearly updates	1	No.	\$4,000	\$4,000
1.6	Environmental Monitoring Program and 5 yearly updates	1	No.	\$4,000	\$4,000
	Documentation Subtotal				\$23,000
2	After Care Monitoring and Maintenance				
2.1	Existing Environmental Monitoring (annual cost)	1	No.	\$51,000	\$51,000
2.2	Additional Environmental Monitoring (annual cost)	1	No.	\$40,000	\$40,000
2.3	Maintenanceof cap/vegetation, wells, bores, and associated pipework (annual cost)	1	No.	\$7,000	\$7,000
2.4	Stormwater management (annual cost)	1	No.	\$7,000	\$7,000
2.5	Leachate extraction/collection, treatment and disposal (annual cost)	1	No.	\$20,000	\$20,000
	Monitoring and Maintance Subtotal				\$125,000
TOTAL 2024 Cost (30 Years)					\$148,000



BENALLA LANDFILL - COST ESTIMATE OF AFTER CARE YEAR 27

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	AfterCare Documentation				
1.1	Annual Compliance Reports	1	No.	\$9,000	\$9,000
1.2	Aftercare s53V Audits (biennial frequency)	1	No.	\$52,000	\$52,000
1.3	Hydrogeological assessment including auditor verification	0	No.	\$26,000	\$0
1.4	Aftercare management plan including auditor verification and 5 yearly updates	0	No.	\$6,000	\$0
1.5	Environmental Risk Assessment and 5 yearly updates	0	No.	\$4,000	\$0
1.6	Environmental Monitoring Program and 5 yearly updates	0	No.	\$4,000	\$0
	Documentation Subtotal				\$61,000
2	After Care Monitoring and Maintenance				
2.1	Existing Environmental Monitoring (annual cost)	1	No.	\$51,000	\$51,000
2.2	Additional Environmental Monitoring (annual cost)	1	No.	\$40,000	\$40,000
2.3	Maintenanceof cap/vegetation, wells, bores, and associated pipework (annual cost)	1	No.	\$7,000	\$7,000
2.4	Stormwater management (annual cost)	1	No.	\$7,000	\$7,000
2.5	Leachate extraction/collection, treatment and disposal (annual cost)	1	No.	\$20,000	\$20,000
	Monitoring and Maintance Subtotal				\$125,000
TOTAL 2024 Cost (30 Years)					\$186,000



BENALLA LANDFILL - COST ESTIMATE OF AFTER CARE YEAR 28

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	AfterCare Documentation				
1.1	Annual Compliance Reports	1	No.	\$9,000	\$9,000
1.2	Aftercare s53V Audits (biennial frequency)	0	No.	\$52,000	\$0
1.3	Hydrogeological assessment including auditor verification	0	No.	\$26,000	\$0
1.4	Aftercare management plan including auditor verification and 5 yearly updates	0	No.	\$6,000	\$0
1.5	Environmental Risk Assessment and 5 yearly updates	0	No.	\$4,000	\$0
1.6	Environmental Monitoring Program and 5 yearly updates	0	No.	\$4,000	\$0
	Documentation Subtotal				\$9,000
2	After Care Monitoring and Maintenance				
2.1	Existing Environmental Monitoring (annual cost)	1	No.	\$51,000	\$51,000
2.2	Additional Environmental Monitoring (annual cost)	1	No.	\$40,000	\$40,000
2.3	Maintenanceof cap/vegetation, wells, bores, and associated pipework (annual cost)	1	No.	\$7,000	\$7,000
2.4	Stormwater management (annual cost)	1	No.	\$7,000	\$7,000
2.5	Leachate extraction/collection, treatment and disposal (annual cost)	1	No.	\$20,000	\$20,000
	Monitoring and Maintance Subtotal				\$125,000
TOTAL 2024 Cost (30 Years)					\$134,000



BENALLA LANDFILL - COST ESTIMATE OF AFTER CARE YEAR 29

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	AfterCare Documentation				
1.1	Annual Compliance Reports	1	No.	\$9,000	\$9,000
1.2	Aftercare s53V Audits (biennial frequency)	1	No.	\$52,000	\$52,000
1.3	Hydrogeological assessment including auditor verification	0	No.	\$26,000	\$0
1.4	Aftercare management plan including auditor verification and 5 yearly updates	0	No.	\$6,000	\$0
1.5	Environmental Risk Assessment and 5 yearly updates	0	No.	\$4,000	\$0
1.6	Environmental Monitoring Program and 5 yearly updates	0	No.	\$4,000	\$0
	Documentation Subtotal				\$61,000
2	After Care Monitoring and Maintenance				
2.1	Existing Environmental Monitoring (annual cost)	1	No.	\$51,000	\$51,000
2.2	Additional Environmental Monitoring (annual cost)	1	No.	\$40,000	\$40,000
2.3	Maintenanceof cap/vegetation, wells, bores, and associated pipework (annual cost)	1	No.	\$7,000	\$7,000
2.4	Stormwater management (annual cost)	1	No.	\$7,000	\$7,000
2.5	Leachate extraction/collection, treatment and disposal (annual cost)	1	No.	\$20,000	\$20,000
	Monitoring and Maintance Subtotal				\$125,000
TOTAL 2024 Cost (30 Years)					\$186,000



BENALLA LANDFILL - COST ESTIMATE OF AFTER CARE YEAR 30

ITEM NO.	DESCRIPTION OF WORK	ESTIMATED QUANTITY	UNIT	UNIT RATE	COST
1	AfterCare Documentation				
1.1	Annual Compliance Reports	1	No.	\$9,000	\$9,000
1.2	Aftercare s53V Audits (biennial frequency)	0	No.	\$52,000	\$0
1.3	Hydrogeological assessment including auditor verification	0	No.	\$26,000	\$0
1.4	Aftercare management plan including auditor verification and 5 yearly updates	0	No.	\$6,000	\$0
1.5	Environmental Risk Assessment and 5 yearly updates	0	No.	\$4,000	\$0
1.6	Environmental Monitoring Program and 5 yearly updates	0	No.	\$4,000	\$0
	Documentation Subtotal				\$9,000
2	After Care Monitoring and Maintenance				
2.1	Existing Environmental Monitoring (annual cost)	1	No.	\$51,000	\$51,000
2.2	Additional Environmental Monitoring (annual cost)	1	No.	\$40,000	\$40,000
2.3	Maintenanceof cap/vegetation, wells, bores, and associated pipework (annual cost)	1	No.	\$7,000	\$7,000
2.4	Stormwater management (annual cost)	1	No.	\$7,000	\$7,000
2.5	Leachate extraction/collection, treatment and disposal (annual cost)	1	No.	\$20,000	\$20,000
2.6	Landfill gas extraction and treatment (annual cost) Infrastructure and leachate pond decomissioning at end of aftercare (one off)	1	No.	\$120,000	\$120,000
	Monitoring and Maintance Subtotal				\$245,000
TOTAL 2024 Cost (30 Years)					\$254,000

APPENDIX F – EPA Licence No. 12560

Notice of Amendment

Environment Protection Act 2017

Permission type	Operating Licence
Permission number	OL000012560
Permission activity types	A01 (Reportable priority waste management) A05a (Landfills - excluding municipal landfills servicing <5000 people)
Amendment start date	25 August 2022
Permission holder	Benalla Rural City Council
ABN	42379380529
Registered address	1 BRIDGE ST EAST, BENALLA, VIC, 3672, AU
Activity site	96 Old Farnley Road, Benalla, Victoria, 3672, Australia
Notice of Amendment Issue date	25 August 2022

Notice of Amendment

Environment Protection Act 2017

Context

Environment Protection Authority Victoria (EPA) is Victoria's environmental regulator acting in accordance with *Environment Protection Act 2017* (the Act). Our regulatory role is to work with community, industry and business to prevent and reduce the harmful effects of pollution and waste on Victoria's environment and people.

Why we amend permissions

Under section 57(4) of the Act, EPA may amend a licence or permit as requested by the permission holder if EPA is of the view that all relevant considerations referred to in section 57 have been taken into account in determining the application.

What you are required to do

You must comply with the conditions of your Operating Licence immediately from the amendment date, including all amended conditions and all other existing conditions or requirements of the permission.

Under section 45 of the Act, a person must not engage in a prescribed operating activity except as authorised by an operating licence in respect of the activity. Penalties may apply.

Under section 63 of the Act, a person must not breach a condition of a permission. Such a breach may constitute an indictable offence, and penalties may apply.

Appeal rights

You may apply to have this decision to amend the Operating Licence reviewed by the Victorian Civil and Administrative Tribunal (VCAT) within 15 business days of the date of the decision. For further information, contact VCAT on (03) 9628 9777 or www.vcat.vic.gov.au. A copy of the appeal should also be sent to EPA within seven days of lodgement, with attention to Manager, Development Assessments Unit.

Margaret Green
Team Leader, Licensing
Delegate of Environment Protection Authority Victoria (EPA)

Permission number: OL000012560

Notice of Amendment

Environment Protection Act 2017

1 Notice of amendment

Operating Licence OL000012560 was issued under the Environment Protection Act 1970 on 28 November 1990 by EPA. The operating licence is for the following permission activities at the respective location:

Permission activities

Activity code	Description	Location
A01	Reportable priority waste management	96 Old Farnley Road, Benalla, Victoria, 3672
A05	Landfills - excluding municipal landfills servicing <5000 people	

EPA, under section 57(4) of the Act, hereby amends the Operating Licence OL000012560.

2 Details of amendment

The following amendments will be made to operating licence OL000012560 under section 57(4) of the Act:

1. Cell 1 will be removed from Appendix 7 – landfill cells
2. Cell 3A will be added to Appendix 7 – landfill cells to allow the deposit of the following waste codes:
 - a. N220 – waste asbestos
 - b. T141 – Tyre pieces less than 250 millimetres in size measured in any dimension
 - c. W_1 – Municipal Waste – waste from a municipal kerbside collection
 - d. W_2 – Industrial Waste (Construction and Demolition) – Waste from construction, demolition and other sources which is solid inert waste
 - e. W_3 – Industrial Waste (Commercial and Industrial) – Waste from commercial and industrial sources that includes putrescible waste
3. An updated activity site plan will replace the previous plan in Appendix 2 – activity plan

Permission number: OL000012560



Operating licence

Environment Protection Act 2017

Licence number	OL000012560
Issue date	28 November 1990
Last amended	25 August 2022
Expiry date	31 December 9999
Licence holder	BENALLA RURAL CITY COUNCIL
ABN	42379380529
Registered address	1 BRIDGE ST EAST, BENALLA, VIC, 3672, AU
Activity site(s)	96 Old Farnley Road, Benalla, Victoria, 3672, Australia
Prescribed permission activities	A01 (Reportable priority waste management) A05a (Landfills - excluding municipal landfills servicing <5000 people)

Issued under section 74(1)(a) of the *Environment Protection Act 2017* (the Act).

A handwritten signature in black ink, appearing to read 'Margaret Green'.

Margaret Green
Team Leader, Licensing
Delegate of Environment Protection Authority Victoria (EPA)

Operating licence

Environment Protection Act 2017

Context

Environment Protection Authority Victoria (EPA) is Victoria's environmental regulator acting in accordance with the *Environment Protection Act 2017* (the Act). Our regulatory role is to work with community, industry and business to prevent and reduce the harmful effects of pollution and waste on Victoria's environment and people.

Why we issue operating licences

A range of operating activity types are prescribed in the Environment Protection Regulations 2021 (the Regulations) because they give rise to risks of harm to human health or the environment. We issue operating licences so applicants can lawfully undertake prescribed operating activities. Section 45 of the Act provides that a person must not engage in a prescribed operating activity except as authorised by an operating licence in respect of that activity.

When we issue operating licences

EPA can issue an operating licence under section 74(1) of the Act. When issuing an operating licence, EPA takes into account a number of factors, including the measures an applicant has taken or proposes to take in order to comply with the Act when engaging in the prescribed permission activity.

EPA can amend, suspend or revoke a licence for a range of reasons. This can include in response to changes in activities, risks or licence holder performance. All operating licence details are publicly accessible via the EPA Public Register.

Key information and obligations

Interpretation

For the purposes of this operating licence "You" means the "licence holder" identified on the first page. Unless a contrary intention appears, words or terms used in the conditions of your licence have the same meaning as in the Act, and in any regulations made pursuant to the Act.

Compliance

Your licence is subject to conditions. These conditions confer legal obligations on you as the licence holder. Some of these are general in nature, while others require you to do (or not to do) specific things. The requirements of these conditions do not detract from each other in any way, nor do they affect any other duties or obligations with which you are required to comply

Licence number: OL000012560

by law. You must fulfil all duties and perform all obligations set out in this licence or otherwise required by law.

Strict penalties apply for non-compliance with any part of your .

You must comply with the Act and regulations administered by EPA. This includes, but is not limited to, compliance with the general environmental duty (GED).

Duties under the Act

Under the Act, you have legal obligations in relation to your prescribed and non-prescribed activities. These legal obligations exist to minimise risks of harm to human health and the environment from pollution and waste.

You may be committing an offence and be liable to a penalty under the Act if your actions or omissions constitute a breach of these legal obligations.

General environmental duty

The Act places the onus on you to understand the risks associated with your operation or activity and requires you to minimise the risk of harm. This is called the general environmental duty (GED).

Sections 6 and 25 of the Act provide the legal basis for the GED. These sections state that a person engaging in an activity which may give rise to risks of harm to human health or the environment from pollution or waste must eliminate or minimise those risks, as far as reasonably practicable.

Duty to notify EPA of notifiable incidents

A notifiable incident is a pollution incident that causes or threatens to cause material harm to human health or the environment or is a prescribed notifiable incident. Under section 32 of the Act, you have an obligation to notify EPA of a notifiable incident as soon as practicable after you become aware of the incident.

Duty to take action to respond to harm caused by pollution incident

Under section 31 of the Act, if a pollution incident has occurred as a result of an activity (whether by act or omission) and the pollution incident causes or is likely to cause harm to human health or the environment, a person who is engaging in that activity must, so far as reasonably practicable, restore the affected area to the state it was in before the pollution incident occurred.

Licence number: OL000012560

Duty to notify of contaminated land

Under section 40(1) of the Act, a person in management or control of land must notify EPA if the land has been contaminated by notifiable contamination as soon as practicable after the person becomes aware of the notifiable contamination.

Notifiable contamination means contamination which is prescribed in the Regulations, or contamination for which the cost of action to remediate the land is likely to exceed \$50,000, or any other prescribed amount.

Duties relating to industrial waste, priority wastes and reportable priority wastes

Under parts 6.4 and 6.5 of the Act, a person has obligations in relation to the generation, receiving, recording, managing, transporting, and disposal of industrial, priority wastes and reportable priority wastes. These duties include:

- Duties of persons depositing industrial waste.
- Duties of persons receiving industrial waste.
- Duty of persons involved in transporting industrial waste.
- Duties of persons managing priority waste.
- Duty to investigate alternatives to waste disposal.
- Duty to notify of transaction in reportable priority waste.
- Duty of persons transporting reportable priority waste.

For further information on waste classifications see schedule 5 of the Regulations.

Further information and resources

To aid compliance with the Act and the Regulations, Environment Reference Standards (ERS), Compliance Codes, Position Statements and Guidelines have been developed to address a range of environmental objectives, permitted and non-permitted activities and risks.

You should understand how the Victorian environment protection framework applies to you and your activity, operation or business by making yourself familiar with the Act, Regulations, Compliance Codes and other relevant guidance material.

To assist you with understanding your obligations refer to www.epa.vic.gov.au.

Operating licence

Environment Protection Act 2017

Amendment

You can apply at any time to EPA for an amendment to your licence under section 57 of the Act. EPA may also decide to amend a licence under its own initiative according to section 58 of the Act.

Transfer

A person may apply to EPA for the transfer of this licence to a new licence holder pursuant to section 56 of the Act.

Duration of licence

This operating licence is subject to the expiry date identified on the first page. It will remain in force until that time unless it is first surrendered by the licence holder (with consent from EPA), or it is suspended or revoked by EPA.

Operating licence structure

Your operating licence has multiple parts:

- Conditions
- Appendix 1 – locality plan
- Appendix 2 – activity plan
- Appendix 3 – contour plan
- Appendix 4 – waste acceptance table
- Appendix 5 – air discharge table
- Appendix 6 – water discharge table
- Appendix 7 – landfill cell table

Licence number: OL000012560

Conditions

General conditions

OL_G1	A copy of this licence must be kept at the activity site and be easily accessible to persons who are engaging in an activity conducted at the activity site. Information regarding the requirements of the licence and the Act duties must be included in site induction and training information.
OL_G2	You must immediately notify the Authority by calling 1300 EPA VIC (1300 372 842) in the event of: a) A discharge, emission or deposit which gives rise to, or may give rise to, actual or potential harm to human health or the environment; b) A malfunction, breakdown or failure of risk control measures at the activity site which could reasonably be expected to give rise to actual or potential harm to human health or the environment; or c) Any breach of the licence.
OL_G3	You must notify the Authority within 48 hours of the occurrence of any the following: (a) Any change to your name or address (including your registered address and activity site as applicable); (b) You become, or are likely to become, an insolvent under administration; (c) You become, or are likely to become, an externally administered company under the Corporations Act; or (d) A change to an officer (as defined in the Act). You must update your information in the EPA Interaction Portal if any other relevant administrative details for your business change.
OL_G4a	You must provide to the Authority with a Permission Information and Performance Statement (PIPS) in the form determined by the Authority within 2 months of receiving notification in writing from the Authority. The PIPS may be released to the public (in whole or in part).
OL_G4b	Information and monitoring records used for the preparation of, inclusion in, or support of, any reporting or notification that is required of you by the Authority (including data reporting, performance reporting, documents evidencing any risk and monitoring program) must be: a) retained for five years; and b) made available to the Authority on request.
OL_G5	1. You must develop a risk management and monitoring program for your activities which: (a) identifies all the risks of harm to human health and the environment which may arise from the activities you are engaging in at your activity site; (b) clearly defines your environmental performance objectives; (c) clearly defines your risk control performance objectives; (d) describes

Licence number: OL000012560

how the environmental and risk control performance objectives are being achieved; (e) identifies and describes how you will continue to eliminate or minimise the risks in 1(a) (above) so far as reasonably practicable (SFARP); and (f) describes how the information collated in compliance with this clause, is or will be disseminated, used or otherwise considered by you or any other entity. 2. The risk management and monitoring program must be: (a) documented in writing; (b) signed by a duly authorised officer of the licensed entity; and (c) made available to the Authority on request.

Standard conditions

OL_L1	The risk management and monitoring program referenced in condition OL_G5 must be in accordance with Section A of the Landfill Licensing Guidelines (EPA Publication 1323). The risk management and monitoring program must be verified by a person who has been appointed as an environmental auditor under the Environment Protection Act 2017 and it must: a) describe the environmental monitoring of landfill gas, leachate, groundwater, land, air, odour, noise, dust and surface water which will be undertaken to respond to the risks identified in the risk assessment; b) contain trigger levels and contingency actions to prevent further pollution if trigger levels are exceeded; and c) specify the frequency for completing environmental audits of the landfill operation.
OL_L10	You must ensure that waste that has been previously deposited is not recovered and reprocessed except in accordance with written approval from EPA.
OL_L11	You must ensure that waste is not stockpiled at the activity site prior to deposit in a cell except in accordance with written approval from EPA.
OL_L12	You must ensure that an independent annual survey is conducted by a licensed surveyor, or other method approved by the Authority in writing, by the end of June each year for each landfill cell at the activity site and submitted to the Authority with your permission information and performance statement. The survey must: a) confirm the volume and mass of air space consumed since the last survey; and b) verify that the top of the waste deposited in cells is in compliance with the EPA approved pre-settlement contour plan.

Licence number: OL000012560

Operating licence

Environment Protection Act 2017

OL_L13	You must manage each landfill cell so that the surface contour prior to settlement conforms to the surface profile grades in Section 8.1.5 of the Best Practice Environmental Management, Siting, Design, Operation and Rehabilitation of Landfills (EPA Publication 788) or otherwise as approved by the Authority in writing and so that the top of waste prior to settlement is not higher at any point than the pre-settlement top of waste approved contour plan shown in Schedule 1C.
OL_L14	A weighbridge must be used at the landfill to measure and record: a) the weight of waste received at the site; and b) the weight of waste that is removed from the site.
OL_L14.1	A weighbridge must be used at the activity site to measure and record the weight of all loads of waste moved between prescribed permissioned activities at the activity site, including the weight of all loads of waste moved to the A05a prescribed permission activity area from the A13c activity area as depicted in Appendix 2.
OL_L15	You must take measures to prevent hotspots in the waste mass at the landfill site.
OL_L16	You must report hotspots within the waste mass to the Authority within 24 hours of detection, and provide a follow-up action plan within 7 days detailing how the hotspot will be cooled, including monitoring, actions completed and to be taken, along with the proposed timeframes.
OL_L17	You must manage hotspots within the waste mass in accordance with the Landfill Licensing Guidelines (EPA Publication 1323).
OL_L18	You must: a) notify the Authority of your intention to commence construction of a new landfill cell at the activity site by written notice in accordance with Appendix 7 of the Landfill Licensing Guidelines (EPA Publication 1323); and b) not start constructing a new cell without written approval from the Authority.
OL_L19	Prior to commencing construction of a new landfill cell you must submit the following material to the Authority so that it may consider whether or not to grant approval for the construction of the new cell: a) detailed designs of the landfill cell meaning plans, technical specifications and a construction quality assurance plan which comply with Section 6 and Appendices D, E and F of the Best Practice Environmental Management, Siting, Design, Operation and Rehabilitation of Landfills (EPA Publication 788); b) an

Licence number: OL000012560

	assessment report of the of the detailed designs prepared by a person who has been appointed as an environmental auditor under the Environment Protection Act 2017 in accordance with Appendix 14 of the Landfill Licensing Guidelines (EPA Publication 1323); and c) a completed and signed auditor declaration in the format shown in Appendix 15 of the Landfill Licensing Guidelines (EPA Publication 1323).
OL_L2	You must engage a person who has been appointed as an environmental auditor under the Environment Protection Act 2017 to conduct environmental audits of the nature and extent of the risk of harm to human health or the environment arising from landfill operation under Section 208 of the Act at the frequency specified in the monitoring program.
OL_L20	Upon approval by the Authority to construct each new landfill cell, you must engage a person who has been appointed as an environmental auditor under the Environment Protection Act 2017 to conduct an environmental audit and submit an environmental audit statement and environmental audit report to the Authority. The environmental audit report must: a) verify that the construction of the new landfill cell is in accordance with EPA approved designs; b) assess any potential risks associated with the construction or use of the new landfill cell; and c) be prepared in accordance with Section 212 of the Environment Protection Act 2017.
OL_L21	You must not commence filling of any new landfill cell with waste without the written approval of EPA.
OL_L22	You must implement a rehabilitation plan for the landfill. The plan must: a) be revised after each cell is full, if necessary; b) meet the requirements of Section 8 of Best Practice Environmental Management, Siting, Design, Operation and Rehabilitation of Landfills (EPA Publication 788); c) set timeframes for placement of final capping of all completed cells, calculated from the date that the cell became full; and d) set timeframes for the progressive capture and treatment of landfill gas and leachate from each completed cell.
OL_L23	You must place intermediate cover on all cells within one month of the date that the cell became full. The intermediate cover must comprise a minimum of 500 mm of compacted clay or compacted clay rich soil or alternative cover approved by the Authority in writing.

Licence number: OL000012560

OL_L24	In circumstances where the deposit of waste in a cell is likely to cease for a period of three months or more, you must place intermediate cover on the cell within one month of the date that waste was last placed in the cell. The intermediate cover must comprise a minimum of 500 mm of compacted clay or compacted clay rich soil or alternative cover approved by the Authority in writing.
OL_L25	Prior to commencing construction of each new section of landfill cap you must submit the following to the Authority for approval: a) detailed designs of the landfill cap, meaning plans, technical specifications and a construction quality assurance plan which comply with Section 8 and Appendices D, E and F of the Best Practice Environmental Management, Siting, Design, Operation and Rehabilitation of Landfills (EPA Publication 788); b) an assessment report of the detailed designs of the cap prepared by a person who has been appointed as an environmental auditor under the Environment Protection Act 2017 in accordance with Appendix 14 of the Landfill Licensing Guidelines (EPA Publication 1323); and c) a completed and signed auditor declaration in the format shown in Appendix 15 of the Landfill Licensing Guidelines (EPA Publication 1323).
OL_L26	Upon approval by the Authority to construct each new landfill cap you must engage a person who has been appointed as an environmental auditor under the Environment Protection Act 2017 to conduct and submit an environmental audit report to the Authority. The environmental audit report must: a) verify that the construction of the cap is in accordance with EPA approved designs; b) assess any potential risks associated with the construction; and c) be prepared in accordance with Section 212 of the Environment Protection Act 2017.
OL_L27	You must complete final capping of cells within 2 years of the date that cell became full, in compliance with the approved rehabilitation plan.
OL_L28	You must provide the Authority with at least 6 month's notice of your intention to cease accepting waste at the activity site.
OL_L3	You must ensure that surface water is segregated from active landfill cells.
OL_L4	Waters contaminated by leachate must not be discharged beyond the boundaries of the site.

Licence number: OL000012560

Operating licence

Environment Protection Act 2017

OL_L4.5	You must review and update the hydrogeological assessment for the activity site every 5 years after 6 November 2020 and provide to EPA.
OL_L5	You must take all practicable measures to prevent emissions of landfill gas from exceeding the action levels specified in Table 6.4 of Best Practice Environmental Management, Siting, Design, Operation and Rehabilitation of Landfills (EPA Publication 788).
OL_L6	All waste in the cell(s) listed in Appendix 7, apart from at the active tipping face must be covered at all times.
OL_L7	By the end of each day's operations waste must be covered in one of these ways: a) with a layer of soil at least 0.15 metres thick if the waste is only solid inert waste; b) with a layer of soil at least 0.30 metres thick for all other wastes; c) using alternative cover approved by the Authority in writing.
OL_L8	You must: a) limit the area of the tipping face of each cell to 900m ² ; b) only operate one tipping face at any time unless a second tipping face is required for short term operational reasons; and c) ensure the active tipping face is mechanically stable as per Section 7.6 of the Best Practice Environmental Management, Siting, Design, Operation and Rehabilitation of Landfills (EPA Publication 788).
OL_L9	You must ensure all of the following: a) Waste that is accepted for disposal at the activity site is only placed into cell(s) listed in Appendix 7; and b) Waste for disposal is not placed outside of the perimeter of any cell(s) listed in Appendix 7.
OL_WA1	You must ensure all of the following: a) Only waste of a type shown in Appendix 4 of this licence is accepted at the activity site; and b) If it is identified that any waste has been received at the activity site that is of a type not shown in Appendix 4 in contravention of paragraph a) above, such waste must be placed in a designated and sign-posted temporary storage area and sent for disposal to a site licensed by the Authority to receive such waste within 21 days of the date it was received.
OL_WA2	Wastes accepted at the activity site may only be treated or disposed of in accordance with Appendix 4.
OL_WM14	All plant and equipment must be maintained and operated in proper working condition, in accordance with the manufacturer's specifications.

Licence number: OL000012560

Specific conditions

OL_A1.1	You must implement odour source controls that accord with the requirements of Section 6.7.3 of the Best Practice Environmental Management, Siting, Design, Operation and Rehabilitation of Landfills (EPA Publication 788) including, but not limited to: a) managing landfill gas odour; b) ensuring waste is covered appropriately and on time; and c) managing and treating leachate, where required, to prevent offensive odours off-site.
OL_G6.2	You must: (a) provide the Authority with a financial assurance in a form and for an amount determined by the Authority, by a date specified by the Authority; and (b) maintain such financial assurance (including any part of such assurance) so that it can be claimed on, utilised or realised by the Authority as and when required.
OL_L18.1	Prior to waste placement in Cell 2 you must: a) Undertake to progressively place a soil protection layer on the side slope of Cell 2 as per recommendations in the audit report titled "Cell 2 Construction Environmental Audit, Benalla Landfill, Benalla" dated February 2019; and b) submit a construction verification audit report or an audit addendum report prepared by an environmental auditor appointed pursuant to the Act.
OL_L29	You must submit a waste mass balance report at the same time that you submit each waste levy statement required under section 150 of the Environment Protection Act 2017. The waste mass balance report must be completed in accordance with the Waste Mass Balance Guideline (EPA Publication 2040), as amended from time to time.
OL_L4.1	You must extract leachate from cells 1 and 2 such that the depth of leachate above the lowest point of the drainage layer does not exceed 300 mm.
OL_L4.4	You must extract leachate from Area 4 (Sump 1), Area 5 (Sump 2), Area 5 (Sump 5) and Cell A Stage 1 (Sump 3) such that the leachate level does not exceed 162.29 mAHD, 161.56 mAHD, 162.09 mAHD and 161.05 mAHD respectively.
OL_L7.1	You must cover waste asbestos immediately upon deposition in one of these ways: a) with a layer of waste (not including waste asbestos) at least 1 metre thick or a layer of soil at least 0.3 metres thick; or b) using alternative cover approved by the Authority in writing.

Licence number: OL000012560

Operating licence

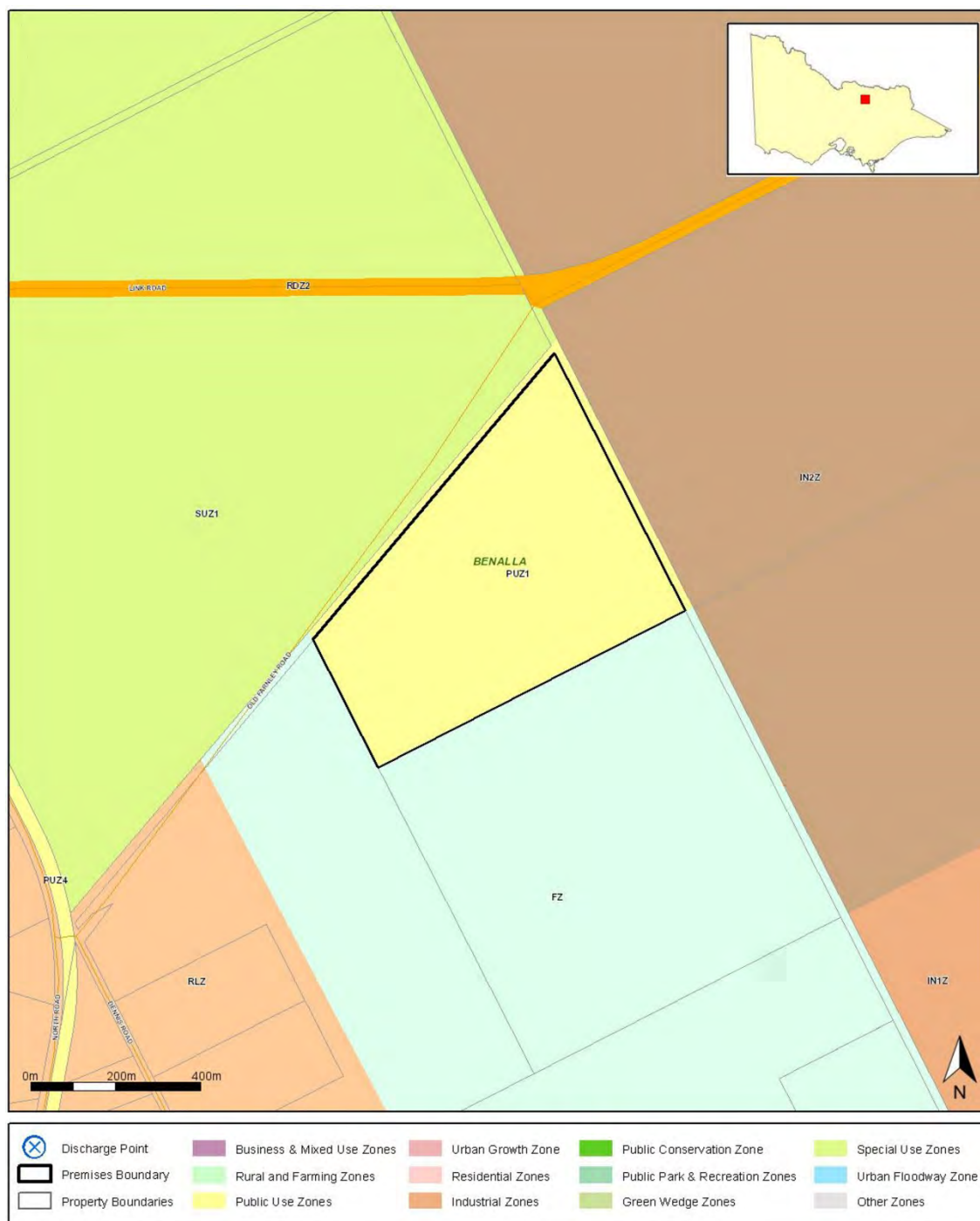
Environment Protection Act 2017

OL_WM3.1	You must implement litter controls that accord with the requirements of Section 7.8 of the Best Practice Environmental Management, Siting, Design, Operation and Rehabilitation of Landfills (EPA Publication 788), including, but not limited to: a) minimising the size of the tipping area; b) controlling litter at the active tipping area; c) establishing a program of frequent cleaning of litter from fences and the surrounding area; and d) establishing contingency plans to deal with extreme events that cause gross litter problems.
OL_WM4	You must ensure that waste does not burn at the activity site.

Licence number: OL000012560

Appendices

Appendix 1 – locality plan



Licence number: OL000012560

Operating licence

Environment Protection Act 2017

Operating licence number

OL000012560

Company name

BENALLA RURAL CITY COUNCIL

ABN

42379380529

Activity site

96 Old Farnley Road, Benalla, Victoria, 3672, Australia

Issued

28 November 1990

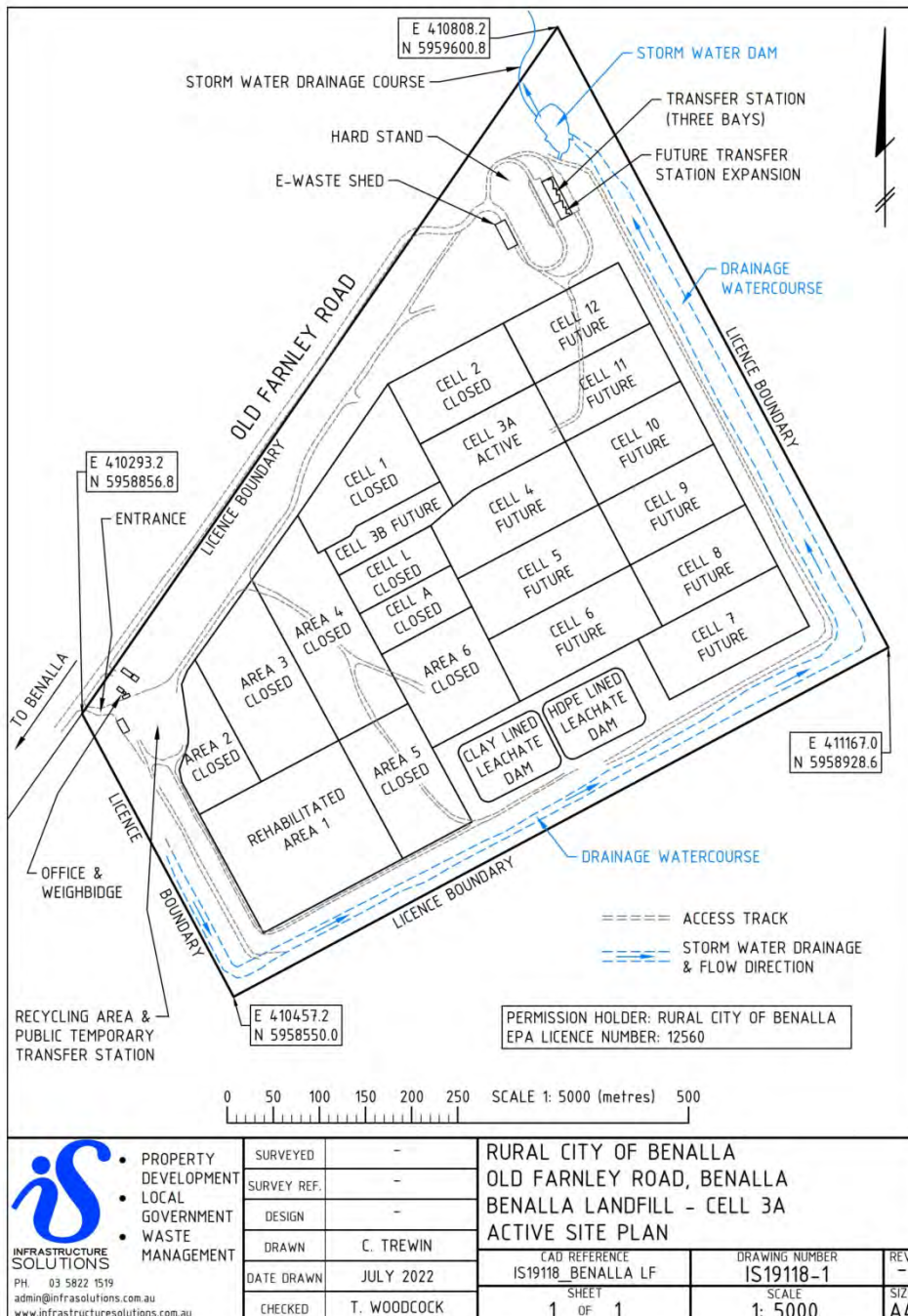
Before relying on the information in this map, carefully evaluate its accuracy, currency, completeness and relevance. Obtain appropriate professional advice before using this information.

Licence number: OL000012560

Operating licence

Environment Protection Act 2017

Appendix 2 – activity plan



Licence number: OL000012560

Operating licence

Environment Protection Act 2017

Operating licence number

OL000012560

Company name

BENALLA RURAL CITY COUNCIL

ABN

42379380529

Activity site

96 Old Farnley Road, Benalla, Victoria, 3672, Australia

Issued

28 November 1990

Before relying on the information in this map, carefully evaluate its accuracy, currency, completeness and relevance. Obtain appropriate professional advice before using this information.

Licence number: OL000012560



Operating licence

Environment Protection Act 2017

Operating licence number

OL000012560

Company name

BENALLA RURAL CITY COUNCIL

ABN

42379380529

Activity site

96 Old Farnley Road, Benalla, Victoria, 3672, Australia

Issued

28 November 1990

Before relying on the information in this map, carefully evaluate its accuracy, currency, completeness and relevance. Obtain appropriate professional advice before using this information.

Licence number: OL000012560

Appendix 4 - waste acceptance table

Waste Code	Waste Description	Storage Quantity	Unit	Treatment Code	Treatment Description
N220	Waste asbestos			D20	Landfill disposal of packaged waste asbestos
N220	Waste asbestos			D20	Landfill disposal of packaged waste asbestos
T141	Tyre pieces less than 250 millimetres in size measured in any dimension			D22	Landfill disposal
W_1	Municipal Waste - waste from a municipal kerbside collection			D22	Landfill disposal
W_2	Industrial Waste (Construction and Demolition) - Waste from construction, demolition and other sources which is solid inert waste			D22	Landfill disposal
W_3	Industrial Waste (Commercial and Industrial) - Waste from commercial and industrial sources that			D22	Landfill disposal

Licence number: OL000012560

Operating licence

Environment Protection Act 2017

Waste Code	Waste Description	Storage Quantity	Unit	Treatment Code	Treatment Description
	includes putrescible waste				
T141	Tyre pieces less than 250 millimetres in size measured in any dimension			D22	Landfill disposal
W_3	Industrial Waste (Commercial and Industrial) - Waste from commercial and industrial sources that includes putrescible waste			D22	Landfill disposal
W_2	Industrial Waste (Construction and Demolition) - Waste from construction, demolition and other sources which is solid inert waste			D22	Landfill disposal
W_1	Municipal Waste - waste from a municipal kerbside collection			D22	Landfill disposal

Licence number: OL000012560

Appendix 5 – air discharge table

There are no air discharge points for this licence.

Licence number: OL000012560

Operating licence

Environment Protection Act 2017

Appendix 6 –water discharge table

There are no water discharge points for this licence.

Licence number: OL000012560

Appendix 7 – landfill cells

Cell ID	Waste Code	Description	Hazard Code
CELL 3A	N220	Waste asbestos	
CELL 2	N220	Waste asbestos	
CELL 3A	T141	Tyre pieces less than 250 millimetres in size measured in any dimension	
CELL 3A	W_1	Municipal Waste - waste from a municipal kerbside collection	
CELL 3A	W_2	Industrial Waste (Construction and Demolition) - Waste from construction, demolition and other sources which is solid inert waste	
CELL 3A	W_3	Industrial Waste (Commercial and Industrial) - Waste from commercial and industrial sources that includes putrescible waste	
CELL 2	T141	Tyre pieces less than 250 millimetres in size measured in any dimension	
CELL2	W_3	Industrial Waste (Commercial and Industrial) - Waste from commercial and industrial sources that includes putrescible waste	
CELL2	W_2	Industrial Waste (Construction and Demolition) - Waste from construction, demolition and other sources which is solid inert waste	

Licence number: OL000012560

Operating licence

Environment Protection Act 2017

Cell ID	Waste Code	Description	Hazard Code
CELL2	W_1	Municipal Waste - waste from a municipal kerbside collection	

Click or tap here to enter text.

Licence number: OL000012560

4.5 Draft Benalla Rural City Council Asset Plan and Draft Asset Management Policy

Ref: 1573044422-1175

Adrian Gasperoni – Manager Assets and Infrastructure

PURPOSE OF REPORT

The report presents the draft *Benalla Rural City Council Asset Plan 2025–2029*.

BACKGROUND

The *Benalla Rural City Council Asset Plan 2022-2032* was adopted by the Council in May 2022.

In accordance with the *Local Government Act 2020* (the Act), the Council must review its Asset Plan by the 31 October in the year following a general election and have effect from 1 July in the year following the general election.

The updated Asset Plan must be adopted by 31 October 2025, in accordance with the Act.

In accordance with the Act, the Asset Plan must include the following:

- Information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning in relation to each class of infrastructure asset under the control of the Council.
- Any other matters prescribed by the regulations.

DISCUSSION

The updated Asset Plan (refer **Appendix 1**) is intended to be a strategic public-facing document that informs the community on how council-controlled infrastructure assets are managed. The document highlights the importance and magnitude of the infrastructure assets for whom the council is the custodian.

The draft Asset Plan will require a public exhibition period in accordance with the Council's *Community Engagement Policy*.

Asset Management Policy

As a part of the review of the *Benalla Rural City Council Asset Plan 2022-2032*. The Council's *Asset Management Policy* was also reviewed.

The current *Asset Management Policy* was adopted by the Council at its meeting on 24 June 2020.

A revised *Asset Management Policy* is attached as **Appendix 2**.

The purpose of the *Asset Management Policy* (the Policy) is to establish the overarching intentions and guiding principles for the for sustainable and effective management of Council's assets to meet the current and future needs of the community.

COUNCIL PLAN 2021-2025 IMPLICATIONS

Livability

- *Vibrant public spaces and places.*
- *Connected and accessible roads, footpaths, transport and parking.*

Leadership

- *Good governance.*
- *High performance culture.*
- *Engaged and informed community.*
- *Effective and responsive advocacy.*

FINANCIAL IMPLICATIONS

The development and implementation of Asset Plan and Asset Policy will be accommodated within the existing budget allocation.

LEGISLATIVE AND STATUTORY IMPLICATIONS

It is considered that the report is consistent with the *Charter of Human Rights and Responsibilities Act 2006* and *Gender Equality Act 2020*.

GENDER EQUALITY ACT

Under the *Gender Equality Act 2020* the Council is required to undertake a gender impact assessment when developing or reviewing any policy, program or service that has a direct and significant impact on the public.

A gender equity assessment found the plan has an overall neutral gender impact.

COMMUNITY ENGAGEMENT

In accordance with the Council's *Community Engagement Policy*, it is proposed that community engagement be undertaken at the 'Consult' level under the International Association for Public Participation's IAP2 public participation spectrum as detailed in the table below:

Level of Public Participation	Promise to the community	Techniques to be used
Consult	We will provide information and consider feedback prior to making a decision.	▪ Draft Asset Plan and Policy presented in a public report to the Council. ▪ Draft Asset Plan and Policy to be published on Councils website. ▪ Feedback invited via the Council's website and social media. ▪ Public Notice of community consultation in the Benalla Ensign and on Council website.

Community consultation on the draft Asset Plan and draft Policy will open Thursday 7 August 2025 and close 5pm Thursday 11 September 2025.

Community feedback will be invited via the Council's website and social media channels and through a formal public notice in the *Benalla Ensign*.

Once adopted, the Asset Plan will be advertised in the *Victorian Government Gazette*.

OFFICER DECLARATION OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflicts of interest in this matter.

CONCLUSION

Submissions relating to the draft *Benalla Airport Masterplan* and draft *Asset Management Policy* be heard at an additional meeting of the Finance and Planning Committee on Wednesday 1 October 2025.

Following the consultation period, consideration of any submissions received, the *Benalla Rural City Council Asset Plan 2025-2029* and *Asset Management Policy* will be presented to the Council for consideration and adoption.

Recommendation:

That the draft *Benalla Rural City Council Asset Plan 2025–2029* and draft *Asset Management Policy* be endorsed and placed on public exhibition for a period of at least 28 days.

This page intentionally left blank



Benalla Rural City Council Asset Plan 2025- 2029

Draft

PO BOX 227
Benalla VIC 3671

(03) 5760 2600
council@benalla.vic.gov.au

benalla.vic.gov.au

Contents

1	Values, Aims and Mission Statement	5
1.1	Council Plan	5
1.2	Council Budget	5
1.3	Annual Report	5
1.4	Community Vision	5
1.5	Financial Plan	5
2	The Asset Plan Vision	6
2.1	Value	6
2.2	Alignment	6
2.3	Leadership	6
2.4	Assurance	6
2.5	Statement of Good Asset Practice	7
3	Infrastructure Asset Grouping	8
3.1	Main Asset Plans	8
3.1.1	Drainage	8
3.1.2	Land and Building	8
3.1.3	Recreation and Open Space	8
3.1.4	Transport	8
4	Asset Management System	9
4.1	Policy	9
4.2	Strategy	9
4.3	Service Plans	9
4.4	Asset Management Plans	9
4.5	Asset Management Software and Hardware	9
5	Challenges and Choices	11
5.1	Climate Change	11
5.2	Service Delivery	11
5.3	Demographic Change	11
5.4	Emerging Technical Practices	11
5.5	Political Environments	12
5.6	Asset Volume	12
5.7	Asset Condition	12
5.8	Other Drivers Identified by Council	12
5.9	Financial Capacity	12
6	Strategic Intent	13
6.1	Community Vision	13
6.2	Financial Vision	13
6.3	Capital Works Vision	13

7	Asset Management Maturity	14
7.1	Operations and Maintenance	14
7.2	Trade Offs	14
8	Summary	15
8.1	State of the Assets	15
9	Appendices	15
	<i>Appendix 1 – Asset Inventory</i>	16
	<i>Appendix 2 – Four-Year Financial Plan for Assets</i>	17
	<i>Appendix 3 – Other Measures</i>	18
	<i>Appendix 4 – Summary of Commitments</i>	21
	<i>Appendix 5 – State of Asset Report: Transport</i>	22
	<i>Appendix 5.2 – State of Asset Report: Buildings</i>	24
	<i>Appendix 5.3 – State of Asset Report: Drainage</i>	26
	<i>Appendix 5.4 – State of the Asset Report: Recreation and Open Space</i>	28
	<i>Appendix 6 – Asset Management Improvements</i>	29

The Benalla Rural City Council Asset Plan 2025-2029

The *Benalla Rural City Council Asset Plan 2025 - 2029* (the Asset Plan) is a document that communicates the importance and magnitude of the infrastructure assets for which council is the custodian. The aim of this is to have more informed community engagement and a mutual understanding of the best use of council assets in the interest of the community and to be compliant with requirements of section 92 of the *Local Government Act 2020* (the Act).

The Asset Plan, as referred to in the Act is intended to be a strategic public facing document that informs the community on how council-controlled (infrastructure) assets are to be managed.

This plan aims to satisfy these requirements.

DRAFT

1 Values, Aims and Mission Statement

1.1 Council Plan

To provide a sustainable, thriving and cohesive community where lifestyle, culture, health and wellbeing are supported by strong leadership and community partnership.

1.2 Council Budget

Benalla Rural City Council's 2025/2026 Budget seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community.

1.3 Annual Report

Through leadership and quality service we will meet our community's needs and aspirations with a focus on thoughtfully planned growth to maintain and enhance the high productivity of our collective community.

1.4 Community Vision

Benalla Rural City is welcoming and friendly, thriving and prosperous, environmentally responsible, innovative and industrious, caring and supportive and engaging for all residents and visitors – a place where people want to continue to live, move to and are proud to call home.

1.5 Financial Plan

The *Benalla Rural City Council Financial Plan* (the Financial Plan) provides a 10 year financially sustainable projection regarding how the actions of the Council Plan may be funded to achieve the Community Vision.

The Asset Plan is designed to inform the Financial Plan by identifying the amount of capital renewal, backlog and maintenance funding that is required over the life of each asset category. The level of funding will incorporate knowledge of asset condition; the risk assessment issues as well as the impact of reviewing and setting intervention and service levels for each asset class.

In addition to identifying the operational and strategic practices that ensure that Council manages assets across their life cycle in a financially sustainable manner, the Asset Plan quantifies the asset portfolio and the financial implications of those practices.

Together the Financial Plan and Asset Plan seek to balance projected investment requirements against projected budgets.

Capital expenditure focuses on asset renewal projects.

2 The Asset Plan Vision

Asset management will be integrated into Council's operations aligning with the Integrated Strategic Planning Framework (Refer Figure 1). The Council will manage its assets to meet the required level of service, in the most cost-effective manner, through the management of infrastructure assets for the present and future users by:

- integrating with the existing council plans
- defining a level of service and performance monitoring
- the impact of growth through demand management and investment
- a lifecycle approach to long term management strategies
- risk management
- a long-term financial plan identifying required expenditure, and financing options.

This will be conducted by using the following international standard fundamentals:

2.1 Value

Asset management focusses on the value that the asset can provide to the community by delivering the service levels expected by the community.

2.2 Alignment

Asset management planning will link performance to strategic objectives and community expectations by translating those objectives into technical and financial decisions through plans and activities.

2.3 Leadership

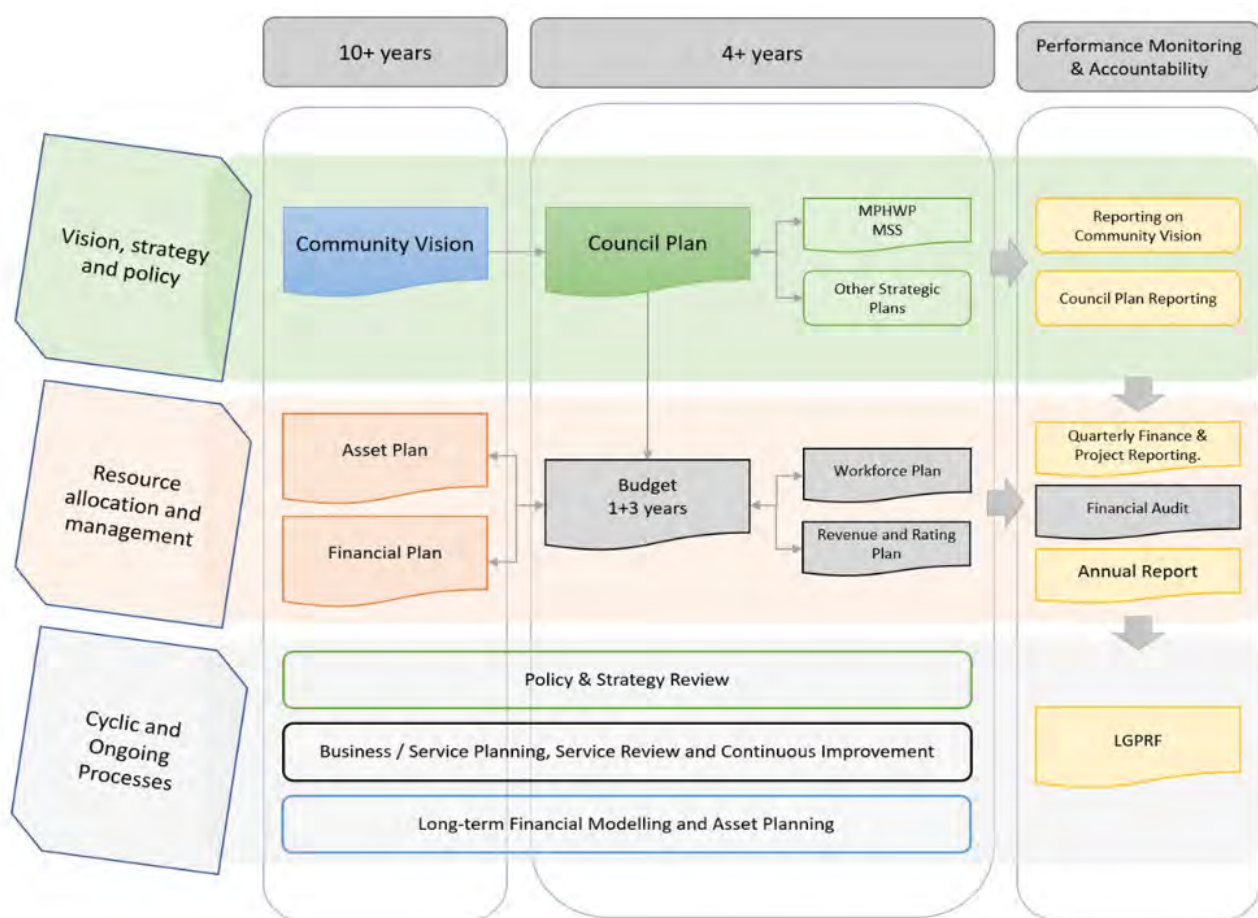
Successfully establishing, operating, and improving asset management requires leadership and commitment from all levels of the community and council.

2.4 Assurance

Making sure the community are getting from the asset management process what council is delivering by monitoring and checking feedback to ensure what is being done is delivering the expected outcomes.

(Source: Section 2.4.2 *ISO 55000:2014 Asset Management Standard*).

Figure 1: The Integrated Strategic Planning Framework



2.5 Statement of Good Asset Practice

Asset management provides a structured approach for the development, coordination and control of activities undertaken on assets by council over different lifecycles stages and for aligning these activities with its objectives by:

- improving financial performance
- informed asset investment decisions
- risk management
- improving services and outputs
- demonstrating social responsibility
- demonstrating compliance
- enhancing reputation
- improving organisational sustainability
- improving efficiency and effectiveness.

3 Infrastructure Asset Grouping

3.1 Main Asset Plans

Assets are grouped according to Class, Type, Asset and Components.

The Class and Type of assets are:

3.1.1 Drainage

- Stormwater pipes
- Stormwater Pits
- Drainage channels
- Basins
- Monitoring and control equipment.

3.1.2 Land and Building

- Council owned buildings
- Leased buildings
- Structures
- Heritage
- Owned Land
- Leased Land
- Land Under Roads.

3.1.3 Recreation and Open Space

- Playground equipment
- Sports Ovals and surfaces
- Street furniture
- Parks and gardens.

3.1.4 Transport

- Roads, sealed and unsealed
- Bridges and Major culverts
- Kerb and Channel
- Footpaths and cycleways
- Aerodromes.

Asset class stock are detailed in **Appendix 1**.

4 Asset Management System

The elements of the asset management system used to manage assets in council are:

4.1 Policy

The purpose of the Benalla Rural City Council Asset Management Policy is to set guidelines for implementing consistent asset management processes throughout the Benalla Rural City Council.

4.2 Strategy

The Infrastructure Asset Management Strategy (Section 2.5.2 and Section 2.2 ISO 55001-2014 Asset management Standard) gives effect to the policy by establishing objectives and how they will be achieved and direction for activities such as asset management plans and programs of work.

4.3 Service Plans

Service plans identify the responsibilities of a service area and the business plan for that's service, identifying the growth, decline or renewal requirement for assets and the changes in expected service levels over the long term to assist in developing appropriate asset management plans.

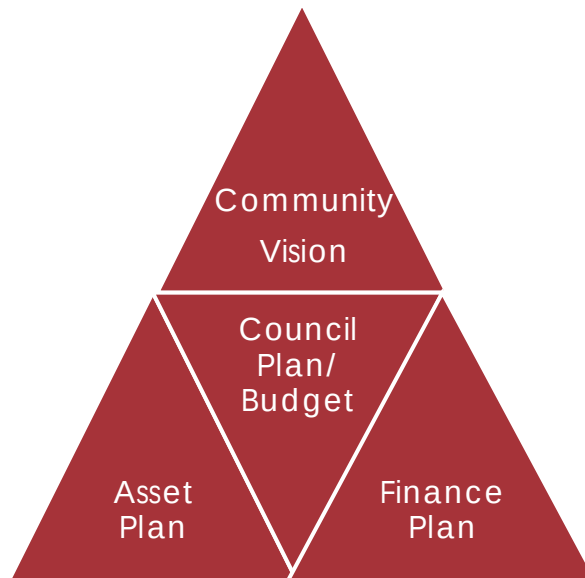
4.4 Asset Management Plans

Infrastructure Asset Management Plans are long term plans that outline the asset activities for each service area or asset class and resources at a defined level of service I the most cost-effective way.

4.5 Asset Management Software and Hardware

The Asset management database is the repository of asset data which is used to calculate any metrics required. This along with any mapping and inspection programs make up the information technology requirements.

Figure 2: Relationship Between the Asset Management System and the Integrated Strategic Planning Framework



5 Challenges and Choices

The Council needs to spend significant funds on existing infrastructure assets to maintain them in a condition that meets the standard of services required. Providing new and upgraded infrastructure, while beneficial, there is a finite amount of council funds available to operate and maintain the existing assets as well as the impost from new and upgraded ones.

Grant funding usually only covers the initial costs and not the whole of life costs. The challenge then becomes balancing community needs, asset requirements and financial sustainability.

5.1 Climate Change

Council building stock and public assets exemplify best practice resource efficiency and utilities, and infrastructure is built and maintained to withstand increased flood events and heatwave events.

Council will use the available tools to ensure that assets consider climate change options in the planning and operation.

5.2 Service Delivery

Assets are provided for council's services to be delivered in most effective way, considering both cost and utility. Well defined service delivery will help formulate the long-term capital works program and any changes to operations and maintenance regimes.

Council will have service plans for each service that identify future asset requirements, new or otherwise and the service levels required to be provided by those assets.

5.3 Demographic Change

Benalla Rural City continued its strong rate of population growth, which continued to put pressure on the local property markets. This was reflected by a significant increase in income received from Building and Planning fees.

5.4 Emerging Technical Practices

Council is rationalising where asset data is recorded so that consistency and ease of access can be maintained for reporting purposes. There is a move to using handheld devices to collect data, which allows for real time problem solving and as a record of works completed.

Council will review its use of materials and procedures when modern technologies are developed, especially relevant regarding climate change and cost savings.

5.5 Political Environments

The Local Government Act 2020 (the Act) requires councils to take an integrated approach to strategic planning and reporting. Local Government Victoria (LGV) is responsible for managing and overseeing the implementation phase of the Act. As the Act is a principles-based Act, LGV is seeking not to be prescriptive in 'telling' councils how to implement the strategic planning and reporting sections of the Act but rather collaborating with councils and 'codesigning' the supports identified as being needed by councils to implement the provisions of the Act.

5.6 Asset Volume

Through a combination of service reviews and asset planning, where assets will be rationalised to be more cost efficient but not at the expense of service provision. (Refer Appendix 1).

The Council needs to improve the quality of data used for asset management through the collection of base data and the development of procedures to collect and update data into the Asset Management System.

5.7 Asset Condition

Assets are monitored for condition through programmed inspection regimes. These regimes focus on either maintenance or condition. Maintenance items are completed within time frames established in any service agreements while condition items are programmed through the capital works program. Council will continually review practices to ensure they meet the social, financial, environmental and the capacity to deliver them.

5.8 Other Drivers Identified by Council

The Council is committed to establish a cohesive asset management system to manage this function across council services.

5.9 Financial Capacity

The Council's financial position continues to remain sound; however, ongoing underlying surpluses continue to be a challenge with the Council reliant on funding from other levels of government to ensure its long-term financial sustainability.

6 Strategic Intent

The Council's strategic intent is by:

- committing to improve long-term financial sustainability
- review of council facilities to identify those which are surplus to current needs with the potential for repurpose or disposal
- provide greater understanding of the annual consumption cost of infrastructure
- allocate increased investment in climate adaptation strategies to protect council's assets.

6.1 Community Vision

In line with the Council Plan 2025-2029 and Community Vision 2036, assets will be supplied and managed by:

- providing assets that support the delivery of services required by the community
- having a positive cost benefit,
- being managed responsibly in accordance with best asset management practices
- actively engaging with the community on the long-term plans for assets.

6.2 Financial Vision

Council's Financial Plan outlines the expected capital costs to council for projects identified in the Capital Works Program. The current Financial Plan is attached as **Appendix 2**.

6.3 Capital Works Vision

The Council's ten-year capital works program has been developed from the service planning requirements and is designed to meet the needs of the community through the renewal of assets according to their lifecycle, through the acquisition of new assets, upgrade to existing assets, the expansion to assets to meet growing demand for services and the disposal of any assets no longer required.

The current ten-year capital works plan is attached as **Appendix 3**.

Capital works proposals will be supported by a business case, which will include acquisition costs, whole of life costs, benefits to the community, timelines and responsibility using the *Local Government Asset Investment Guidelines (2006)*. Works will be prioritised in the following order:

- Renew – bringing existing assets back to near new condition to extend the life
- Upgrade – improve assets to meet new standards or current expectations
- New – where a new service demand has been identified or renewal and upgrade will not meet a new service requirement.

Grant funding will be sought for funding at every opportunity.

Unplanned and reactive maintenance is not programmed under Capital Works and is allocated based on previous year's performance.

7 Asset Management Maturity

The measurement used for Asset management maturity is the National Asset Management Assessment Framework (or its equivalent). This measure has competencies for sustainable asset management including:

- Strategic Long-Term Plan
- Annual Budget
- Annual Report
- Asset Management Policy
- Asset Management Strategy
- Asset Management Plans
- Governance and Management
- Levels of Service
- Data and Systems
- Skills and Processes
- Evaluation

The indicators used for measuring council's asset management performance are in outlined in **Appendix 4**. These include demographic, financial, distribution and performance measures.

7.1 Operations and Maintenance

Councils' operations and maintenance commitment will be to ensure the optimum use of assets to meet the service needs of the community. Maintenance will ensure defects are resolved within the timeframes set in the relevant instructions where defects reach the prescribed intervention level (e.g Benalla Rural City Council Road Management Plan 2025-2029).

Preventative maintenance is scheduled according to the specifications provided for the assets. Operational costs are monitored to see where synergies can be made to reduce costs while not reducing service levels.

7.2 Trade Offs

The choice of having new assets, increasing the maintenance regime or providing higher levels of service can be done at the expense of other areas of council. For example, not renewing an asset when due will resulting higher restoration costs, maintaining low use assets at the same level as high use assets will incur extra costs.

The Council commits to reviewing the trade-offs needed to give the community the most cost-effective way of managing assets and reducing the financial burden on the community.

8 Summary

The Asset Plan is highly dependent on the existing high level council plans for its guidance will influence the asset management system components.

The Asset Plan provides to the community an overall approach that council will have to asset management and present general information on the asset types to inform the community of the scale and scope that makes up the asset inventory.

Specific statements have not been included as the direction of the Council may change from year to year or as community priorities change.

The Council give those general commitments to good practice in asset management on behalf of the community.

A summary of key commitments is attached as **Appendix 5**.

8.1 State of the Assets

Asset Reports are attached in **Appendix 6**. They plot the current state of council's assets.

These reports show the current inventory, its value, the expected renewal funding required, and the current funding proposed. They also show the maintenance allocation and effects on long term planning and include an explanation of the implications identified.

9 Appendices

The appendices have been designed to be updated annually so that the plan can reflect the best information at the time and be in step with current council philosophy on asset management and priorities for managing the asset inventory.

- **Appendix 1** – Asset Inventory
- **Appendix 2** – Four-Year Financial Plan for Assets
- **Appendix 3** – Other Measures
- **Appendix 4** – Summary of Commitments
- **Appendix 5** – State of the Assets Reports
 - **Appendix 5.1** – Asset Report: Transport
 - **Appendix 5.2** – Asset Report: Buildings
 - **Appendix 5.3** – Asset Report: Drainage
 - **Appendix 5.4** – Asset Report: Recreations and Open Space
- **Appendix 6** – Asset Management Improvements

Appendix 1 – Asset Inventory

The current stock of assets covered by this plan and owned or controlled by council are:

Asset Class	Quantum Indicative Quantity	Value \$,000
Roads	Sealed Roads 561km	\$158,744
	Unsealed Roads 773km	\$32,553
	Kerb and Channel 130km	\$15,309
	Off Street Carparks 110,097sqm	\$1,312
Bridges and Major Culverts	Bridges 75	\$23,155
	Major Culverts 230	\$17,846
Footpaths and Cycleways	Footpaths 104km	\$8,639
	Cycleways 21km	
Drainage*	Pipe... 54km	\$26,194
	Pits 2059	
Buildings**	Buildings & Structure 104	\$43,487
Rec/Open space***	Various items	\$2,304
Total		\$329,544

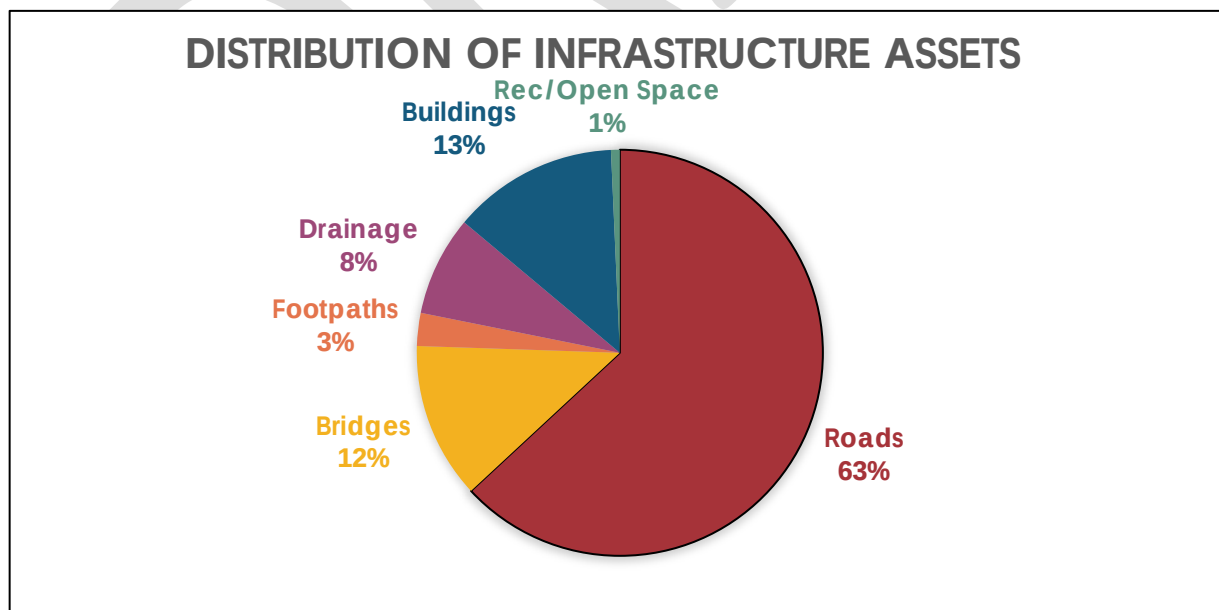
Notes:

*Does not include basins or channels

**Includes all buildings and structures

***Does not include land values

Figure 1: Percentage Distribution of Asset Value.



Appendix 2 – Four-Year Financial Plan for Assets

The figures for the 10-year long Term Plan are current for the year noted, this is updated annually in accordance with the most recent capital works programs.

The table below displays data extracted from the Financial Plan . Only the four major Infrastructure Areas have been considered.

10 Year Capital Program	2026 \$,000	2027 \$,000	2028 \$,000	2029 \$,000	Total \$,000
Roads	\$4,178	\$4,178	\$2,368	\$3,564	\$14,288
Bridges	\$191	\$191	\$150	\$150	\$682
Footpaths and Cycleways	\$252	\$252	\$150	\$150	\$804
Aerodromes	\$305	\$305	\$0	\$805	\$1,415
Off Street Carparks	\$0	\$0	\$0	\$0	\$0
Total Transport	\$4,926	\$4,926	\$2,668	\$4,669	\$17,189
Total Drainage	\$718	\$718	\$888	\$630	\$2,954
Recreation, Leisure and Community Facilities	\$1,000	\$1,000	\$0	\$0	\$2,000
Parks, Open Space and Streetscapes	\$160	\$160	\$50	\$50	\$420
Total Recreation and Open Space	\$1,160	\$1,160	\$50	\$50	\$2,420
Buildings	\$2,222	\$2,222	\$101	\$157	\$4,702
Total Buildings	\$2,222	\$2,222	\$101	\$157	\$4,702
Total	\$9,026	\$9,026	\$3,707	\$5,506	\$27,265

Appendix 3 – Other Measures

Infrastructure per head of the municipal population

The following table indicates the ratio of population to major infrastructure.

Major Infrastructure	Measure/Population	Value/Population
Roads/Population	0.09km	\$14,702.20
Sealed Road	0.04km	
Unsealed Road	0.05km	
Off Street Carparks	7.79sqm	
Footpath/Population	100m	\$20.80
Drainage/population		\$1,845.87
Buildings		\$3,069.18
Rec/Open space		\$134.61
Total Infrastructure/Population		\$22,672.92
Sealed road with Kerb and channel		23%

Capital Works Expenditure/Head of Population

The following table shows the amount of funding each head of population contributes to the Capital works for major infrastructure. It does not represent the contribution per ratepayer to council funds.

10 Year Capital Program	2026	2027	2028	2029	Total
Transport	\$178.04	\$152.86	\$150.95	\$133.48	\$1,620.78
Drainage	\$47.89	\$37.14	\$28.51	\$36.92	\$515.10
Recreation Open space	\$24.76	\$3.54	\$3.54	\$3.54	\$110.07
Buildings	\$22.49	\$20.66	\$28.93	\$8.70	\$485.32
Total	\$273.18	\$214.19	\$211.93	\$182.64	\$2,731.27

Financial Ratios

Financial Ratios are used to indicate how an organisation is performing. The two ratios used here indicate performance in asset management.

Asset Sustainability Ratio

The ratio of asset renewal expenditure relative to depreciation for a period. It measures whether assets are being renewed at the rate they are being consumed. A value of 100 per cent might be considered normal but the relative age of the asset portfolio and renewal profile.

Applying this ratio only to the infrastructure assets identified in this plan over the ten years, the results are listed in the following table:

Infrastructure Assets	Ratio	Renewal Profile
Transport	139%	High
Buildings	97%	Within best practice
Drainage	129%	High
Rec/Open space N/A	Not applicable	Not enough data for valid result
Overall	134%	High

Asset Renewal Funding Ratio

The ratio of asset renewal expenditure for a period relative to the asset renewal expenditure as warranted in an asset management plan for the same period. It assesses the organisations asset performance. A value between 90 per cent and 110 per cent is considered best practice

Applying this ratio only to the infrastructure assets identified in this plan over the ten years, the results are

Infrastructure Assets	Ratio	Renewal Profile
Transport	70%	Low
Buildings	16%	Very low
Drainage	7%	Very low
Rec/Open space N/A	Not applicable	Not enough data for valid result
Overall	39%	Low

This indicates that there may be a disconnect between what needs to be done and what is planned to be done. It suggests expectations are not aligned with the renewal demand. A low indicator result may, for example be because the planned expenditure is based on aspirational rather than affordable service levels. It may also arise because service levels are affordable, but expenditure is below this level because an organisation is reluctant to spend more. It may for example prefer to maintain very low levels of debt.

When these ratios are considered along with the state of the assets report it is apparent that council is not funding its renewal requirement.

Appendix 4 – Summary of Commitments

The following is a summary of key commitments that the Council will make that were identified in this plan.

- Asset management will be integrated into councils' operations.
- The Council will manage its assets to meet the required level of service, in the most cost-effective manner.
- The Council will use the available tools to ensure that assets consider climate change options in the planning and operation.
- The Council will have service plans for each service that identify future asset requirements, new or otherwise and the service levels required to be provided by those assets.
- The Council will consider the expected growth in assets as a result of demographic growth and the whole of cost liabilities taken on from gifted assets.
- The Council will review its use of materials and procedures when modern technologies are developed.
- Assets will be rationalised to be more cost efficient but not at the expense of service provision.
- The Council will continually review practices to ensure they meet the social, financial, environmental and the capacity to deliver them.
- The Council is also committed to establish a cohesive asset management system to manage this function across council services.
- The Council will actively engage with the community on the long-term plans for assets.
- Capital works proposals will be supported by a business case, using the *Local Government Asset Investment Guidelines (2006)*.
- Preventative maintenance will be scheduled according to the specifications provided for the assets.
- Operational costs will be monitored to see where synergies can be made to reduce costs while not reducing service levels.
- The Council commits to reviewing the trade-offs needed to give the community the most cost-effective way of managing assets and reducing the financial burden on the community.
- The Council will aim for and maintain Core Competency in National Asset Management Assessment Framework (NAMAF) assessment.
- Capital expenditure focuses on asset renewal projects.
- The Council needs to improve the quality of data used for asset management.

Appendix 5 – State of Asset Reports

Appendix 5.1 – State of Asset Report: Transport

Description:

Transport Assets are those infrastructure assets that contribute to the transport network. These include, Roads, Kerb, Footpaths, Carparks, Aerodrome, Bridges and Major culverts



Condition inspections were completed for aerodrome, road, footpath and kerb assets in February 2025. A bridge inspection was completed in February 2022.

Transport Assets in Benalla

Roads	Km	Value	Renewal	Poor	Fair	Good	UKN
Sealed	562	\$158,743,953	\$1,533,160	34	228	300	0
Unsealed	775	\$32,552,675	\$532,000	72	226	477	0

Bridges and Major Culverts	Count	Value	Renewal	Poor	Fair	Good	UKN
Bridge	71	\$22,515,169	\$-	-	10	61	-
Timber	4	\$639,883	\$-	-	1	3	-
Culvert	230	\$17,846,473	\$-	-	11	64	229

Footpaths	Km	Value	Renewal	Poor	Fair	Good	UKN
Concrete	68	\$6,578,303	\$6,578,303	-	2	66	-
Brick/Paver	1	\$667,239	\$667,239	-	-	1	-
Sealed	17	\$595,184	\$595,184	-	10	7	-
Other	61	\$798,099	\$798,099	-	3	58	-

Kerb	Km	Value	Renewal	Poor	Fair	Good	UKN
Concrete	134	\$15,271,200	\$133,735	3	49	82	-

Aerodrome	Sqm	Value	Renewal	Poor	Fair	Good	UKN
Seal	33,224	\$1,491,742	\$-	-	-	33	-
Pavement	33,224	\$89,244	\$-	-	45	33	-

Off Street Carpark	Sqm	Value	Renewal	Poor	Fair	Good	UKN
Seal	34,360	\$215,951	\$-	22	11	2	-
Pavement	37,227	\$1,096,500	\$-	-	24	13	-
Formation	38,511	\$155,280	\$-	-	-	39	-
	m	Value	Renewal	Poor	Fair	Good	UKN
Kerb	325	\$38,163	\$-	-	-	325	-

Renewal Gap

The Renewal Gap is the difference between what should be spent to maintain assets in good condition and what is being spent to do so. Construction of new and upgrade to assets does not contribute to reducing the renewal gap.

The current renewal forecast as displayed in figure 1. shows that with the current funding settings that there is a consistent shortfall in matching the predicted requirement and as a result the number of transport assets above intervention are expected to increase. Figure 2 shows the cumulative gap in funding.

Figure 1: Comparison of Predicated and Proposed Renewal Expenditure.

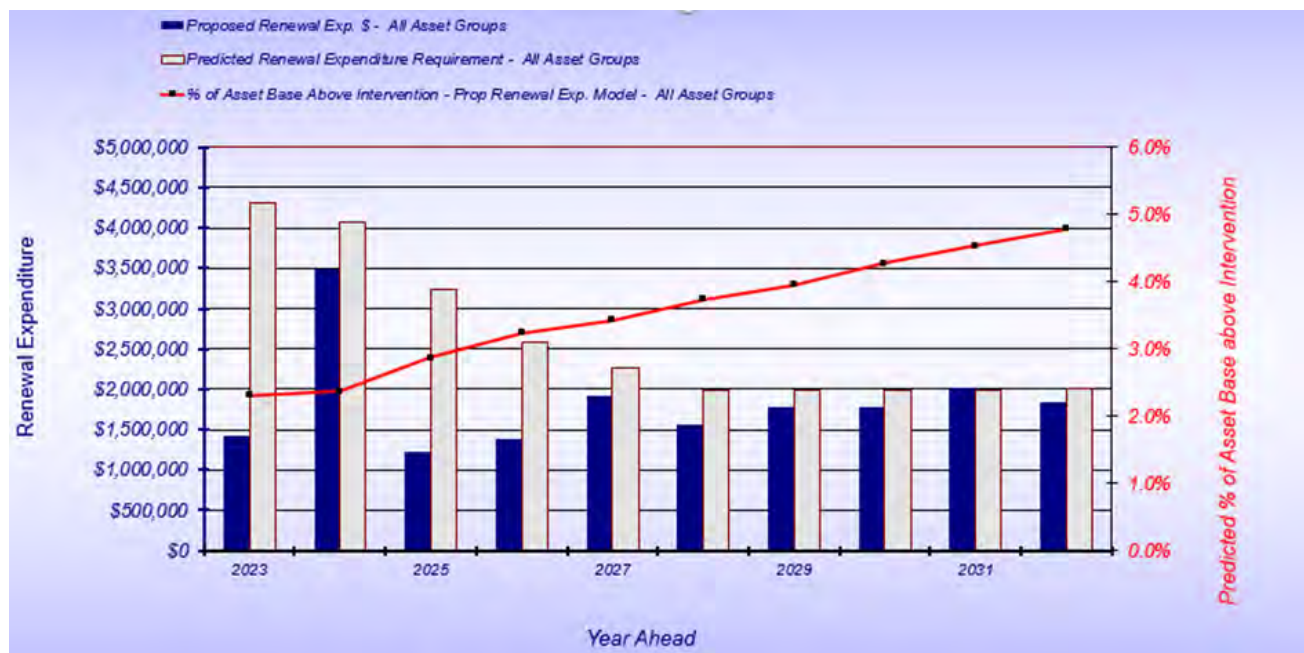
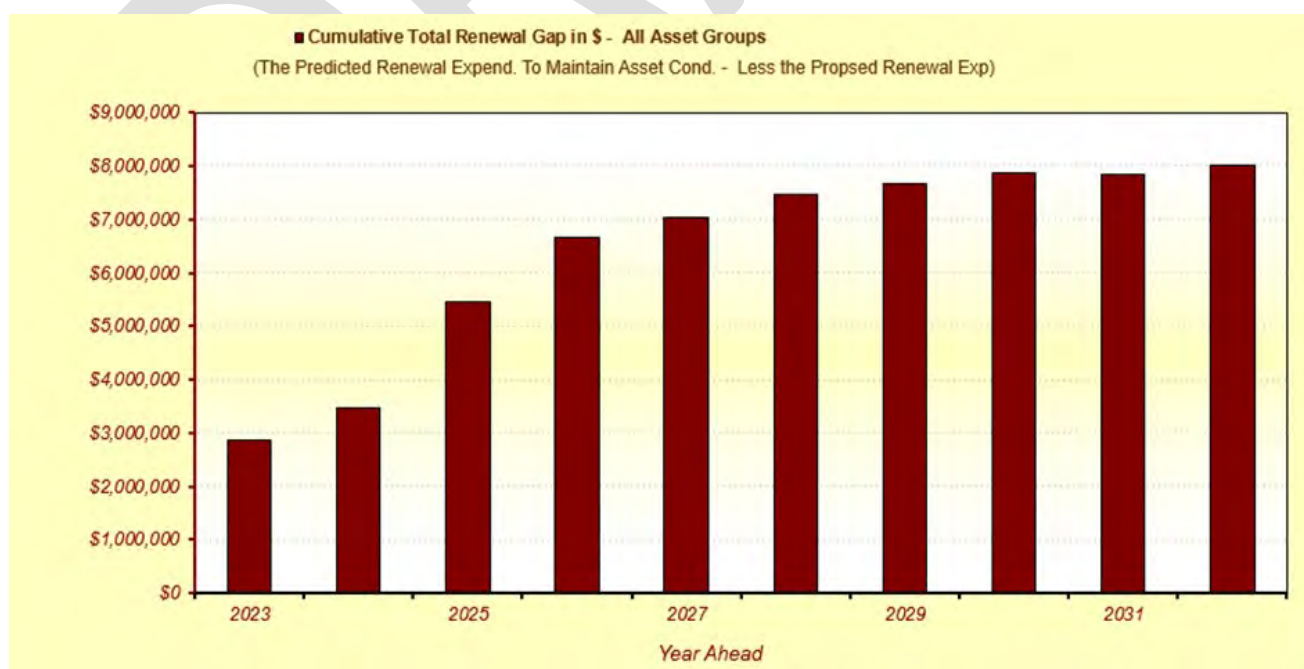


Figure 2: Cumulative Renewal Gap Prediction



Appendix 5.2 – State of Asset Report: Buildings

Description:

This class includes all buildings and other structures that are best classified under this group. Building assets are defined as either short life or long life, as are structures. This includes all the components of the assets within the single definition and have not been separated.

There has been no condition survey done on the buildings and structures within council and the best information has been sourced from the valuations that are done on a regular basis. In this report the remaining useful life has been used



Building Assets in Benalla

Table 1: Buildings and Structures

Buildings Remaining Useful Life	No	Value	0 < 5 Years	5 < 10 Years	10 < 20 years	20 < 50 Years	over 50 years
Long Life Buildings	34	\$24,469,154	4	-	5	12	13
Short Life Buildings	36	\$11,574,756	8	7	9	7	5
Long Life Structures	17	\$ 6,251,630	1	-	1	6	9
Short Life Structures	17	\$ 1,191,370	5	-	1	8	3

Renewal Gap

The Renewal Gap is the difference between what should be spent to maintain assets in good condition and what is being spent to do so. Construction of new and upgrade to assets does not contribute to reducing the renewal gap.

in the next ten years it is estimated that 25 assets will require renewal work, as this also include the Town Hall, over 100 years old. This data may be skewed, and better data collection might be required. Any works should be based on an actual determination rather than a modelled one. Figures 1 and 2 show that over 30 per cent of the asset base is predicted to be over intervention condition, this however may not be reflected in real life and that renewal funding requirements are not being met. The predicted requirement is based on the age of an asset and its useful life.

Building assets need to be componentised into structure, roof, fit out and mechanical services to better separate the renewal effort into the right categories.

Figure 1: Comparison of Predicated and Proposed Renewal Expenditure

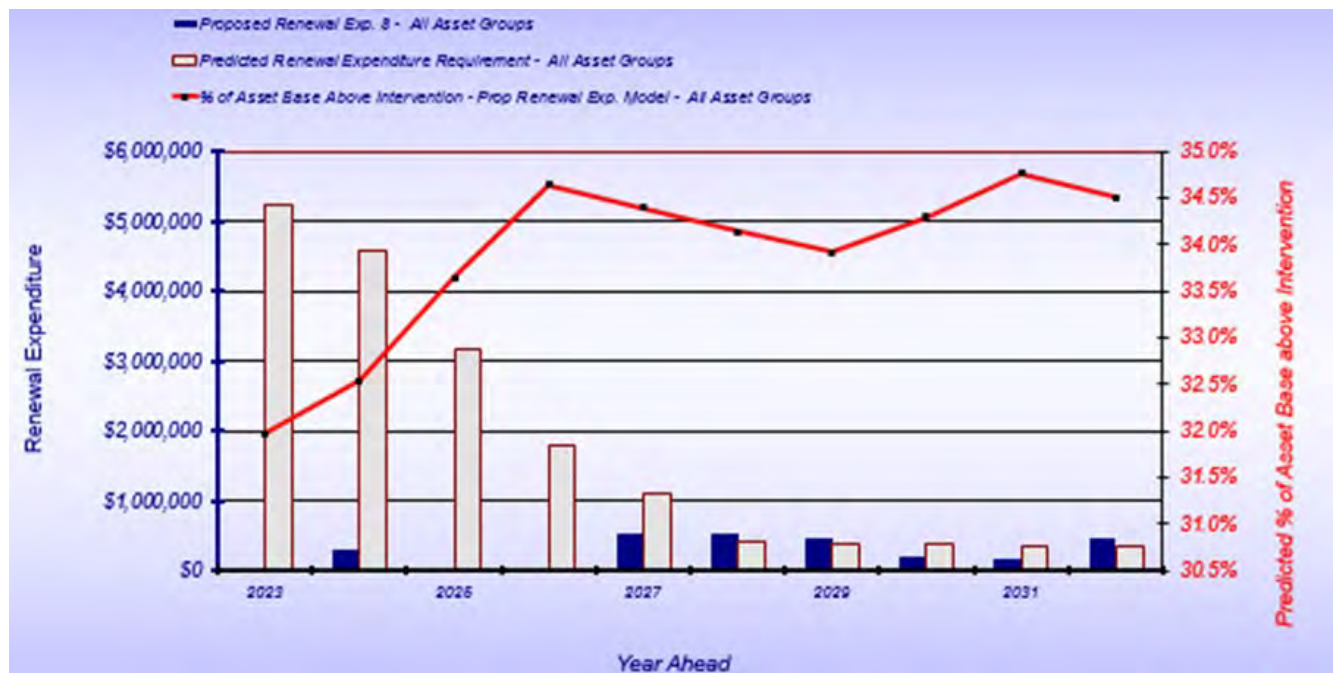
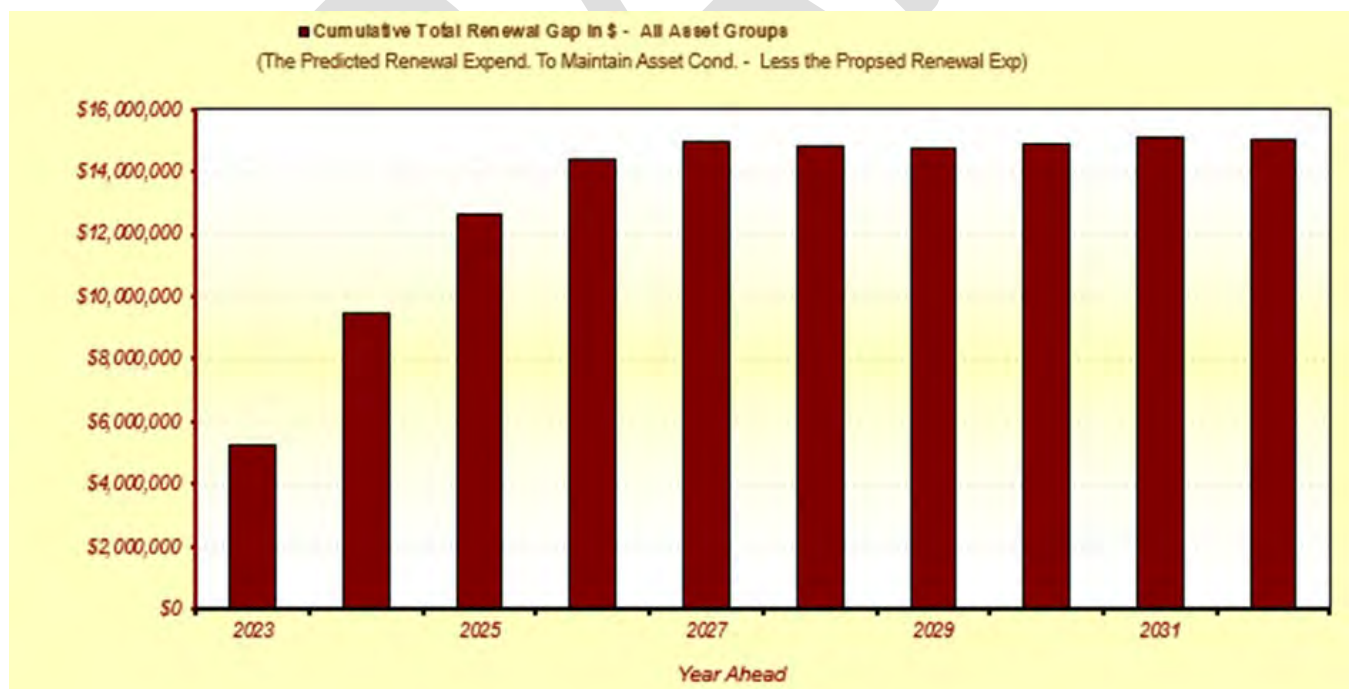


Figure 2: Cumulative Renewal Gap Prediction



Appendix 5.3 – State of Asset Report: Drainage

Description:

Drainage Assets are those assets built for the management of Storm Water. These include all Pits and Pipes, Drainage Basins, Drainage Channels and any mechanical equipment that enables the movement of Storm Water. It does not include Kerb or culverts, which are reported under transport.

Condition inspections for pits was completed in 2019. This survey primarily mapped the underground network and gave a general indication of condition. In order to model the condition of the network the Moloney default values have been used. There is no useful data currently available for basins, channels, and equipment and these have not been included.



Drainage Assets in Benalla

Table 1: Pits and Pipes

Roads	No	Value	Renewal	Poor	Fair	Good	UKN
Pits	2,005	\$5,404,364	\$7,789	-	271	1,734	-
	m	Value	Renewal	Poor	Fair	Good	UKN
Pipes	55,718	\$20,789,695	\$29,961	-	7,522	48,196	-

Renewal Gap

The Renewal Gap is the difference between what should be spent to maintain assets in good condition and what is being spent to do so. Construction of new and upgrade to assets does not contribute to reducing the renewal gap.

The current renewal forecast as displayed in figure 1. shows that with the current funding settings there is insufficient funding to match the predicted expenditure requirement and as a result more assets will move above the intervention level. The decision to fund renewal must take into consideration actual asset condition. Figure 2 shows the cumulative gap in funding, this shows the potential cumulative impact of not adjusting the current funding.

The actual reported condition of drainage pit assets shows that there are pits worthy of inclusion as shown in Table 2.

The primary problem to be addressed for drainage is cleaning and making sure that flows are not impeded and can manage the capacity of any storm water event.

Table 2: Pits Reported Below Good Condition

Condition	No of Pits	Value
05 Fair to Good Overall Condition	4	\$10,541
07 Poor Overall Condition	3	\$7,990
Total	7	\$18,531

Figure 1: Comparison of Predicated and Proposed Renewal Expenditure

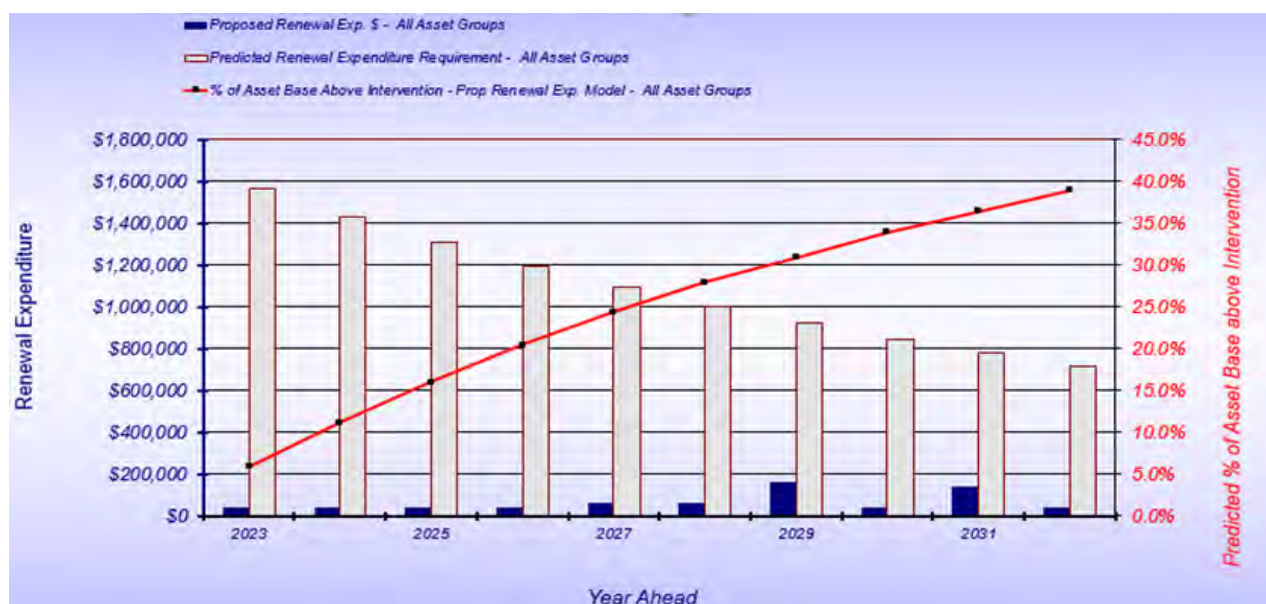
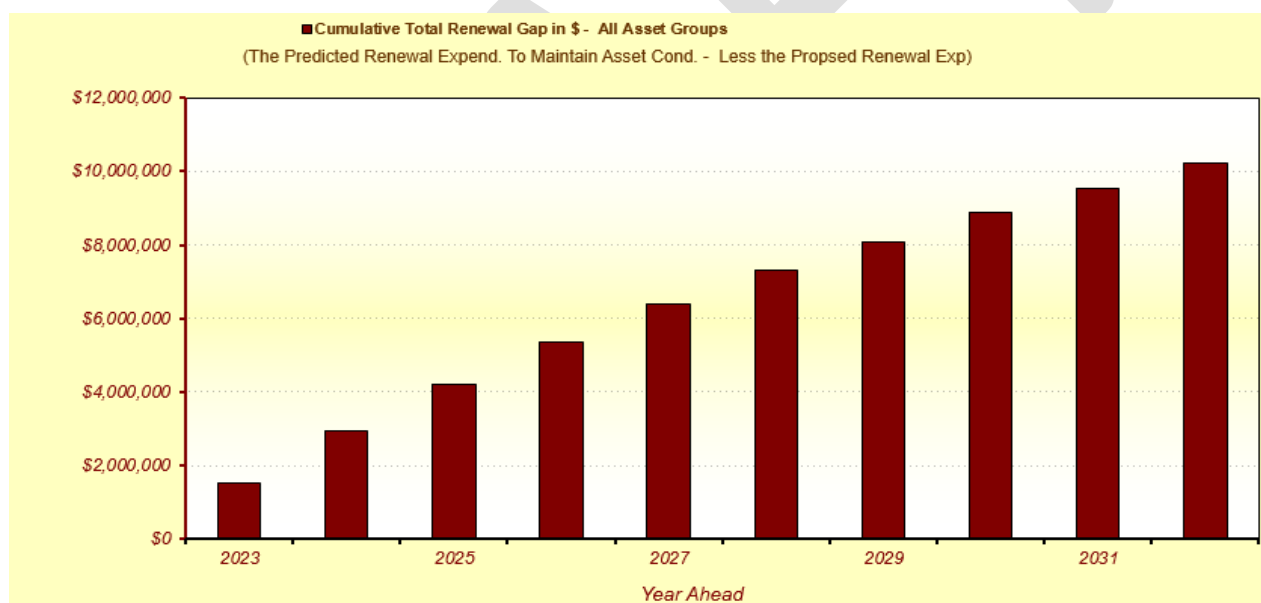


Figure 2: Cumulative Renewal Gap Prediction



Further condition inspections and data collection is required for the drainage assets not being reported on.

Another consideration for pit renewal is age, show in Table 3, which shows that no pits are up for renewal by age in the near future.

Table 3: Remaining Useful Life of Pits

Age Bracket	No of Pits	Value
20 < 50 years	1481	\$4,037,382
Over 50 years	524	\$1,366,981
Total	2005	\$5,404,364

Appendix 5.4 – State of the Asset Report: Recreation and Open Space

Description:

Recreation and Open Space Assets are those assets associated primarily with community activities and include all sporting grounds and facilities, playgrounds and equipment, street scapes, public parks and gardens, seats, lighting, BBQ's, monuments and other facilities and structures for public use.

There is insufficient data to produce a state of the assets report for this category and considerable effort will be needed to collect the asset, condition and valuation data.

The buildings, drainage and road assets that support this class are identified in their own state of assets report.



Appendix 6 – Asset Management Improvements

Asset Management Improvements

The following items have been identified as areas for improvement for asset management at council:

- Collection of data for drainage basins and channels
- Collection of data for Recreation and Open Space Assets
- Update and assessment of asset stock for Recreation and Open Space assets, including Pavilions, grounds and facilities
- Update to asset management plans using the IPWEA template
- Modelling asset management outcomes using the Moloney Asset Management Modelling system
- Further analysis of how council can address the renewal gap
- Commit to improve long term financial sustainability

DRAFT

benalla.vic.gov.au

PO BOX 227

Benalla VIC 3671

(03) 5760 2600

council@benalla.vic.gov.au



CP 07 Asset Management Policy

Responsible Officer:	Adrian Gasperoni
Document type:	Council Policy
Reference:	CP 07
Approved by Leadership Team:	
Adopted by Council:	
Date of next review:	

Policy Purpose

The purpose of the Asset Management (AM) policy is to establish the overarching intentions and guiding principles for the for sustainable and effective management of Council's assets to meet current and future needs of the community.

This policy outlines those principles and assigns responsibilities for how the Benalla Rural City Council will manage its assets to comply with good governance and in line with applicable legislation and regulations.

Policy Scope

This policy applies to all physical assets owned or controlled by the Benalla Rural City Council under the following categories:

- Transport (including roads, footpaths, kerbs, bridges, carparks, minor drainage).
- Stormwater (including urban drainage and basins).
- Land Assets (including buildings, land, parks and reserves, playgrounds, sport infrastructure).
- Resource Recovery (including landfill and associated assets).
- Plant and Equipment (including ICT, artworks, plant, furniture and other assets)

Policy Objectives

The objective of the policy is to ensure the Benalla Rural City Council has a transparent and consistent approach to managing its assets by:

- Demonstrating a commitment by Council to deliver its vision for service-driven asset management, which ensures that its physical assets are appropriately managed and relevant to meet current and future community needs.
- Implementing appropriate asset management practices that meet legislative requirements, demonstrate transparency and responsible asset management processes that align with demonstrated best practice.
- Ensuring the community's needs are considered through consultation.
- Establishing a framework to ensure the management of infrastructure assets in a proactive, structured, coordinated and financially sustainable manner across the whole organisation.
- Developing a process of continuous improvement in the Councils asset management practices to match both the changing service delivery needs of the community and the increasing integration of asset management to fit with Councils strategic direction and priorities.
- Ensuring leadership, direction and consistency of decision making within a prioritisation framework ensuring that the importance of sustainable asset management is clearly understood and recognised by Council and its community.

Policy Statement

To achieve this policy the Council will adhere to the following principles

Principle 1 – Legislative Compliance

Asset management practices should be instrumental in meeting all relevant legislative and regulatory requirements.

Principle 2 - Asset Management Planning

Asset Management planning will be linked and incorporated into the Councils Long Term Financial Plan.

Principle 3 - Accountability and Responsibility

Establish clear direction on accountability and responsibility for the various processes and decision-making related to asset management.

Provide asset management training to ensure staff have the necessary skills and knowledge.

Demonstrate transparent and responsible asset management processes that align with demonstrable best-practices and adopting a continuous improvement approach.

Principle 4 - Life Cycle Approach

Regular and systematic reviews will be applied to all asset classes to ensure that assets are managed, inspected, valued and depreciated in accordance with best practice and accounting standards.

Ensure accurate and current data is maintained in the asset management system for each class of assets.

Decisions in asset management should incorporate a life cycle approach, considering the entire lifespan of assets from acquisition to disposal to optimise performance and manage costs efficiently.

Assets will not automatically be replaced at the end of their useful life. Council should only own, provide, operate and maintain asset which meet agreed service levels.

Principle 5 - Risk Management Approach

Ensure a systematic risk management approach is central to making asset related decisions regarding limited resources and achieving strategic objectives.

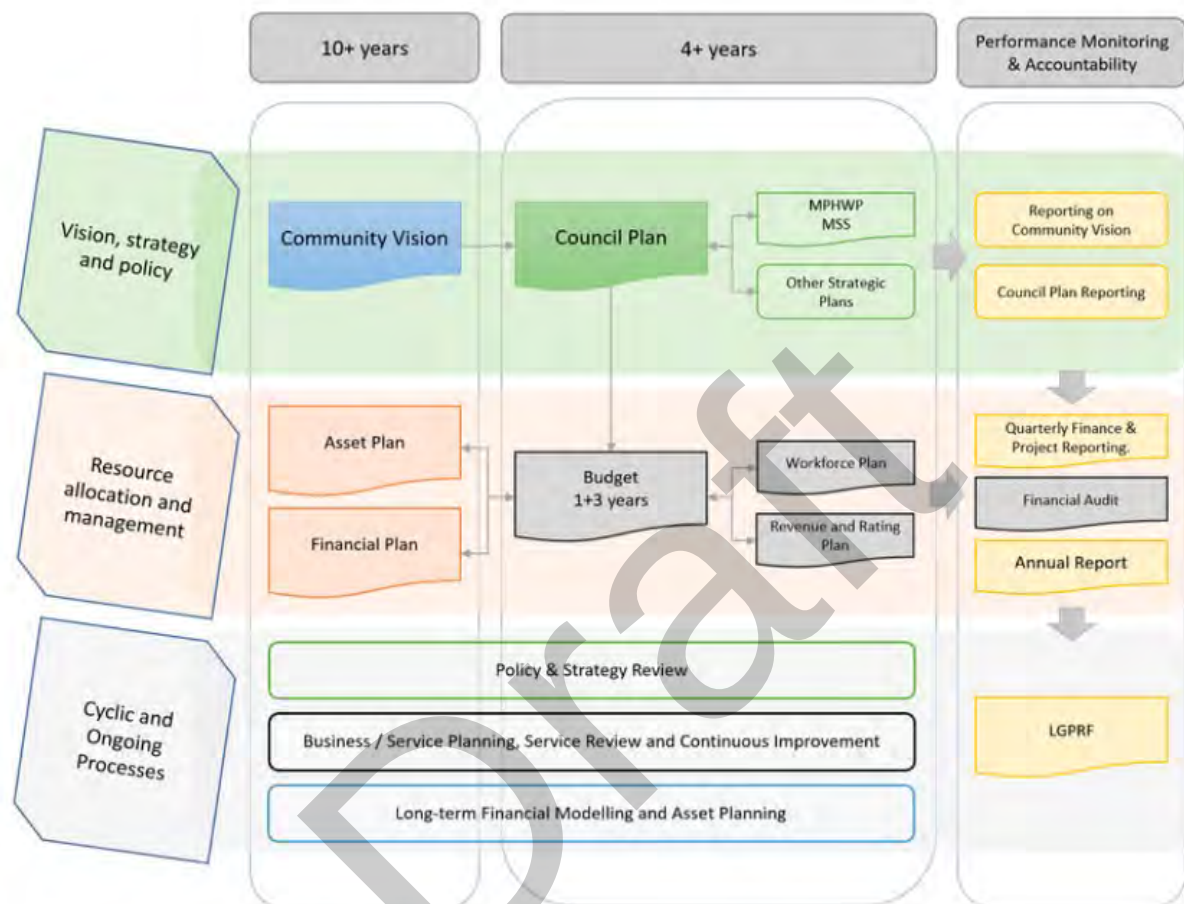
Principle 6 - Sustainable Levels of Service.

Asset renewals shall meet agreed service levels and be identified in adopted service management plans, asset management plans, and when applicable long term financial plans.

Renewal of assets will take precedence over any *Expansion* or *Upgrade* of existing assets and before any *New* assets are considered, including whole of life and financial resourcing constraints (**RUNE** – Renewal, Upgrade, New and Expansion).

Integration of Asset Management with Corporate Planning

The integrated planning framework that applies to local government in Victoria outlines how Councils develop the strategies and policies that guide the delivery of services. Underneath this framework sits Councils Asset Management Framework.



Source: Department of Jobs Precincts and Regions

Asset Management Framework

All asset management planning will be carried out in accordance with the Council's Asset Management Framework as illustrated in Attachment 1. The Framework provides a strategic approach to asset management, linking the Council Plan, the Asset Plan, this Policy, the Asset Management Strategy and Operational Plans.

The Framework will promote prudent, transparent and accountable management of the Councils assets to meet current and emerging challenges.

Responsibility and Reporting

Council is responsible for approving, including amendments to, the AM Policy. Council is also responsible for ensuring that resources are allocated to achieve the objectives of the related documents. In adopting long term financial plans supported by robust asset management plans and forward capital works programs, Council is also determining the level of service for each asset class.

The **Chief Executive Officer (CEO)** has overall responsibility for developing an asset management strategy, plans, procedures, reporting and related documents on the status and effectiveness of asset management within the Council. The CEO will also ensure that education in Asset Management for Councillor's is conducted at the commencement of a newly elected Council or councillor.

Leadership Team (LT) is responsible for monitoring the implementation of asset management across the organisation. LT will ensure that strategies are put in place to remove barriers to the successful implementation of asset management. The LT reports to the CEO on all matters relating to asset management. LT may consider allocating asset management responsibilities through a multi-discipline cross-functional working group tasked with regular reporting to the LT.

Asset Management Working Group (AMWG) is to represent the whole of Council in determining an overarching asset management philosophy within Council, facilitate the development of Asset Management documentation, manage the process of Business Case development for capital works by providing assistance and review to proposals from Council, staff and the community in accordance with the terms of reference and that the training needs of Council staff, in Asset Management is resourced. The group also has responsibility for the development, reporting and adoption of Asset Management Policy, Strategy, Plans and Asset Management performance.

Asset Management Team is to implement the asset management principles and this policy and any other supporting documentation as directed by the CEO and best practice. They are also to provide an annual state of the assets report detailing renewal gap calculations and other relevant information.

Finance Team are to provide a report detailing expenditure in maintenance, capital and operational costs in association with the Long-Term Financial Plan.

Policy Implementation

Implementation of these principals will be achieved through:

- The development of the Strategic Asset Management Improvement Framework to ensure that a structured set of actions aimed at enabling continuous improvement to asset management activities across the organisation is maintained.
- The completion of all Asset Management Plans by the asset custodians for all major asset classes of Transport, Stormwater, Land Assets, Plant and Equipment and Resource Recovery.

- Incorporating expenditure projections from asset management plans into the Councils Long-Term Financial Plan through the development of robust forward capital works programs.
- Regular and systematic reviews of all asset inventories, asset management plans and forward capital works programs to ensure that assets are managed, valued, and depreciated in accordance with appropriate best practice.
- Regular inspections that will be used as part of the asset management process to ensure agreed service levels are maintained and to identify asset renewal priorities.
- Asset renewals required to meet agreed service levels as identified in endorsed asset management plans will inform and be informed by the Long-Term Financial Plan.

Review

This policy may be reviewed at any time by the Council to accommodate changes in legislation, regulations, policy gaps, new technology or systems, as well as remain consistent with industry best practice.

The Asset Management Working Group is responsible for overseeing the continued implementation, monitoring and review of this policy.

Related Policies

- *Benalla Rural City Council Plan 2021-2025*
- *Asset Management Framework 2020*
- *Asset Management Accountability Framework 2016.*

Related Legislation

- *Local Government Act 2020.*

Definitions

Term	Definitions
Asset	An item that has potential or actual financial value to an organisation. This includes physical assets, such as buildings, roads, pathways, land and non-physical assets such as leases and licences, digital assets and intellectual property rights.
Asset Management	The systematic and coordinated activities and practices through which Council optimally manages its physical assets and their associated performance, risks and expenditure over their lifecycle for the purpose of achieving its Council Plan.
Asset Management Improvement Framework	The overarching Asset Management governance framework which guides the timely delivery of the Asset Management function.
Asset Management Plan (AMP)	A tactical plan developed for the management of a class of assets that combines multi-disciplinary management techniques (including technical and financial) over the lifecycle of an asset in the most cost-effective manner, to provide a specific level of service.
Asset System	An electronic system that records all the information related to an asset to enable informed decision making.
Council Plan	Council's key planning document for the four-year electoral term. It describes the Council's vision, organisational objectives, the main activities to be completed and how these activities are going to be resourced.
Disposal	Activities necessary to dispose of decommissioned assets that are no longer required.
Financial Plan	The Financial Plan is the key financial planning document of Council which is governed by a series of financial strategies and accompanying performance indicators that Council considers and adopts. It establishes the financial framework upon which sound financial decisions are made.
Level of Service	An attribute of service (e.g., quantity, quality, availability, frequency or accessibility) against which service performance can be targeted and measured.
Lifecycle	The cycle of activities that an asset goes through during its life, including planning, design, construction/acquisition, operation, maintenance, renewal, upgrades and/or disposal.
New Asset	Expenditure on new works or acquisitions that create an asset that did not exist in any shape or form.
Renewed Asset	Expenditure on an existing asset which returns the service function or the life of the asset back to its original condition.
Service Manager	The council manager that leads the provision of a service to the community.
Strategic Asset Management Plan (SAMP)	A high-level strategic plan that documents the relationship between the organisational objectives and the asset management objectives, defines the framework required to achieve the asset management objectives and details the long-term resource requirements for managing Council assets.
Upgrade works	Expenditure on an existing asset which enhanced and/or improves its function and as a consequence provides a higher level of service.

Asset Management Framework



4.6 Draft Benalla Rural City Road Management Plan 2025-2029

Ref: 1573044422-1167

Adrian Gasperoni – Manager Assets and Infrastructure

PURPOSE OF REPORT

The report discusses the draft *Benalla Rural City Council Road Management Plan 2025-2029*.

BACKGROUND

The *Road Management Plan 2021-2025* was adopted by the Council in 2021.

The Road Management Plan is an operational document that provides an overview of the Council's road management and maintenance practices. Specifically, the Plan and its attachments define:

- The road network and supporting infrastructure that the Council manages and maintains on behalf of the community.
- The responsibilities of the Council in relation to the management of road assets.
- Levels of service in relation to the maintenance of road assets.
- Policies and procedures in relation to the ongoing risk inspection of the Council's road assets.
- Intervention levels and associated maximum response times for Council to address road defects.

In accordance with the *Road Management (General) Regulations 2016*, the Council must review its Road Management Plan during the same period as it is preparing its Council Plan.

DISCUSSION

The Road Management Plan has been developed to establish a management system for the public road functions that are the responsibility of the Council. The management system is based on policy and operational objectives and at the same time, recognises resource limitations in undertaking the necessary levels of service and performance standards.

The Road Management Plan is a summarised, easy to read document of the Council's road management process.

A review of the *Road Management Plan 2021-2025* was conducted. Following the review, a draft *Benalla Rural City Council Road Management Plan 2025–2029* (refer **Appendix 1**) was created.

As prescribed under the *Road Management Act 2004*, the Council is obligated to undertake community consultation on the draft Road Management Plan.

COUNCIL PLAN 2021-2025 IMPLICATIONS

Community

- *A connected, involved and inclusive community.*

Livability

- *Connected and accessible roads, footpaths, transport and parking.*

Leadership

- *Good governance.*
- *High performance culture.*
- *Engaged and informed community.*
- *Effective and responsive advocacy.*

FINANCIAL IMPLICATIONS

The implementation of the Road Management Plan will be accommodated within the existing budget allocation.

LEGISLATIVE AND STATUTORY IMPLICATIONS

It is considered that the report is consistent with the *Charter of Human Rights and Responsibilities Act 2006* and *Gender Equality Act 2020*.

GENDER EQUALITY ACT

Under the *Gender Equality Act 2020* the Council is required to undertake a gender impact assessment when developing or reviewing any policy, program or service that has a direct and significant impact on the public.

A gender equity assessment found the Road Management Plan has an overall neutral gender impact.

COMMUNITY ENGAGEMENT

In accordance with the Council's *Community Engagement Policy*, it is proposed that community engagement be undertaken at the 'Consult' level under the International Association for Public Participation's IAP2 public participation spectrum as detailed in the table below:

Level of Public Participation	Promise to the community	Techniques to be used
Consult	We will provide information and consider feedback prior to making a decision.	▪ Draft Road Management Plan presented in a public report to the Council. ▪ Draft Road Management Plan to be published on Council's website. ▪ Feedback invited via the Council's website and social media. ▪ Public Notice of community consultation in the Benalla Ensign and on Council website.

Community consultation on the draft Road Management Plan will open Thursday 7 August 2025 and close 5pm Thursday 11 September 2025.

Community feedback will be invited via the Council's website and social media channels and through a formal public notice in the *Benalla Ensign*.

Once adopted, the Road Management Plan will be advertised in the *Victorian Government Gazette*.

OFFICER DECLARATION OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflicts of interest in this matter.

CONCLUSION

Submissions relating to the draft *Benalla Rural City Council Road Management Plan 2025–2029* be heard at an additional meeting of the Finance and Planning Committee on Wednesday 1 October 2025.

Following the consultation period and consideration of submissions, the *Benalla Rural City Council Road Management Plan 2025–2029* will be presented to the Council for adoption.

Recommendation:

That the draft *Benalla Rural City Council Road Management Plan 2025–2029* be endorsed and placed on public exhibition for a period of at least 28 days.

This page intentionally left blank



Benalla Rural City Council Road Management Plan 2025 -2029

PO BOX 227
Benalla VIC 3671

(03) 5760 2600
council@benalla.vic.gov.au

benalla.vic.gov.au

Guideline Governance

Name	Details
Responsible Service/ Department	Assets and Infrastructure
Adoption authorised:	Benalla Rural City Council
Date of adoption:	
Date of effective from:	
Enterprise Content Manager Ref:	
Document Set ID:	
Endorsed CEO or ELT member or department manager to make and approve document editorial amendments:	
Annual desktop review date:	Insert date
Review date:	Insert date
Completion date:	Insert date
Version number:	
Stakeholder review and engagement:	
Relevant Legislation:	
Associated Strategic Direction #:	
Associated instruments:	
Supersedes:	Road Management Plan 2021 - 2025

Review history 2013 to 2025

Name	Document Ref	Date	Description of Edits
Responsible Service/ Department			
Adoption authorised:			
Date of adoption:			
Date of effective from:			

Contents

Definitions	4
1 Introduction	6
1.1 What is the purpose of this Plan.....	6
1.2 Legislation guiding this Plan	6
1.3 What is covered in this Plan?	6
1.4 Updating the Plan.....	7
1.5 Exceptional Circumstances	7
1.5.1 Suspension of the Plan.....	7
1.5.2 Reinstatement of the Plan	8
1.5.3 Communication and documentation around Plan suspension.....	8
1.5.4 Inspections and repairs during suspension of Plan	8
1.6 Responsibility for the Plan	8
2 Rights and Responsibilities	8
2.1 Public Roads.....	8
2.2 Key stakeholders.....	9
2.3 Coordinating & Responsible Road Authority	9
2.4 General Functions of a Road Authority.....	9
2.5 Rights of the Road User	9
2.6 Obligations of Road Users	10
3 Road Management Systems.....	13
3.1 Background and Process	13
3.2 Asset Hierarchies – Municipal Road Network.....	14
3.3 Our Road Network.....	15
3.4 Maintenance Management System.....	15
3.5 Asset Levels of Service	17
4 Register of Public Roads	18
4.1 Maintenance Demarcation (Boundary) Agreements	18
4.2 Roads not listed on the Register	18
5 Technical References	18
Attachment 1: Road Hierarchy	19
Attachment 2: Road Hierarchy	20
Attachment 3: Pathway Hierarchy.....	21
Attachment 4: Inspection Requirements	22
Attachment 5: Inspection Frequencies.....	23
Attachment 6: Defect Intervention Levels and Repair Timeframes.....	24

Definitions

Word	Definitions
Arterial Road	Refers to freeways, highways and declared main roads, which are managed by the Victorian Government, through Head Transport for Victoria (as the co-ordinating road authority).
Co-ordinating road authority	The organisation which has the responsibility to co-ordinate works. Generally, if the road is a freeway or arterial road, this will be Head Transport for Victoria. Generally, if the road is a municipal road, this will be Council.
Council	Refers to the Rural City of Benalla
Demarcation agreement	A formal agreement between Council and another organisation that defines areas of responsibility.
Motor vehicle	Refers to a vehicle that is propelled by an in-built motor and is intended to be used on a roadway. This does not include a motorised wheelchair or mobility scooter which is incapable of travelling at a speed greater than 10 km/h and is solely used for the conveyance of an injured or disabled person.
Municipal road(s)	Road for which the municipal council is the co-ordinating road authority. The Road Management Act 2004 imposes specific duties on the municipal council with respect to the inspection, repair and maintenance of these roads and associated road-related infrastructure.
Non-road infrastructure	Refers to infrastructure in, on, under or over a road, which is not road infrastructure. This includes (but is not limited to) such items as gas pipes, water and sewerage pipes, cables, electricity poles and cables, tram wires, rail infrastructure, bus shelters, public telephones, mailboxes, roadside furniture and fences erected by utilities, or providers of public transport.
Other roads	Include roads in state forests and reserves, and roads on private property. Municipal councils are not responsible for the inspection, repair or maintenance of these roads.
Pathway	Refers to a footpath, bicycle path, shared path or other area that is constructed or developed by Council for members of the public (not motor vehicles) to use.
Plan	Refers to this Road Management Plan.
Public Road	As defined by the Road Management Act 2004 and includes a freeway, an arterial road, a municipal road declared under section 14(1) of the Act and a road in respect of which Council has made a decision that it is reasonably required for general public use and is included on the Register of Public Roads.
Road	Has the same meaning as in the Road Management Act 2004, being inclusive of any public highway, any ancillary area and any land declared to be a road under section 11 of that Act or forming part of a public highway or ancillary area.
Road infrastructure	Refers to infrastructure which forms part of a roadway, pathway or shoulder, which includes structures and materials.
Road-related infrastructure	Refers to infrastructure installed or constructed by the relevant road authority to either facilitate the operation or use of the roadway or pathway, or support or protect the roadway or pathway.
Road Reserve	Refers to the area of land that is within the boundaries of a road. Example: any nature strip, forest, bushland, grassland or landscaped area within the road reserve would be roadside.

Word	Definitions
Roadside	Refers to any land that is within the boundaries of the road (other than shoulders) which is not a roadway or pathway. This includes land on which any vehicle crossing or pathway, which connects from a roadway or pathway on a road to other land, has been constructed. Example: any nature strip, forest, bushland, grassland or landscaped area within the road reserve would be roadside
Roadway	Refers to the area of a public road that is open to, or used by, the public, and has been developed by a road authority for the driving or riding of motor vehicles. This does not include a driveway providing access to a public road, or other road, from adjoining land.
Shoulder	Refers to the cleared area, whether constructed or not, that adjoins a roadway to provide clearance between the roadway and roadside. This does not refer to any area that is not in the road reserve.

Draft

1 Introduction

1.1 What is the purpose of this Plan

Section 50 of the *Road Management Act 2004* sets the following objectives for a municipal road management plan:

- 1) To establish a system for our road management functions, which is based on policy, operational objectives and available resources.
- 2) To set a performance standard for our road management functions.

Although it is termed a 'plan' in the legislation, it is functionally an operational protocol document, describing the systems and rules we use to make decisions and meet obligations within our available resources. The plan forms part of a larger Asset Management Framework related to maintenance and operations.

For the avoidance of doubt, this Plan is a road management plan for the purposes of s.39 of the *Road Management Act 2004*.

1.2 Legislation guiding this Plan

In addition to the *Road Management Act 2004*, the plan also considers the following Acts, regulations and codes of practice:

- *Local Government Act 2020*
- Ministerial Codes of Practice
- Road Management (General) Regulations 2016
- Road Management (Works and Infrastructure) Regulations 2015
- *Road Safety Act 1986*
- *Wrongs Act 1958*.

1.3 What is covered in this Plan?

The Plan is divided into six sections:

1. Introduction.
2. Rights and Responsibilities – covers legislation and local laws relevant to road management.
3. Road Management Systems - how we classify roads, streets and footpaths – known as our asset hierarchy – and the plans and processes we use to maintain roads and road-related infrastructure.
4. Register of Public Roads – what's in it, how to access it and the process for making changes.
5. Technical References.
6. Attachments:
 - Attachment 1 - Road Hierarchy – Urban Roads
 - Attachment 2 - Road Hierarchy – Rural Roads

- Attachment 3 - Pathway Hierarchy
- Attachment 4 - Inspection Requirements
- Attachment 5 - Inspection Frequencies
- Attachment 6 - Defect Intervention Levels and Repair Timeframes

1.4 Updating the Plan

This Plan must be updated within a set period following a Council election. Outside of this cycle, changes may be required from time to time.

The following process will be used to manage these changes:

- If material changes are made to standards and specifications, a report will be presented to Council, along with a brief explanation as to why such changes are necessary. The review process must follow the steps as set out in the Road Management (General) Regulations 2016 Part 3 – Road Management Plans.
- When changes do not alter these technical aspects of road management, changes will be approved by the City Services Director.

These changes will be made in accordance with the processes prescribed by the *Road Management Act 2004*. To assist with version control, these changes will be numbered as follows:

- Versions presented to Council will be renumbered by whole numbers – for example, from Version 1.00 to 2.00.
- Those approved by the Chief Executive Officer will be renumbered by decimals – for example, from Version 1.00 to 1.01.

1.5 Exceptional Circumstances

The Council will make every effort to meet its commitments under its Plan.

However, there may be situations or circumstances that affect Council's business activities to the extent that it cannot deliver on the service levels of the Plan. These include but are not limited to: natural disasters, such as fires, floods, or storms, or a prolonged labour or resource shortage, due to a need to commit or redeploy Council staff and/or equipment elsewhere or due to the effects of pandemic and or government intervention.

1.5.1 Suspension of the Plan

In the event that the Chief Executive Officer (CEO) of Council has considered the impact of such an event on the limited financial resources of Council and its other conflicting priorities, and determined that the Plan cannot be met, then pursuant to Section 83 of the *Wrongs Act 1958*, the CEO will write to Council's Officer in charge of the Plan and inform them that some, or all, of the timeframes and responses in Council's Plan are to be suspended.

1.5.2 Reinstatement of the Plan

Once the scope of the event/s have been determined, and the resources committed to the event response have been identified, then there will be an ongoing consultation between Council's CEO and Council's Officer responsible for the Plan, to determine which parts of Council's Plan are to be reactivated and when.

1.5.3 Communication and documentation around Plan suspension

Council will provide information/statements to residents about the suspension or reduction of the services under its Plan, including:

- How the work that will be done has been prioritised; and
- The period for which it is likely to be affected.

This information will be provided by the Council on its website where its Plan is located and other channels as appropriate such as press releases or social media.

Where Council has suspended, in part or whole, its Plan, associated documents (e.g. communications, meeting minutes, schedules, etc.) will be recorded and stored.

1.5.4 Inspections and repairs during suspension of Plan

The suspension of the Plan will not necessarily mean that all inspections and repairs halt. However, it may mean that only certain categories of inspections and repairs are undertaken. These will be based on a risk assessment and resources available to the Council, taking into account the resources needed to address the impact of the trigger event.

For example, some reactive inspections may take place and repair (temporary or permanent) of roads/footpaths which pose a high risk may be undertaken, depending on the resources available to the council and the accessibility of each asset.

1.6 Responsibility for the Plan

Overall responsibility for administering and implementing the Plan rests with the Manager of Assets and Infrastructure Adrain Gasperoni via Council.

2 Rights and Responsibilities

2.1 Public Roads

Public roads are defined in the *Road Management Act 2004* as including:

- a freeway
- an arterial road
- a road declared under section 204(1) of the *Local Government Act 1989*
- a municipal road declared under section 14(1) of the *Road Management Act 2004*
- a road in respect of which Council has made a decision that it is reasonably required for general public use and is included on the Register of Public Roads.

2.2 Key stakeholders

The key stakeholders impacted by this Plan include:

- the general community (for recreation, sport, leisure and business)
- residents and businesses adjoining the road network
- pedestrians
- vehicle users with motorised vehicles, such as trucks, buses, commercial vehicles, cars and motorcycles
- users of smaller, lightweight vehicles, such as pedal-powered bicycles, motorised buggies, wheelchairs, prams and so on
- tourists and visitors to the area
- emergency agencies (Victoria Police, Country Fire Authority, Ambulance Victoria, State Emergency Services)
- the military (in times of conflict and emergency)
- traffic and transportation managers
- managers of the road network asset
- construction and maintenance personnel, who build and maintain asset components
- utility agencies using the road reserve for infrastructure (water, sewerage, gas, electricity, telecommunications)
- state and federal governments, who periodically provide funding for roads.

2.3 Coordinating & Responsible Road Authority

Section 35 of the *Road Management Act 2004* provides that a road authority has power to do all things necessary or convenient to be done for or in connection with the performance of its functions under the Act.

Section 36 of the *Road Management Act 2004* outlines which road authority is the coordinating road authority. According to subsection (c), the coordinating road authority is:

If the road is a municipal road, the municipal council of the municipal district in which the road or part of the road is situated.

However, there are instances where several authorities are responsible for components of the road within the road reserve. Section 37 of the *Road Management Act 2004* identifies who is the responsible road authority in particular circumstances.

2.4 General Functions of a Road Authority

The general functions of a road authority are described within Section 34 of the *Road Management Act 2004*.

2.5 Rights of the Road User

The rights of public road users, which are legally enforceable, are set out in Sections 8 to 10 of the *Road Management Act 2004*.

2.6 Obligations of Road Users

2.6.1 General Usage

The common law requires that a road user must take reasonable care for their own safety (see *Ghantous v Hawkesbury City Council*)

The *Road Safety Act 1986* sets out obligations on road users, including section 17A which requires that a person who drives a motor vehicle on, or uses, a highway must drive in a safe manner have regard for all relevant factors, including without limiting their generality, the following:

- (a) physical characteristics of the road
- (b) prevailing weather conditions
- (c) level of visibility
- (d) the condition of any vehicle the person is driving or riding on the highway
- (e) prevailing traffic conditions
- (f) the relevant road laws and advisory signs
- (g) the physical and mental condition of the driver or road user.

Section 17A of the *Road Safety Act 1986* also requires that a road user must take reasonable care:

- (a) to avoid any conduct that may endanger the safety or welfare of other road users
- (b) to avoid any conduct that may damage road infrastructure and non-road infrastructure on the road reserve
- (c) to avoid conduct that may harm the environment of the road reserve.

2.6.2 Incident Claims

If a person proposes to make a claim in relation to a public road or infrastructure for which Council is the responsible road authority, that person should contact Council and Council will initiate respective investigation and insurance reporting processes.

In accordance with Section 110 of the Road Management Act 2004, Council is not legally liable for property damages where the value of the damage is equal to or less than the threshold amount.

In cases where the claim relates to assets Council does not own or is not responsible for on the road reserve, the person who proposes to make a claim must refer the claim to the other authority or person responsible for those assets.

2.6.3 Permits for work within a road reserve

In cases where an individual or organisation proposes to carry out works within the road reserve that may impede public access, or interfere with road infrastructure, they must apply for a 'works within road reserve' permit. There are some exemptions, as noted in the Road Management (Works and Infrastructure) Regulations 2015.

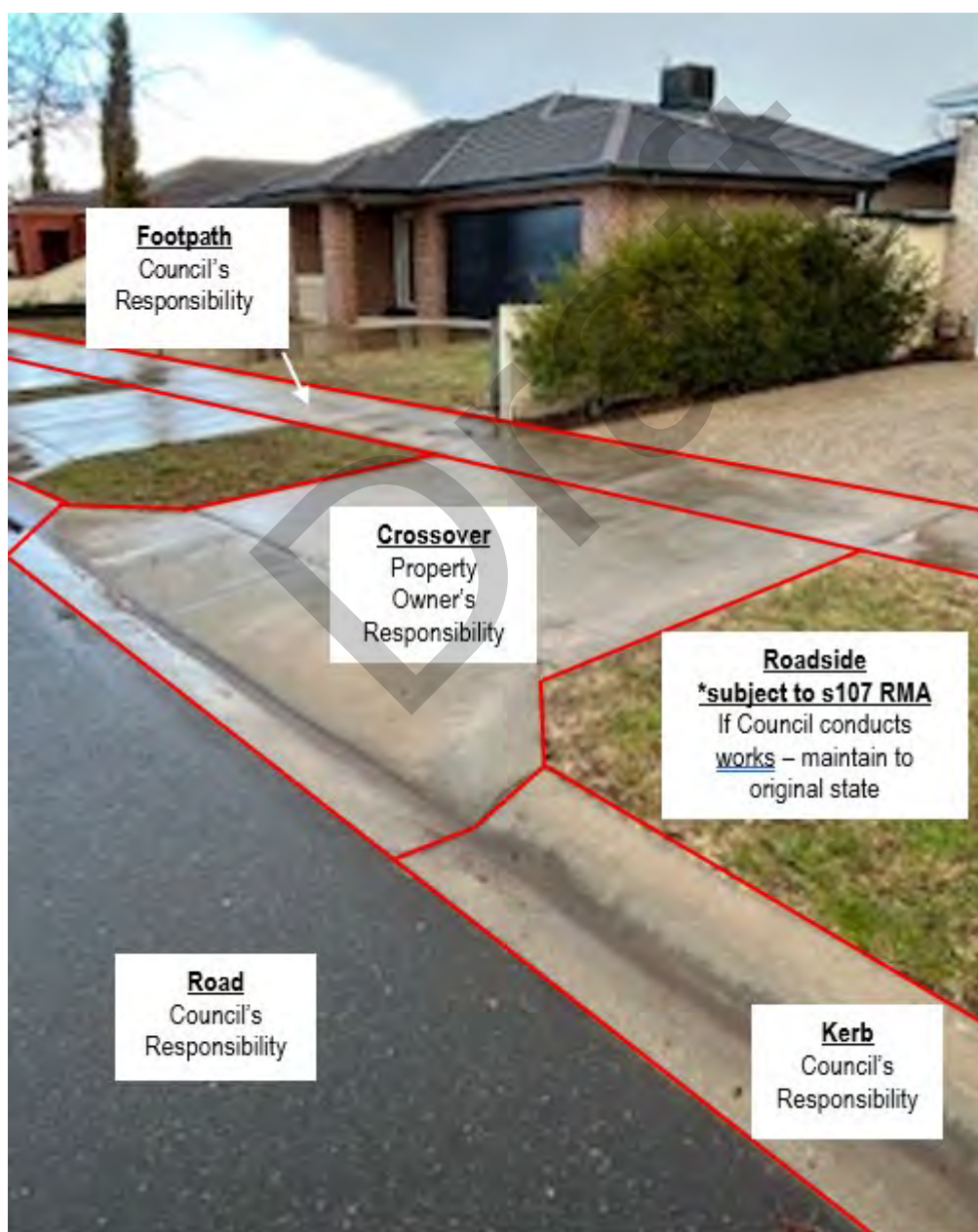
Local laws also require property owners to apply for a vehicle crossing permit if they plan to build a driveway.

In both cases, a fee applies to cover the costs of the administration and inspection of the work.

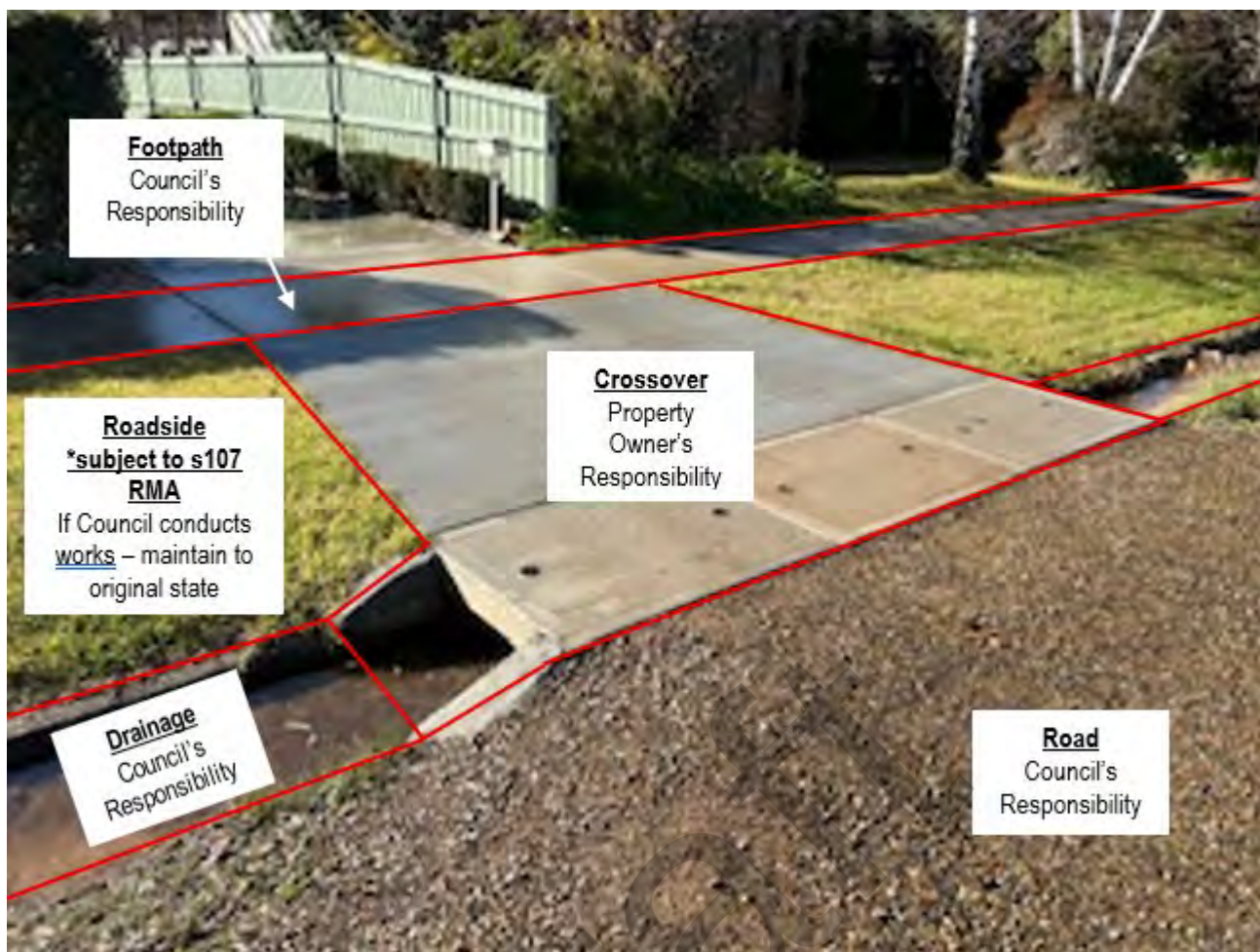
2.6.4 Obligation of others

There are several assets within the road reserve that we do not have an obligation to inspect and/or maintain. These include:

- **Non-road infrastructure** – This includes (but is not limited to) such items as gas pipes, water and sewerage pipes, cables, electricity poles and cables, tram wires, rail infrastructure, bus shelters, public telephones, mailboxes, roadside furniture and fences erected by utilities, or providers of public transport.
- **Vehicle driveways** – the vehicle crossing (including cross over), located between the carriageway and the property boundary, must be maintained by the adjoining property owner. However, Council is responsible for the portion of the driveway where the constructed pathway is reasonably required by the public in accordance with the following diagram.



This diagram shows a standard kerb and channel crossover



This diagram shows a box culvert/ open drain crossover

- **Single property stormwater drains** – for drains constructed within the reserve that carry water from a single property to an outlet in the kerb, or other drain.
- **Utilities** – including but not limited to; telecommunication, power, water, gas and rail authority assets.
- **Roadside** – as per Section 107 of the Road Management Act, Council has no “*statutory duty or a common law duty to perform road management functions in respect of a public highway which is not a public road or to maintain, inspect or repair the roadside*”, described as “*any land that is within the boundaries of the road (other than shoulders) which is not a roadway or pathway*”. This includes landscaped tree plots within the footpath/pathway where the surface of the tree plot is not constructed with the intention of providing a trafficable pedestrian surface.

Where Council becomes aware of a hazard created by the defective condition of assets / infrastructure owned by another party, Council may at its absolute discretion:

- If located within assets / infrastructure for which Council is responsible (e.g. footpaths, road surfaces, etc.), or otherwise presents an immediate and significant risk to members of the public, undertake temporary measures to reduce the risk to members of the public until such time as the respective owner can implement permanent repairs (subject also to Council’s available resources),
- Report in writing (e.g. email or letter) the presence of the hazard to the responsible party and request that repairs be implemented within a reasonable timeframe.

- Where repairs are not completed by the responsible party within the respective timeframe, Council may complete necessary repairs and invoice the responsible party for the costs.

However, where another party has a duty in relation to the asset / infrastructure, and Council has a discretionary power to take remedial action in relation to that matter, only that other party with the duty is liable in a subsequent proceeding, in accordance with s.104 of the *Road Management Act 2004*.

3 Road Management Systems

3.1 Background and Process

Road asset management involves managing both physical assets and uses and operation that have the potential to impact their condition. It applies to all road assets, including:

- the road – pavement and surface, as well as footpaths, kerb and channel
- structures – bridges, culverts and traffic management devices
- road infrastructure – traffic signals and on-road electrical assets.

The aim of our road management system is to deliver a safe and efficient road network and meet community needs to the best of our ability, within available resources.

To create a road asset management system that would best meet our needs when inspecting, maintaining and repairing public roads, we used the following nationally recognised asset management frameworks:

- International Infrastructure Management Manual (IIMM) 2015, IPWEA
- IPWEA National Asset Management Systems (NAMS+)
- Other references, as listed in Technical References.

The system is designed to set the direction for our asset management activities. It is also linked to the annual business planning cycle.

3.2 Asset Hierarchies – Municipal Road Network

All roads and footpaths within the municipal road network are classified according to a hierarchy that takes into account how they are used, who uses them and how often. The hierarchy classification is used to determine the levels of service required, prioritise works programs and determine defect intervention responses.

The three levels in the hierarchy are:

Urban road and street network

All roads within the Benalla CBD / inside the township boundary.

This is further divided into four categories, as follows:

- Category 1: Link roads or Main distributor
- Category 2: Collector roads or Secondary distributor
- Category 3: Access roads (local)
- Category 4: Limited Access roads and laneways.
- See Attachment 1 for more information.

Rural road network

All roads outside Benalla township boundary

This is further divided into four categories, as follows:

- Category 1: Link road
- Category 2: Collector road – sealed and gravel
- Category 3: Local road – sealed and gravel
- Category 4: Limited access track.

See Attachment 2 for more information

Pathway network

This is further divided into two categories, each of which is divided into three categories, as follows:

Footpaths:

- Category 1: High-use Areas
- Category 2: Moderate-use Areas
- Category 3: Major Access
- Category 4: Access Footpath.

Shared and Bicycle Pathways:

- Category 5: Council Reserve and Open Spaces.

3.3 Our Road Network

More information about the Council's Road network is shown in the tables below.

Table 3.1 – Road length by hierarchy – date last updated: 28 February 2025.

Hierarchy	Length (km)	% of Network
Category 1: Link Road - Urban	23	1.70%
Category 1: Link Road – Rural	205.3	15.70%
Category 2: Collector Road – Urban	26.3	1.94%
Category 2: Collector Road – Rural	283.4	21.10%
Category 3: Access Road – Urban	67.8	5.01%
Category 3: Access Road – Rural	598.2	44.28%
Category 4: Limited Access – Urban	1.6	0.11%
Category 4: Limited Access – Rural	143.4	10.21%
Total	1348.8	100%

Table 3.2 – Road Length by Surface Type – date last updated: 28 February 2025

Surface Type	Length (km)	% of Network
Sealed	572.2	42.4%
Unsealed	776.6	57.6%
Total	1348.8	100%

3.4 Maintenance Management System

The Council has responsibilities to road users and the community to maintain public roads to a reasonably safe and suitable standard, within our available funds and resources. By developing long-term maintenance programs for our assets, we are better able to plan how we do this.

The following maintenance requirements shape our annual program and budget.

Routine maintenance standards

Standards vary across the network depending on the asset type and relevant risk factors, such as traffic volumes and composition, operating speeds, the susceptibility of assets to deterioration and the cost effectiveness of repairs. Competing priorities for funding are also relevant.

Defect intervention levels have been established using the VicRoads Standard Specification Section 750 and adapting it to local conditions. The standards will be reviewed periodically to make sure they are adequate (see section 1.4).

Repair and maintenance works

Works must be completed within a specified time, depending on the severity and location of the defect. Response times are determined using local knowledge and experience and past performance as a guide.

Response times are monitored and will be periodically reviewed (see section 1.4).

Temporary mitigation measures

These are temporary works designed to reduce the risk of an incident, until such time as repair or maintenance works can be completed.

Response times and safety measures – for example warning signs, flashing lights, and safety barriers – are determined by reference to the risk to safety, road type and traffic volume.

Emergency works

Works that result from emergency incidents and must be undertaken immediately, for the safety of road users and the public.

Emergency works might include traffic incident management, responses to fires, floods, storms and spillages, and any assistance required under the Victorian State Emergency Response Plan and Municipal Emergency Management Plan.

3.4.1 Asset Management Plans

Our asset management plans guide the development of long-term asset renewal programs, helping us to plan and finance asset renewal and replacement.

3.4.2 Maintenance Surveys and inspections

A four-tier regime is used to inspect our road network assets. It covers safety issues, incidents, defects and condition inspections.

Reactive inspections (Request for Service or RFS)

These inspections are conducted in response to requests from the community. The inspection is carried out by a Council employee and assessed according to the Hazard intervention levels, contained within Attachment 6.

Proactive Inspections

Regular timetabled inspections that are scheduled depending on traffic flow, the types of defects likely to impact the asset and the perceived risks of these defects.

Condition Inspections

These inspections identify structural integrity issues which, if untreated, are likely to adversely affect the network overall. These issues may impact short-term serviceability, as well as the ability of the asset to perform for the duration of its intended life span.

These inspections are carried out in accordance with the Council's asset management plans. They are undertaken by external contractors on a five yearly schedule.

3.4.4 Maintenance responsiveness and performance targets

The following information is recorded when we receive a Request for Service (RFS) from the community:

- Date the request was received.
- Details of the request, including the location and nature of the reported hazard/defect (including any specific measurements if provided), name of the person making the request, copies of any photographs provided, etc.
- The personnel / department to which the request has been assigned for action.
- Date by which the request must be actioned (based on the target response times specified in Attachment 6).
- Date when the request was actioned and/or completed (this typically involves someone carrying out an RFS inspection, as described in section 3.4.3, followed by any necessary repair works conducted).

By recording this information, we can monitor compliance against target response times – that is, the time it takes from receiving a request to carrying out an inspection and ultimately completing necessary works.

Customer requests will be inspected and assessed in accordance with timeframes specified in Attachment 6. Following are some possible outcomes from a reactive inspection:

- If a defect identified exceeds a Description / Intervention Levels specified in Attachment 6, a work order would be created with a date for completion of works in line with respective specified repair timeframes.
- If repairs are significant – for example, rehabilitation works are required – temporary mitigation measures may be undertaken to reduce the risk posed by the hazard/defect until the proper works can be undertaken (and subject to available resources).
- If the defect is assessed as below the Description / Intervention Level specified in Attachment 6, it would be noted (including why), but no remedial action will be conducted.

In all cases, the action taken would be noted against the original request.

Target response times and intervention times are based on 'normal' conditions. The same level of service would not apply in cases where the Plan has been suspended, under Section 1.5.

3.5 Asset Levels of Service

Five elements are taken into account when determining appropriate levels of service for the road network. These are:

- community expectations
- technical standards
- organisational capacity
- performance measures and targets
- safety of road and footpath users.

4 Register of Public Roads

The Council maintains a register of public roads – called the Register of Public Roads – with the details of all public roads and ancillary areas for which we are responsible.

The Register of Public Roads is available on Council's website - www.benalla.vic.gov.au or a hard copy is made available at our Customer Service Centre, 1 Bridge Street East, Benalla upon request.

4.1 Maintenance Demarcation (Boundary) Agreements

Where there are boundary agreements between us and other road authorities or private organisations, the schedule of roads affected, and agreements are listed in the Municipal Road Register.

We have agreements with the following road authorities:

- Strathbogie Shire Council
- City of Greater Shepparton
- Moira Shire Council
- Rural City of Wangaratta
- DTP- Dept of Transport and Planning
- DEECA - Dept of Energy Environment Climate Action.

4.2 Roads not listed on the Register

The following roads are not listed on our Register of Public Roads:

- Roads which are the full responsibility of the state government, or a private enterprise.
- Unused roads for which we have not accepted responsibility.
- Roads drawn out on a plan of subdivision, until such time that we accept responsibility for these roads.
- Roads which we have not determined are reasonably required for public use.

5 Technical References

- AS ISO 31000:2018 – Risk Management – Guidelines.
- Integrated Asset Management Guidelines for Road Networks (AP-R202) 2002, Austroads Inc.
- International Infrastructure Management Manual (IIMM) 2015, IPWEA.
- VicRoads Risk Management Guidelines.
- VicRoads Standard Specification Section 750 – Routine Maintenance.

Attachment 1: Road Hierarchy

Urban Roads

Category	Description
Category 4 Link Roads	These carry heavy volumes of traffic, including commercial vehicles, and act as main routes for traffic flows in and around the municipality. Key features typically include: ▪ Supplementary to arterial road system. ▪ Connector between arterial roads and lower order streets. ▪ Cater for, but may restrain, service and heavy vehicles. ▪ Provide access to significant public services. ▪ Minimum two clear traffic lanes (excluding parking).
Category 3 Collector	These carry significant volumes of traffic and provide access, by linking residential areas to arterial roads. They also provide links between the various collector roads. Key features typically include: ▪ Non-continuous connector (do not cross arterial roads). ▪ Limited through traffic (not promoted or encouraged). ▪ Cater for, but may restrain, service and heavy vehicles. ▪ Minimum two clear traffic lanes (excluding parking).
Category 2 Access	These carry only local traffic. The primary function is to provide access to private properties. Key features typically include: ▪ Short distance travel to higher level roads. ▪ Minimum one clear traffic lane (excluding parking).
Category 1 Limited Access or Laneways	These perform a very minimal function as local access roads. Key features typically include: ▪ A side or rear entry lane, generally providing secondary access to properties ▪ Low traffic counts.

* Categories follow the Infrastructure Design Manual for residential streets.

Attachment 2: Road Hierarchy

Rural Roads

Category	Description
Category 4 Link Roads	These roads act as links between population centres and are supplementary to the arterial road network. Key features typically include: ▪ High truck (commercial vehicle) traffic volume. ▪ Access to major industries. ▪ Minimum two clear traffic lanes (excluding parking).
Category 3 Collector	These carry moderate volumes of traffic and provide access, by linking local areas to link and arterial roads. They also provide links between the various collector roads. Key features typically include: ▪ Non-continuous connector (do not cross arterial roads). ▪ Limited through traffic (not promoted, or encouraged). ▪ Cater for, but may restrain, service and heavy vehicles. ▪ Minimum two clear traffic lanes (excluding parking).
Category 2 Access	These carry only local traffic. The primary function is to provide access to private properties. Key features typically include: Short distance travel to higher level roads ▪ In the case of an unsealed local access road providing access to a single property, the road will only be maintained to the closest boundary of that property. The balance will be maintained as a limited access track (see below).
Category 1 Limited Access Rural	These perform a very minimal function. They typically act as a secondary or seasonal access road to large rural / farming properties. Key features typically include: ▪ Provides secondary access to properties. ▪ Unsealed roads, often unformed or with minimal material. ▪ Due to the limited function and use of these roads, they are not subject to a proactive inspection regime or the same hazard intervention levels of other roads, reactive maintenance only.

* Categories follow the Infrastructure Design Manual for residential streets

Attachment 3: Pathway Hierarchy

Footpaths

Category	Area	Description
Category 1	High use areas	The category of 'highest use' that includes all footpaths in Central Business District(s) and select tourist/shopping precincts.
Category 2	Moderate use area	This category includes shopping strips, and other pedestrian generators including, but not limited to: - Gardens - Bridge Street West - Bridge Street - West adjacent to the Showground. - Public Hospital - Coster Street - Coster Street - Lowry Place to Kilfeera Road - Samaria Road - North of Coster Street to Bridge Street East - Cooinda - Kilfeera Road / Samaria Road section - Arundel Street - In vicinity of Bowls Club - Avon Street / Clarendon Street - To the school - Mackellar Street - Mary Street to Salisbury Street - Church Street - Adjacent to Bernard Briggs Pre School - Clarke Street - Bridge Street to Deas Street, west side - Helms Court - North side - Faithful Street - Bridge Street to rail line – east side - Ride Avenue - In vicinity of Pre School - Munro Avenue - In vicinity of preschool - Wedge Street - Arundel Street to Goomalibee Street – both sides - Goomalibee Street - Wedge Street to Bridge Street – east side - Waller Street - Clarke Street to Statesman Drive - south side School crossing to Mansfield Road – north - Baptist Church - Bridge Street - Uniting Church - Carrier Street / Church Street - Anglican Church - Arundel Street - Bridge Street to Cecil Street north side - Presbyterian Church - Church Street - Catholic Church - Arundel Street 7th Day Adventist Church - Smythe Street - Lutheran Church - Waller Street - Salvation Army - Bridge Street - Jesus Christ of Latter-Day Saints - Sydney Road
Category 3	Major Access	This category includes Major access footways are those footways defined as being important links from access footways to higher category footpaths or to locations of significant use.
Category 4	Access footpath	This category includes other footpaths are categorized as access footpaths for public use. May be on one or both sides of a roadway and to lengths as determined by the Council.

Shared Pathways and Bicycle Pathways

Category	Area	Description
Category 5	Council Reserves and Open Spaces	This category includes all other shared pathways and bicycle pathways.

Attachment 4: Inspection Requirements

Inspection Type	Purpose	Inspection and Reporting Requirements
Reactive – Request for Service (RFS)	Reactive inspections are designed to confirm the nature of defects/hazards reported by members of the public or Council employees and identify any that exceed the intervention levels specified in Attachment 6.	Performed by a Council representative with knowledge of Description / Intervention Levels (Attachment 6) and road maintenance techniques who may then call in a higher level of expertise if necessary. All Reactive inspections are conducted on foot, with defects measured and photographed. The report is required to identify specific safety defect, time first reported, time inspected and by whom, subsequent action and time of completion.
Proactive Inspection	Inspection undertaken in accordance with a formal programmed inspection schedule to determine if the road asset complies with the levels of service as specified. A record of each asset is to be completed detailing the name of the inspector, the inspection date, and a description of any defects found that exceed the intervention levels specified in Attachment 6. In addition, details of the inspection will be electronically recorded against the particular asset inspected.	Proactive Inspections of roads are conducted via a slow-moving vehicle, while Proactive Inspections of all other asset types are conducted on foot, with defects measured and photographed. Performed by a dedicated Asset inspector.
Night Inspections	Inspection undertaken in accordance with a formal programmed inspection schedule to assess the reflectivity of road signage, cat's eyes and roadside guideposts, and the visibility of line marking at night.	Conducted via a slow-moving vehicle with standard driving lights (low beam), with visibility/legibility/reflectivity assessed by eye from distances specified respective of each asset defect type. Performed by a dedicated Asset inspector.

Attachment 5: Inspection Frequencies

WD = Working Days

W = Weeks

M = Months

Y = Years

n/a = not applicable

Asset Group	Hierarchy Category	Reactive Inspection Timeframe	Proactive Inspection Timeframe	Night Inspections
Sealed Road Unsealed Road Regulatory, Warning and Hazard Signs Kerb and Channel (Urban)	Category 1	10 WD	3 M	1 Y
	Category 2	10 WD	3 M	1 Y
	Category 3	10 WD	6 M	1 Y
	Category 4	10 WD	12 M	1 Y
Footpaths	Category 1	10 WD	6 M	n/a
	Category 2	10 WD	9 M	n/a
	Category 3	10 WD 10 WD	12 M 12 M	n/a
	Category 4	10 WD	12 M	n/a
Shared Pathways	Category 5	20 WD	24 M	n/a
Bridges	Level 1 Bridge Inspections	10 WD	1 YR	n/a
Emergency Response	See note	2 WD	n/a	n/a

Note: Reported Incidents / Hazards that present an immediate and significant risk to members of the public.

Temporary measures (e.g. installing barriers, signage, closing the road/footpath, etc.) will be implemented to reduce the risk to users of the road network until such time as appropriate repairs can be completed.

Attachment 6: Defect Intervention Levels and Repair Timeframes

Sealed Roads

Defect type	Description/ Intervention Level	Repair timeframes by hierarchy			
		Cat 1	Cat 2	Cat 3	Cat 4
Pothole	Potholes in sealed pavement >75 mm in depth and >300 mm in diameter.	2 W	4 W	6 W	1 Y
Edge break	Edge drops onto an unsealed shoulder >100 mm in depth over a 10m or greater length.	1 M	2 M	3 M	1 Y
Edge/ shoulder drop	Edge drops onto an unsealed shoulder >100 mm in depth over a 10m or greater length.	1 M	2 M	3 M	1 Y
Depressions/ deformations	Depression / deformations in the traffic lane of a sealed pavement >50 mm in depth under a 3m long straight edge.	1 M	2 M	3 M	1 Y
Missing Pit Lids	Missing Council drainage pit lids.	1 M	2 M	3 M	6 M
Damaged Pit Lids	Damaged Council drainage pit lids (such that they are potentially structurally unsound).	1 M	2 M	3 M	6 M
Roadside vegetation – overhead clearance	Vegetation intruding into the road envelope: <5.0 m clearance over the trafficable portion of all roads.	1 M	2 M	n/a	n/a
Roadside vegetation – obstructing sightlines	Vegetation that is obstructing sightlines to intersections or regulatory, warning and hazard signs when viewed from the following distances: - Speed Limit – <=50km/h = 30m - Speed Limit – 60km/h = 40m - Speed Limit – 70km/h = 55m - Speed Limit – 80km/h = 65m - Speed Limit – 90km/h = 80m - Speed Limit – 100km/h = 95m.	1 M	2 M	3 M	6 M

Notes:

* If a Repair Timeframe elapses on a Weekend or Public Holiday, the actual due date will be the next Working Day.

* In cases where a defect is not due to be repaired in less than four weeks, temporary measures, such as installing warning signage, erecting barriers, or painting the defect with a bright contrasting colour, may be implemented at the time of identification to reduce the risk as much as is reasonably practicable until permanent repairs can be completed in line with the specified Repair Timeframes.

Unsealed Roads

Defect type	Description/ Intervention Level	Repair timeframes by hierarchy			
		Cat 1	Cat 2	Cat 3	Cat 4
Pothole	Potholes in unsealed pavement >75 mm in depth and >300 mm in diameter.	1 M	2 M	3 M	4 M
Wheel ruts / scouring	Wheel ruts or scouring on an unsealed road >75 mm in depth.	1 M	2 M	3 M	4 M
Corrugations	Corrugations on an unsealed road >75 mm in depth and >150 mm in length.	1 M	2 M	3 M	4 M
Roadside Vegetation – Overhead clearance	Vegetation intruding into the road envelope: <5.0 m over the trafficable portion of all roads.	1 M	2 M	3 M	6 M
Roadside Vegetation – Obstructing sightlines	Vegetation that is obstructing sightlines to intersections or regulatory, warning and hazard signs when viewed from the following distances: - Speed Limit – <=50km/h = 30m - Speed Limit – 60km/h = 40m - Speed Limit – 70km/h = 55m - Speed Limit – 80km/h = 65m	1 M	2 M	3 M	4 M

Traffic Control Devices

Defect type	Description/ Intervention Level	Repair timeframes by hierarchy			
		Cat 1	Cat 2	Cat 3	Cat 4
Missing/ Damaged Signage	Regulatory, warning and hazard signs missing, illegible or damaged making them substantially ineffective when viewed from the following distances: - Speed Limit – <=50km/h = 30m - Speed Limit – 60km/h = 40m - Speed Limit – 70km/h = 55m - Speed Limit – 80km/h = 65m - Speed Limit – 90km/h = 80m - Speed Limit – 100km/h = 95m	1 M	2 M	3 M	4 M
Missing / Damaged Guard Rail or fencing	Guard rail/fence damaged or missing making them substantially ineffective	4 W	6 W	4 M	6 M
Missing / Damaged Pavement Markings	Pavement markings which are missing or faded making them substantially ineffective	4 W	6 W	4 M	6 M

Footpaths

Defect type	Description/ Intervention Level	Repair timeframes by hierarchy			
		Cat 1	Cat 2	Cat 3	Cat 4
Vertical Displacement	Vertical Displacement >25 mm in height	2 W	4 W	2 M	3 M
Loose segmented pavers	Loose and unstable segmented pavers (i.e. bluestone, bricks, etc.) that move underfoot.	2 W	4 W	2 M	3 M
Cracking	Cracking in footpaths >40 mm wide	2 W	4 W	2 M	3 M
Undulations	Undulations (depressions / bumps) >75 mm in depth/height under a 1.5m straight edge.	2 W	4 W	2 M	3 M
Dislodged / missing pieces / potholes	Dislodged or missing pieces or potholes >150 mm in length/width and >20 mm in depth.	2 W	4 W	2 M	3 M
Missing pit lids	Missing Council drainage pit lids.	1 M	2 M	3 M	4 M
Damaged pit lids	Damaged Council drainage pit lids (such that they are potentially structurally unsound).	1 M	2 M	3 M	4 M
Vegetation overhead clearance	Vegetation intruding into the footpath envelope: <2.5m over footpath surface.	1 M	2 M	3 M	4 M
Dislodged / missing tactile indicator	Damaged or missing.	1 M	2 M	3 M	4 M

* Pram crossings / ramps providing transition between road and footpath levels are treated as part of the footpath for the purposes of the application of description / intervention levels.

Shared and Bicycle Pathways

Defect type	Description/ Intervention Level	Repair timeframes by hierarchy
		Cat 5
Vertical Displacement	Vertical Displacement >25 mm in height	6 M
Loose segmented pavers	Loose and unstable segmented pavers (i.e. bluestone, bricks, etc.) that move underfoot	6 M
Cracking	Cracking in footpaths >40 mm wide	6 M
Undulations	Undulations (depressions / bumps) >75 mm in depth/height under a 1.5m straight edge	6 M
Dislodged / missing pieces / potholes	Dislodged or missing pieces or potholes >150 mm in length/width and >20 mm in depth	6 M
Missing pit lids	Missing Council drainage pit lids	6 M
Damaged pit lids	Damaged Council drainage pit lids (such that they are potentially structurally unsound)	6 M
Vegetation overhead clearance	Vegetation intruding into the footpath envelope: <2.5 m over footpath surface	6 M
Dislodged / missing tactile indicator	Damaged or missing	6 M

* Pram crossings / ramps providing transition between road and pathway levels are treated as part of the pathways for the purposes of the application of description / intervention levels.

Kerb and Channel

Defect type	Description/ Intervention Level	Repair timeframes by hierarchy			
		Cat 1	Cat 2	Cat 3	Cat 4
Vertical Displacement	Vertical displacement – uplift section >75 mm	1 M			
Horizontal Displacement	Horizontal displacement section >75 mm	1 M			

Bridges and Culverts

Defect type	Description/ Intervention Level	Repair timeframes by hierarchy			
		Cat 1	Cat 2	Cat 3	Cat 4
Bridge and Major Culvert defects	Visible damage likely to pose an immediate and significant risk to members of the public	1 M	2 M	3 M	6 M

Draft

benalla.vic.gov.au

PO BOX 227
Benalla VIC 3671
(03) 5760 2600
council@benalla.vic.gov.au

Draft

4.7 2025/26 Major Event Funding Program

Ref: 1766899222-1048

Kate Nolan – Tourism and Events Officer

Courtney Naughton – Manager Economic Development and Sustainability

PURPOSE OF REPORT

The report presents a funding application from the 2025/26 Major Event Funding Program.

BACKGROUND

The Council's Major Event Funding Program enables local community groups, clubs, organisations and external event groups to seek up to \$2,000 in funding to assist in the staging of events that will provide measurable economic benefit and enhance the image and liveability of Benalla Rural City.

DISCUSSION

Major Event Funding

Applications for consideration under the 2025/26 Major Event Funding program are detailed in the table below.

Applicant	Details	Amount Requested	Proposed Assistance
Benalla Racing Club	Benalla Gold Cup – 26 September 2025 The Benalla Gold Cup is the region's premier racing and social event, held annually and attracting over 5,000 attendees. It is a key fixture on the Victorian country racing calendar and delivers strong economic and community benefits to the Benalla region. The 2025 event will feature an eight-race program headlined by the listed Benalla Gold Cup race, attracting quality horses, trainers, and jockeys from across the state. Key features include a 500-person VIP Marquee, free town shuttle buses, Fashions on the Field, live music, local food and wine vendors, and family-friendly entertainment. The event offers a vibrant, inclusive atmosphere that appeals to racing fans, families, and social groups alike. The Benalla Gold Cup provides opportunities for local engagement, including involvement from community groups, local suppliers, and volunteers, while also boosting tourism and visitation to the area. The Benalla Gold Cup delivers strong social and economic benefits to Benalla Rural City. Attracting over 2,500 attendees, the event generates significant spending across local hospitality, retail, and accommodation sectors, supporting jobs and boosting the local economy.	\$2,000	\$2,000

Applicant	Details	Amount Requested	Proposed Assistance
	Local suppliers, contractors, and staff are engaged wherever possible, ensuring economic returns stay within the region. The event also promotes Benalla as a vibrant tourism destination, encouraging return visitation and broader regional exposure. The funds will be used to provide free family-friendly entertainment, specifically aimed at engaging children and enhancing the overall community experience. This includes the provision of jumping castles, face painting, and other interactive activities to create a safe, inclusive, and enjoyable environment for families attending the event. By offering these activities free of charge, we aim to make the event more accessible and welcoming for all members of the community.		
Total		\$2,000	\$2,000

***COUNCIL PLAN 2021-2025* IMPLICATIONS**

Community

- *A healthy, Safe and resilient community.*
- *A connected, involved and inclusive community.*

Leadership

- *Engaged and informed community.*

COMMUNITY ENGAGEMENT

In accordance with the Council's *Community Engagement Policy*, it is proposed that community engagement be undertaken at the 'Inform' level under the International Association for Public Participation's IAP2 public participation spectrum.

Level of Public Participation	Promise to the community	Techniques to be used
Inform	We will provide information	▪ Promotion of program via media, website and social media. ▪ Program presented in public reports to the Council. ▪ Outcomes advised directly to applicants. ▪ Outcomes detailed in Annual Report. ▪ Media release.

FINANCIAL IMPLICATIONS

The *2025/26 Budget* allocates \$12,000 to the Major Event Funding program. This application for \$2,000 is the first to be considered this financial year.

OFFICER DECLARATION OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflicts of interest in this matter.

Recommendation:

That a \$2,000 allocation from the 2025/26 Major Event Funding program be allocated to the Benalla Racing Club.

This page intentionally left blank

4.8 2025 Victorian Local Government Community Satisfaction Surveys – Benalla Rural City Council

Ref: 795207869-5243

Robert Barber – General Manager Corporate

PURPOSE OF REPORT

The report presents results from the 2025 Victorian Local Government Community Satisfaction Benalla Rural City Council surveys.

BACKGROUND

Each year, Local Government Victoria coordinates and auspices the Victorian Local Government Community Satisfaction Survey (the Survey). This coordinated approach allows for more cost-effective surveying than would be possible if councils commissioned surveys individually.

Participation in the survey, which is conducted by JWS Research, is optional and participating councils have a range of choices as to the content of the questionnaire and the sample size to be surveyed, depending on their individual strategic, financial and other considerations.

In 2025, 56 councils (62 in 2024) participated in the survey. Where relevant, the Council's results have been compared against 18 other councils in the 'Small Rural' group: Alpine, Ararat, Buloke, Central Goldfields, Gannawarra, Hepburn, Hindmarsh, Indigo, Loddon, Mansfield, Murrindindi, Northern Grampians, Pyrenees, Queenscliffe, Strathbogie, Towong, West Wimmera and Yarriambiack.

The main objectives of the survey were to assess the performance of the Council across a range of measures and to seek insight into ways to provide improved or more effective service delivery.

The survey also provides the Council with a means to fulfill some of its statutory reporting requirements as well as acting as a feedback mechanism to the State Government.

The survey was conducted quarterly between 30 May 2024 and 16 March 2025 by Computer Assisted Telephone Interviewing as a representative random probability survey of residents aged 18+ years across Benalla Rural City.

Survey sample matched to the Benalla Rural City Council was purchased from an accredited supplier of publicly available phone records, including up to 56 per cent of mobile phone numbers to cater to the diversity of residents, particularly younger people.

A total of 400 completed interviews were conducted.

Minimum quotas of gender within age groups were applied during the fieldwork phase. Post survey weighting was then conducted to ensure accurate representation of the age and gender profile in the Benalla Rural City.

The 2025 satisfaction surveys comprised two parts. The standard survey, including mandated core questions and an additional survey asking tailored questions on some of the Council's key services. The tailored survey is conducted every second year.

The *2025 Local Government Community Satisfaction Survey* report is attached as **Appendix 1**.

DISCUSSION

The primary survey includes a base set of questions designated as 'core' and therefore compulsory inclusions for all participating councils. A summary of the Council's core performance results can be found in Table 1 below.

Table 1: Summary of Benalla Rural City Council core measures

Measure	2025	2024	2023	2022	2021	Small Rural Shires 2025
Overall Performance	53	50	50	53	61	54
Value For Money	45	43	44	45	55	47
Overall Council Direction	48	46	44	46	54	46
Customer Service	69	64	66	66	70	65

Overall Performance

The overall performance index score of 53 for Benalla Rural City Council has improved by a three-point margin on the 2024 result. The Council's overall performance rating has recovered from last year's equal-lowest overall performance rating in 10 years.

Benalla Rural City Council's overall performance is rated statistically similar (at the 95 per cent confidence interval) to the average ratings for councils State-wide and in the Small Rural group (index scores of 53 and 54 respectively).

One-in-four residents (24 per cent) rate the value for money they receive from Council in infrastructure and services as 'very good' or 'good'. More (37 per cent) rate Council as 'very poor' or 'poor'. A further 35 per cent rate Council as 'average' for providing value for money.

Individual Service Areas

In addition to the core questions above, a series of optional questions were available for selection. Respondents were asked to rate the performance of Benalla Rural City Council over the past 12 months in the areas of responsibility as set out in Table 2 below.

Table 2: Summary of Benalla Rural City Council individual service areas

Service	Index score 2025	Index score 2024	Index score 2023	Index score 2022	Index score 2021	Small Rural Shires 2025
Appearance of public areas	72	71	70	69	75	70
Emergency and disaster management	64	64	68	66	70	66
Parking facilities	63	61	62	66	69	63
Waste Management	63	63	62	64	66	66
COVID-19 response	61	62	64	65	NA	61
Recreational Facilities	61	63	63	65	70	66
Family support services	58	59	57	62	64	61
Tourism development	56	55	52	56	60	62
Environmental sustainability	55	55	55	55	62	58
Population Growth	51	49	48	48	56	47
Advocacy – lobbying on behalf of the community	50	47	46	48	53	51
Community consultation and engagement	49	42	42	47	52	51
Slashing and weed control	48	47	46	45	51	49
Community Decisions	47	45	43	48	57	50
Condition of local streets and footpaths	45	39	43	42	50	53
Sealed Local Roads	45	37	42	45	53	44
Unsealed roads	39	33	38	36	48	40

Overview	Benalla Rural City Council's overall performance index score of 53 is a slight three-point improvement from last year, representing an initial recovery from Council's equal-lowest result in 10 years. However, Council's overall performance is eight index points below peak levels last achieved in 2021. Notably, the current evaluation sees incremental improvement for Council in a number of service areas, including on Council's lowest performing service areas where performance has increased significantly.
Key influences on perceptions of overall performance	Community decisions, and consultation and engagement, are areas that warrant continued attention in the coming year. Despite some improvement in the last year, these rate among Council's lowest rated service areas and have a strong influence on perceptions of overall performance. Good communication and transparency with residents in decision making is important to ensure residents feel heard on key local issues. Information provision will be important to ensure the community are aware of the actions Council is undertaking.
Comparison to state and area grouping	Council's performance relative to the State-wide and Small Rural groups is somewhat mixed. On 10 of the 17 service areas evaluated, Council performs in line with, or significantly higher than the Small Rural group. Customer service and planning for population growth are areas where Council performs significantly higher than the group average. The condition of local streets and footpaths is one area where Council performs below the group average, an area that has a strong influence on perceptions of overall performance.
Focus on continued improvement in tangible service areas	Unsealed roads, sealed local roads, and local streets and footpaths are rated as Council's lowest performing service areas. Although significant improvements are evident this year, a continued effort is required to shore up perceptions in these tangible service areas. This is especially important for local streets and footpaths, which has a strong influence on perceptions of overall performance. Slashing and weed control is another low-performing service area that warrants attention due to its strong influence on overall performance.

Council performance compared to group average

Top 2 performing areas		
	Appearance of public areas	= on par
	Emergency & disaster mngt	= on par
Bottom 3 performing areas		
	Unsealed roads	= on par
	Sealed local roads	= on par
	Local streets & footpaths	▼ lower
	Customer service	▲ higher

Influences on perceptions of overall performance



The individual service area that has the strongest influence on the overall performance rating (based on regression analysis) is:

- Decisions made in the interest of the community.

Good communication and transparency with residents about decisions Council has made in the community's interest provides the greatest opportunity to drive up overall opinion of Council performance. Currently, this is among Council's poorer performing areas (index score of 47).

Following on from that, other individual service areas with a moderate-to-strong influence on the overall performance rating are:

- Roadside slashing and weed control
- Community consultation and engagement
- The condition of local streets and footpaths
- Waste management.

Looking at these key service areas only, Council performs best on waste management (index score of 63), which is a moderate influence on overall performance.

Maintaining this positive result should remain a focus – but there is greater work to be done elsewhere.

In addition to Council decision making, most in need of attention are its local streets and paths, roadside areas and community consultation (performance index scores of 45, 48 and 49 respectively). All are relatively strong influences on Council's overall performance rating.

It will be important to attend to the maintenance of local streets and roadside areas, including pathways, and to ensure residents are consulted on key local issues to help improve overall perceptions of Council performance.

Tailored Questions

The 2025 survey also comprised six tailored questions: How has Benalla Rural City Council performed on '.....' over the last 12 months?

Table 3: Summary of Benalla Rural City Council tailored questions

Area of responsibility	2025	2023	2021	2019	2017
Providing arts centres (question to be deleted)	74	74	75	79	77
Providing libraries	79	79	80	84	82
Economic or business development	47	46	58	59	48
Community development	58	57	62	63	58
Tourism promotion and support	60	55	61	66	58
Providing youth services and activities	50	51	55	54	51

The *Local Community Satisfaction Survey Benalla Rural City Council 2025 Tailored Questions* survey report is attached as **Appendix 2**.

FINANCIAL IMPLICATIONS

Every participating council contributes to the cost of the survey. Pricing is based on the number and type of questions asked. The cost of the 2025 general survey was \$14,000 (ex. GST). The cost of the 2025 tailored survey was \$2,250 (ex. GST).

LEGISLATIVE AND STATUTORY IMPLICATIONS

It is considered that the report is consistent with the *Charter of Human Rights and Responsibilities Act 2006* and *Gender Equality Act 2020*.

COMMUNITY ENGAGEMENT

In accordance with the Council's *Community Engagement Policy*, it is proposed that community engagement be undertaken at the Inform level under the International Association for Public Participation's IAP2 public participation spectrum as detailed in the table below:

Level of Public Participation	Promise to the community	Techniques to be used
Inform	We will provide information	▪ Report presented to the Council. ▪ Survey made available to the community on the Council's website. ▪ Results reported via Local Government Performance Reporting Framework and Annual Report.

OFFICER DECLARATION OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflicts of interest in this matter.

CONCLUSION

The Community Satisfaction Survey offers a cost-effective mechanism for gaining insights into community perceptions of performance and ensures the Council's compliance with the *Local Government (Planning and Reporting) Regulations 2020*.

Recommendation:

1. That the *2025 Victorian Local Government Community Satisfaction Survey – Benalla Rural City Council* report be received.
2. That the *Local Community Satisfaction Survey Benalla Rural City Council 2025 Tailored Questions* report be received



2025 Local Government Community Satisfaction Survey

Benalla Rural City Council

Coordinated by the Department of
Government Services on behalf of
Victorian councils



J W S R E S E A R C H



Contents

<u>Background and objectives</u>	<u>3</u>	<u>Emergency and disaster management</u>	<u>68</u>
<u>Key findings and recommendations</u>	<u>6</u>	<u>Planning for population growth</u>	<u>70</u>
<u>Detailed findings</u>	<u>14</u>	<u>Roadside slashing and weed control</u>	<u>72</u>
<u>Overall performance</u>	<u>15</u>	<u>Maintenance of unsealed roads</u>	<u>74</u>
<u>Customer service</u>	<u>30</u>	<u>Tourism development</u>	<u>76</u>
<u>Communication</u>	<u>36</u>	<u>Response to COVID-19</u>	<u>78</u>
<u>Council direction</u>	<u>41</u>	<u>Detailed demographics</u>	<u>80</u>
<u>Individual service areas</u>	<u>45</u>	<u>Appendix A: Index scores, margins of error and significant differences</u>	<u>82</u>
<u>Community consultation and engagement</u>	<u>46</u>	<u>Appendix B: Further project information</u>	<u>86</u>
<u>Lobbying on behalf of the community</u>	<u>48</u>		
<u>Decisions made in the interest of the community</u>	<u>50</u>		
<u>Condition of sealed local roads</u>	<u>52</u>		
<u>Condition of local streets and footpaths</u>	<u>54</u>		
<u>Parking facilities</u>	<u>56</u>		
<u>Family support services</u>	<u>58</u>		
<u>Recreational facilities</u>	<u>60</u>		
<u>Appearance of public areas</u>	<u>62</u>		
<u>Waste management</u>	<u>64</u>		
<u>Environmental sustainability</u>	<u>66</u>		



Background and objectives

The Victorian Community Satisfaction Survey (CSS) creates a vital interface between the council and their community.

Held annually, the CSS asks the opinions of local people about the place they live, work and play and provides confidence for councils in their efforts and abilities.

Now in its twenty-sixth year, this survey provides insight into the community's views on:

- councils' overall performance, with benchmarking against State-wide and council group results
- value for money in services and infrastructure
- community consultation and engagement
- decisions made in the interest of the community
- customer service, local infrastructure, facilities, services and
- overall council direction.

When coupled with previous data, the survey provides a reliable historical source of the community's views since 1998. A selection of results from the last ten years shows that councils in Victoria continue to provide services that meet the public's expectations.

Serving Victoria for 26 years

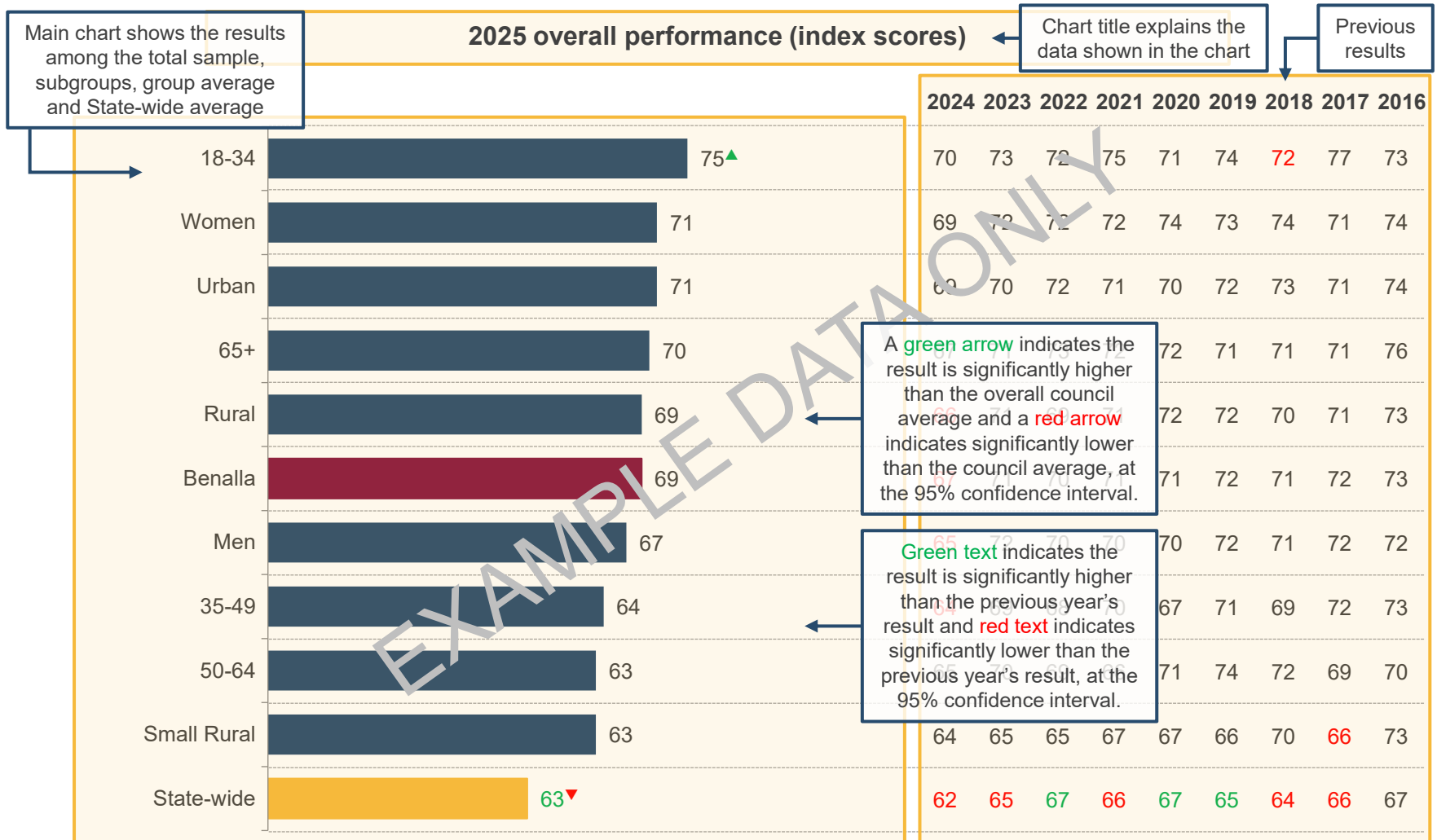
Each year the CSS data is used to develop this State-wide report which contains all of the aggregated results, analysis and data. Moreover, with 26 years of results, the CSS offers councils a long-term measure of how they are performing – essential for councils that work over the long term to provide valuable services and infrastructure to their communities.

Participation in the State-wide Local Government Community Satisfaction Survey is optional.

Participating councils have various choices as to the content of the questionnaire and the sample size to be surveyed, depending on their individual strategic, financial and other considerations.



How to read index score charts in this report



Question asked and base size(s)

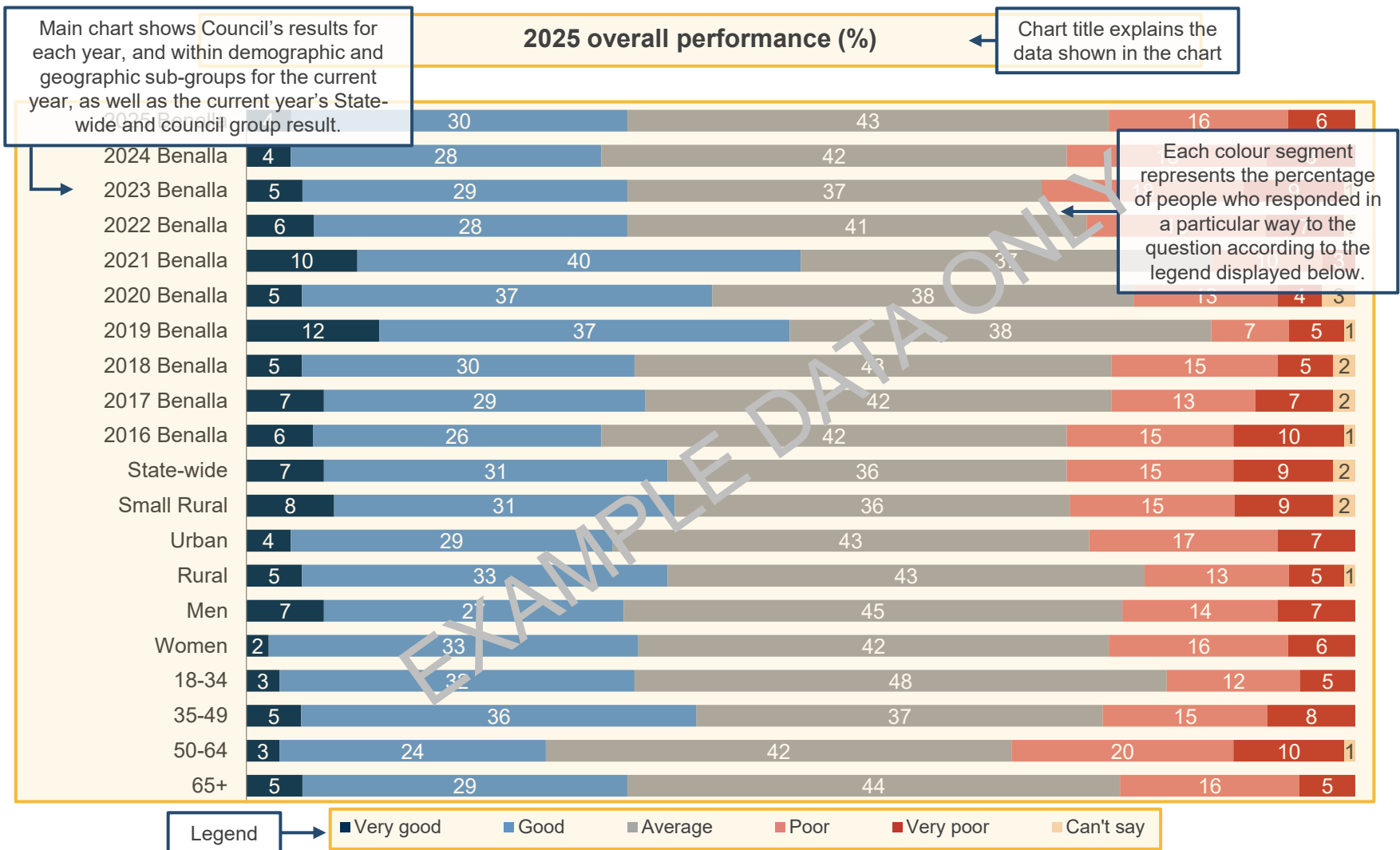
Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Benalla Rural City Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?

Base: All respondents. Councils asked State-wide: 56 Councils asked group: 19

Note: Please see Appendix A for explanation of significant differences.



How to read stacked bar charts in this report



Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Benalla Rural City Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?
Base: All respondents. Councils asked State-wide: 56 Councils asked group: 19



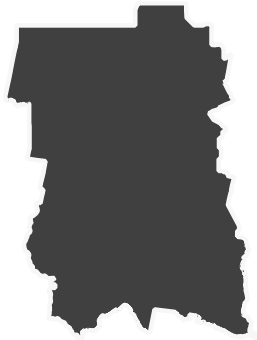
Key findings and recommendations



Benalla Rural City Council – at a glance

Overall council performance

Results shown are index scores out of 100.



Benalla 53



Small Rural 54



State-wide 53

Council performance compared to group average

Top 2 performing areas



Appearance of public areas

≡ on par



Emergency & disaster mngt

≡ on par

Bottom 3 performing areas



Unsealed roads

≡ on par



Sealed local roads

≡ on par



Local streets & footpaths

▼ lower



Customer service

▲ higher



Summary of core measures

Index scores


Overall
Performance


Value for
money


Community
Consultation

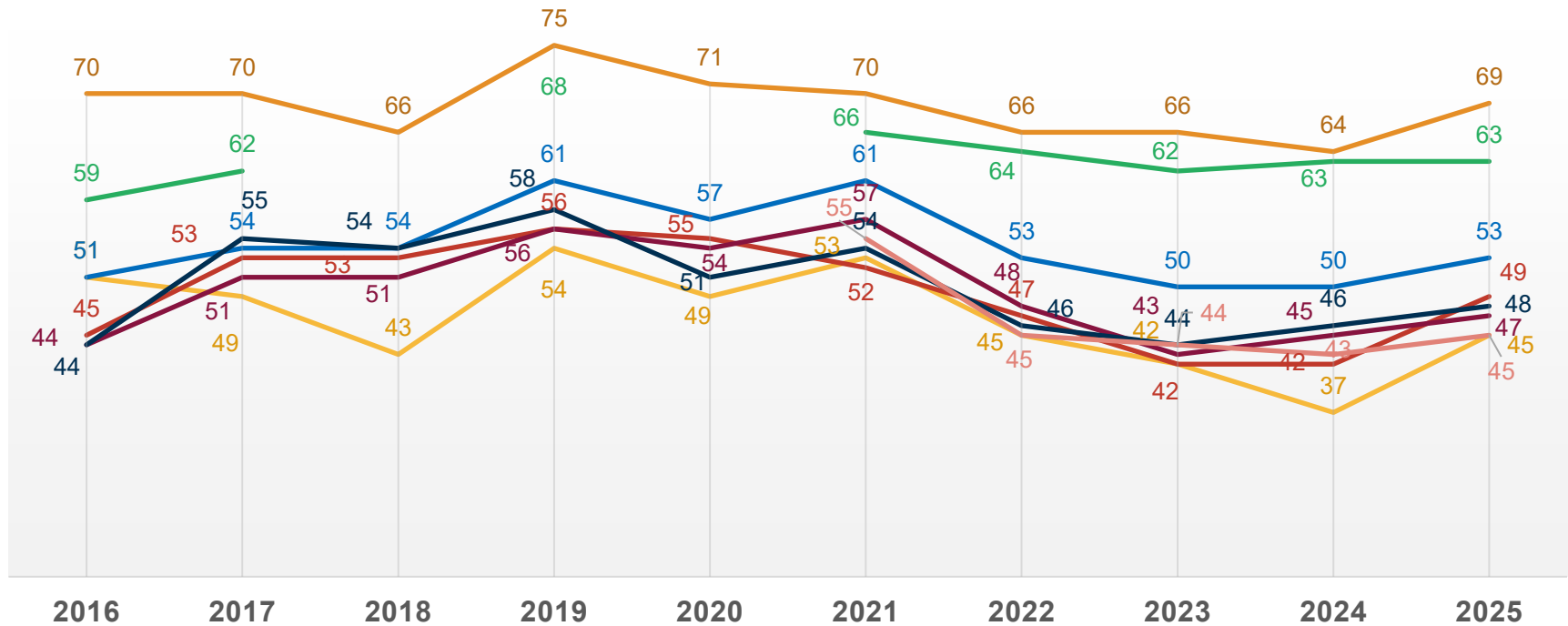

Making
Community
Decisions


Sealed
Local
Roads


Waste
management


Customer
Service

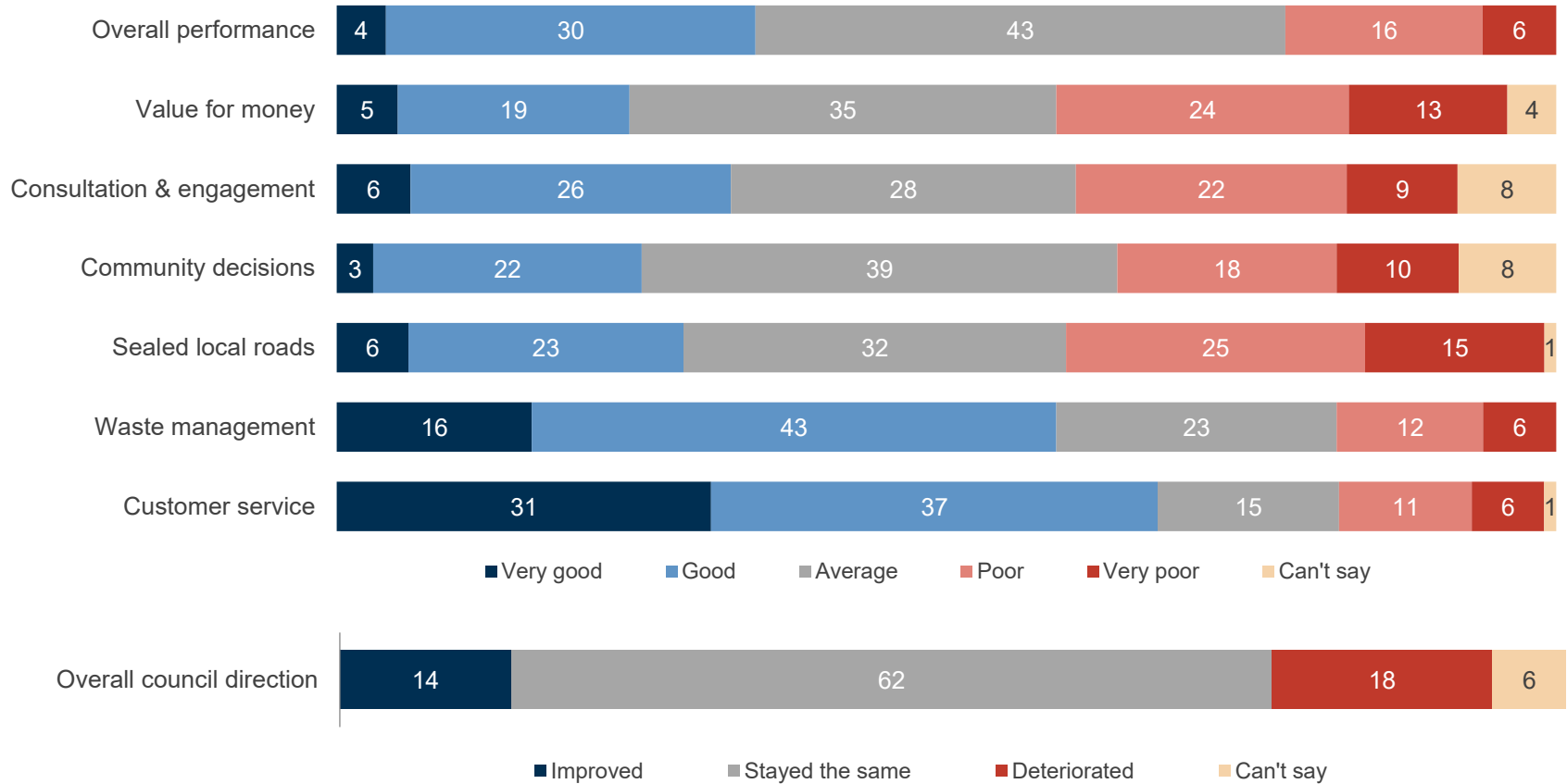

Overall
Council
Direction





Summary of core measures

Core measures summary results (%)





Summary of Benalla Rural City Council performance

Services		Benalla 2025	Benalla 2024	Small Rural 2025	State-wide 2025	Highest score	Lowest score
	Overall performance	53	50	54	53	Rural residents	50-64 years
	Value for money	45	43	47	47	18-34 years	50-64 years
	Overall council direction	48	46	46	46	18-34 years	50-64 years
	Customer service	69	64	65	66	Women	Men
	Appearance of public areas	72	71	70	68	Rural residents, Women, 65+ years	18-34 years
	Emergency & disaster mngt	64	64	66	65	50-64 years	35-49 years
	Parking facilities	63	61	63	54	Rural residents, Men, 18-34 years	35-49 years, Women
	Waste management	63	63	66	65	65+ years	18-34 years
	COVID-19 response	61	62	61	60	Women	Men
	Recreational facilities	61	63	66	67	65+ years	18-34 years



Summary of Benalla Rural City Council performance

Services		Benalla 2025	Benalla 2024	Small Rural 2025	State-wide 2025	Highest score	Lowest score
	Family support services	58	59	61	62	65+ years, Rural residents	18-34 years
	Tourism development	56	55	62	60	Rural residents	50-64 years, Men, Urban residents
	Environmental sustainability	55	55	58	59	Men, 50-64 years	35-49 years
	Population growth	51	49	47	48	18-34 years	35-49 years
	Lobbying	50	47	51	49	35-49 years	50-64 years
	Consultation & engagement	49	42	51	50	35-49 years	50-64 years
	Slashing & weed control	48	47	49	47	35-49 years	Rural residents, 65+ years
	Community decisions	47	45	50	49	35-49 years, Rural residents	50-64 years
	Local streets & footpaths	45	39	53	52	18-34 years	50-64 years
	Sealed local roads	45	37	44	45	18-34 years	50-64 years



Summary of Benalla Rural City Council performance

Services		Benalla 2025	Benalla 2024	Small Rural 2025	State-wide 2025	Highest score	Lowest score
	Unsealed roads	39	33	40	38	18-34 years	50-64 years



Focus areas for the next 12 months

Overview

Benalla Rural City Council's overall performance index score of 53 is a slight three-point improvement from last year, representing an initial recovery from Council's equal-lowest result in 10 years. However, Council's overall performance is eight index points below peak levels last achieved in 2021. Notably, the current evaluation sees incremental improvement for Council in a number of service areas, including on Council's lowest performing service areas where performance has increased significantly.

Key influences on perceptions of overall performance

Community decisions, and consultation and engagement, are areas that warrant continued attention in the coming year. Despite some improvement in the last year, these rate among Council's lowest rated service areas and have a strong influence on perceptions of overall performance. Good communication and transparency with residents in decision making is important to ensure residents feel heard on key local issues. Information provision will be important to ensure the community are aware of the actions Council is undertaking.

Comparison to state and area grouping

Council's performance relative to the State-wide and Small Rural groups is somewhat mixed. On 10 of the 17 service areas evaluated, Council performs in line with, or significantly higher than the Small Rural group. Customer service and planning for population growth are areas where Council performs significantly higher than the group average. The condition of local streets and footpaths is one area where Council performs below the group average, an area that has a strong influence on perceptions of overall performance.

Focus on continued improvement in tangible service areas

Unsealed roads, sealed local roads, and local streets and footpaths are rated as Council's lowest performing service areas. Although significant improvements are evident this year, a continued effort is required to shore up perceptions in these tangible service areas. This is especially important for local streets and footpaths, which has a strong influence on perceptions of overall performance. Slashing and weed control is another low-performing service area that warrants attention due to its strong influence on overall performance.

DETAILED FINDINGS



Overall
performance



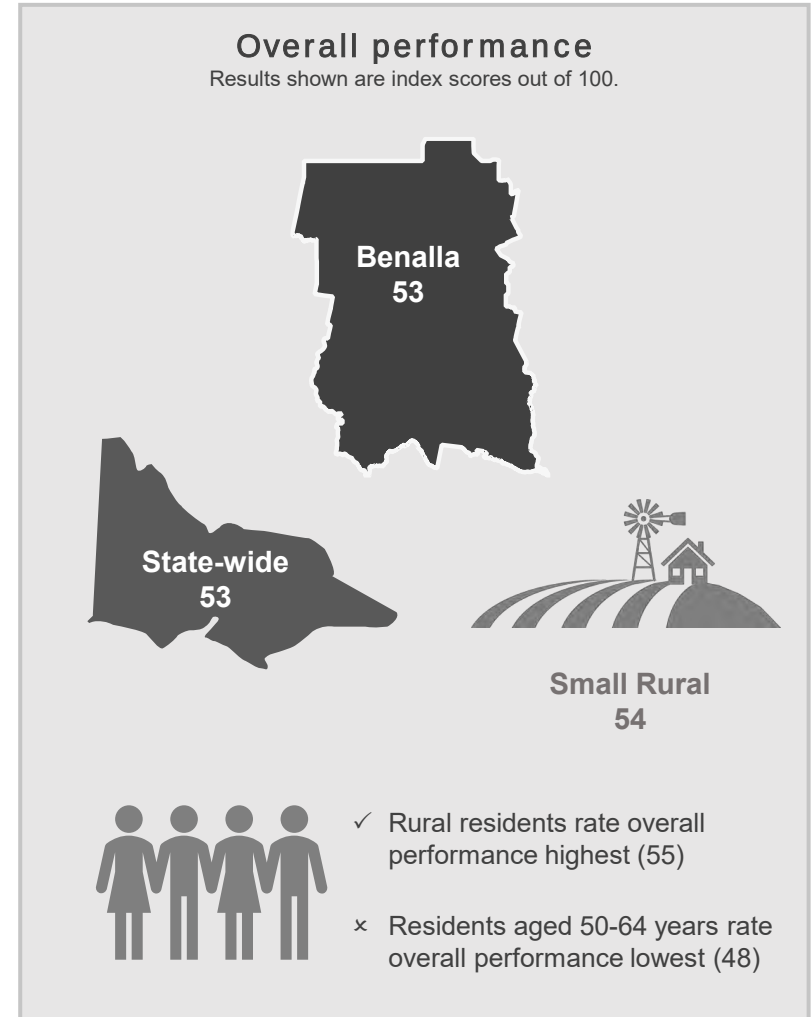
Overall performance

The overall performance index score of 53 for Benalla Rural City Council has improved by a slight three-point margin on the 2024 result. This represents an initial recovery from last year's equal-lowest overall performance rating in 10 years.

Nonetheless, Benalla Rural City Council's overall performance is rated statistically similar (at the 95% confidence interval) to the average ratings for councils State-wide and in the Small Rural group (index scores of 53 and 54 respectively).

- There are no significant changes in overall performance ratings at the sub-group level compared to last year. However, slight improvements are seen across all demographic and geographic cohorts, with the exception of residents aged 18 to 34 years.
- There are no significant differences in ratings for overall Council performance among demographic and geographic cohorts compared to the Council average.

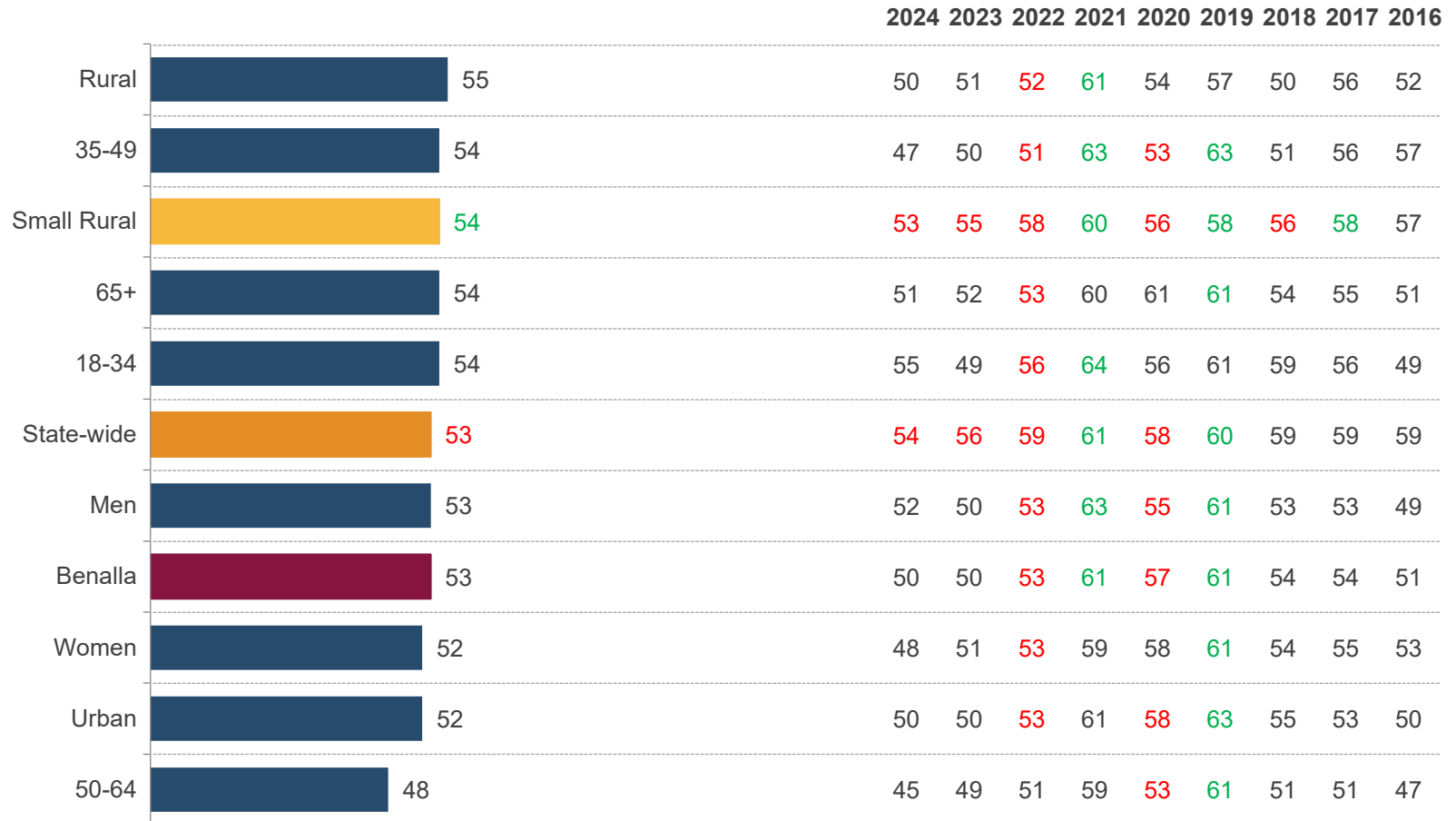
One-in-four residents (24%) rate the value for money they receive from Council in infrastructure and services as 'very good' or 'good'. More (37%) rate Council as 'very poor' or 'poor'. A further 35% rate Council as 'average' for providing value for money.





Overall performance

2025 overall performance (index scores)



Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Benalla Rural City Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?

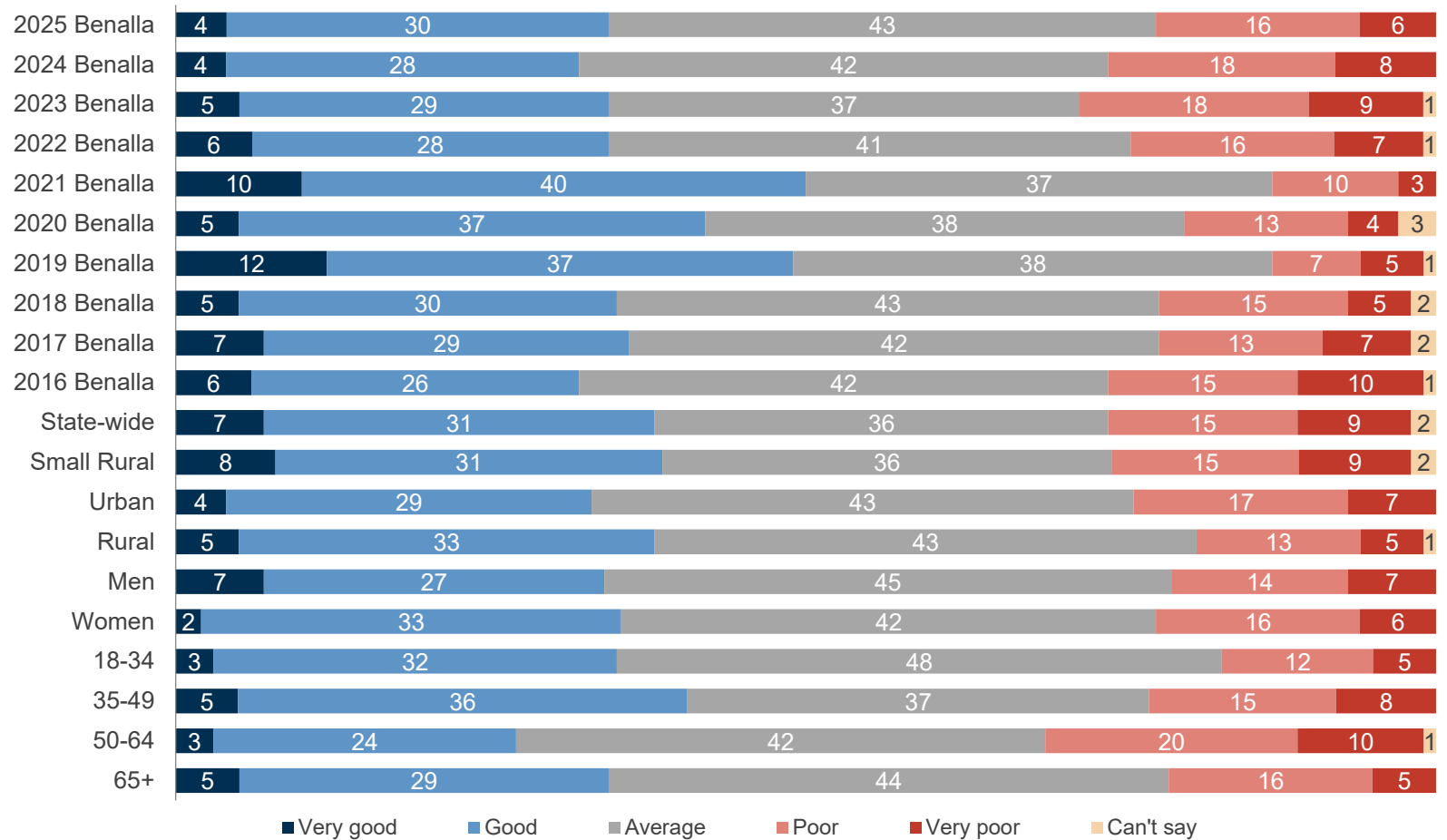
Base: All respondents. Councils asked State-wide: 56 Councils asked group: 19

Note: Please see Appendix A for explanation of significant differences.



Overall performance

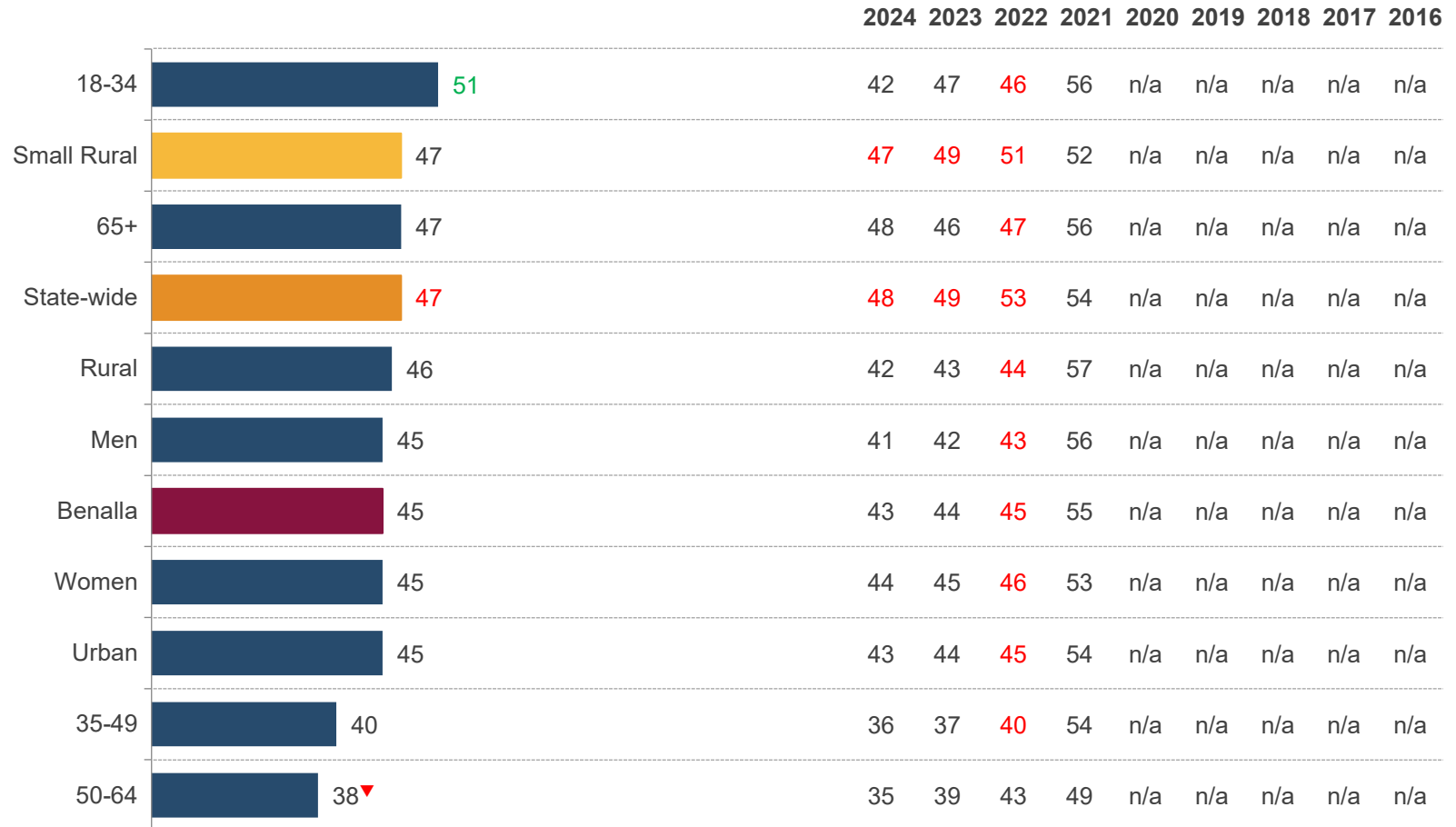
2025 overall performance (%)





Value for money in services and infrastructure

2025 value for money (index scores)



Q3b. How would you rate Benalla Rural City Council at providing good value for money in infrastructure and services provided to your community?

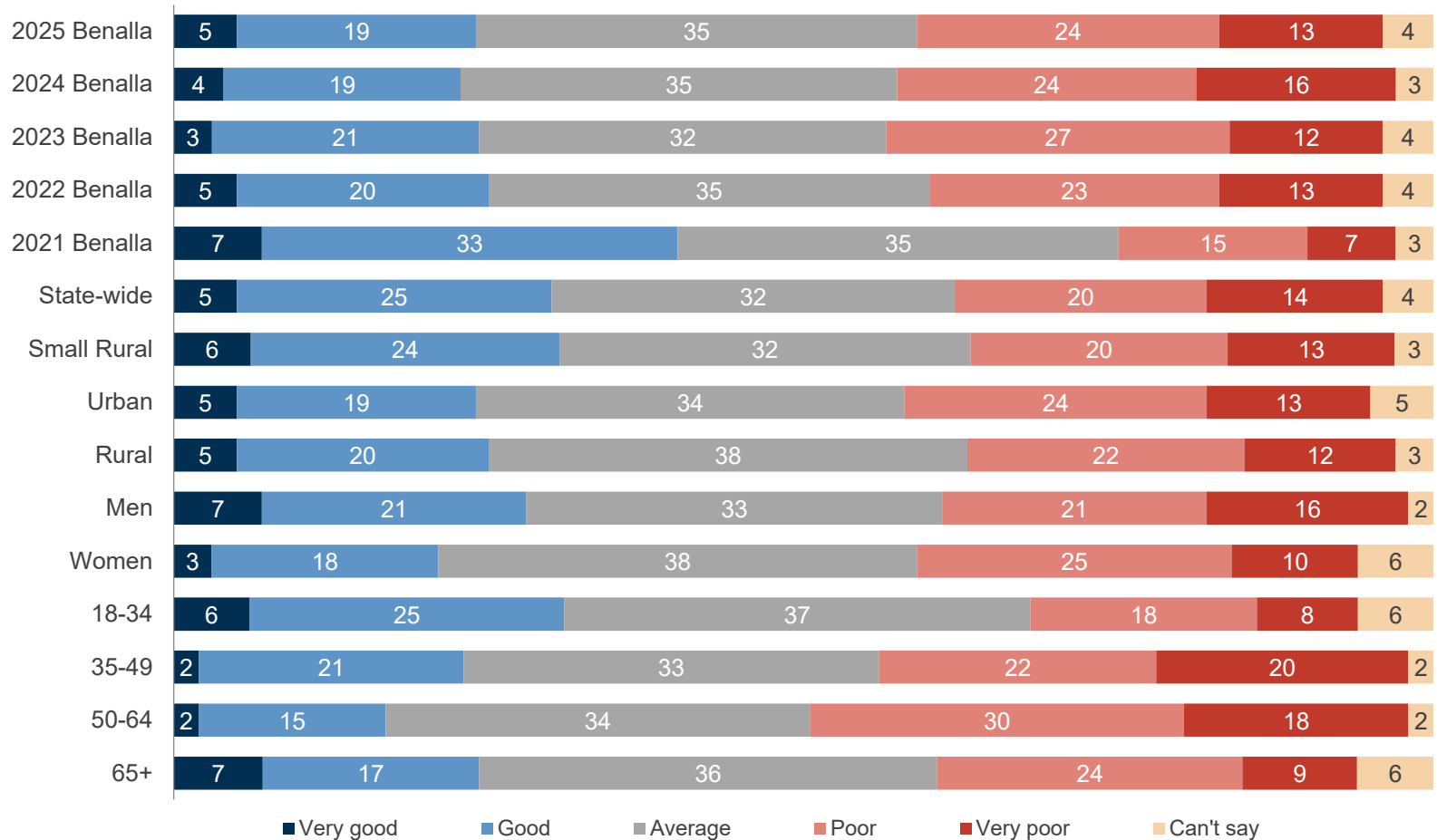
Base: All respondents. Councils asked State-wide: 55 Councils asked group: 19

Note: Please see Appendix A for explanation of significant differences.



Value for money in services and infrastructure

2025 value for money (%)



Q3b. How would you rate Benalla Rural City Council at providing good value for money in infrastructure and services provided to your community?

Base: All respondents. Councils asked State-wide: 55 Councils asked group: 19



Top performing service areas

Council continues to perform best in the area of the appearance of public areas (index score of 72). Council's performance in this service area has continued to recover incrementally over the past three years after declining significantly from a peak level of 75 index points in 2021.

Council performs in line with the Small Rural group average (index score of 70) and significantly higher than the State-wide average (index score of 68) for councils in the appearance of public areas.

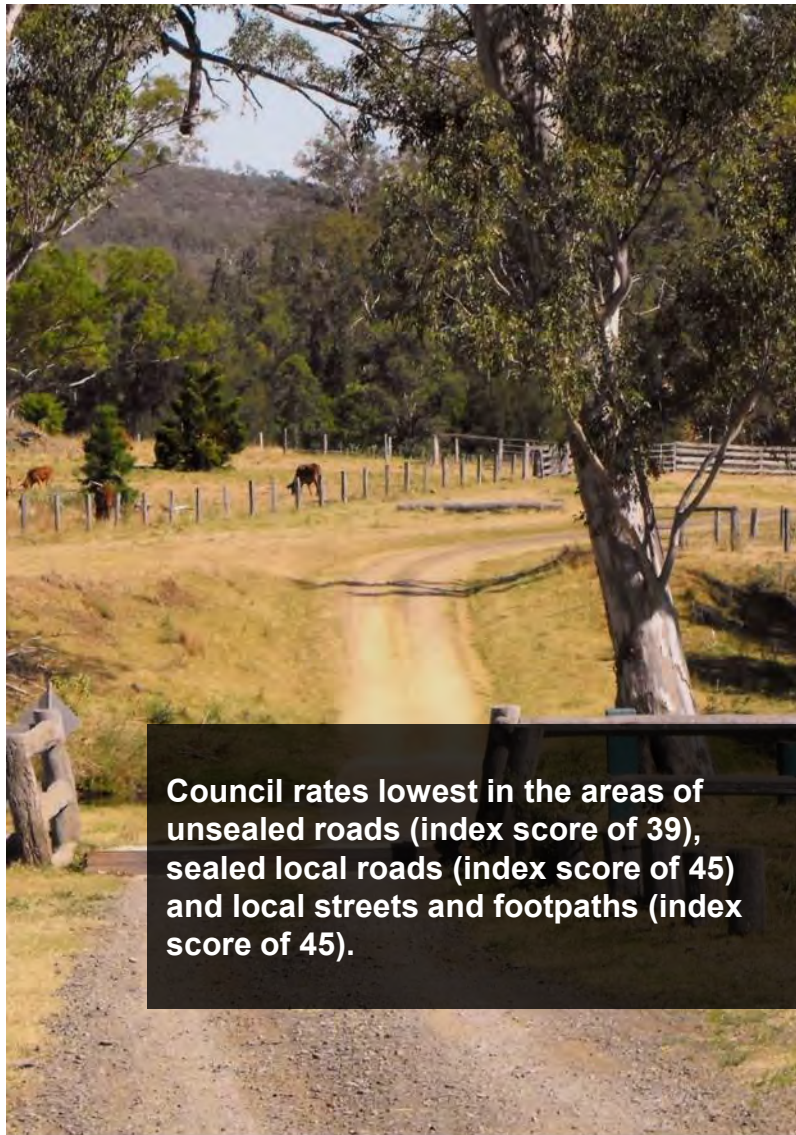
- There are no significant differences among geographic locations in perceptions of the appearance of public areas compared to the Council average.
- Ratings of Council's performance on the appearance of public areas decreased significantly among residents aged 18 to 34 years (index score of 70, down nine points). For this service area, residents aged 18 to 34 years rate Council the lowest, after rating Council the highest on the appearance of public areas in 2024.

Council's next best performing service areas are emergency and disaster management (index score of 64), parking facilities (index score of 63) and waste management (index score of 63). Performance ratings of these service areas remain consistent with last year.





Low performing service areas



Council continues to rate lowest in the areas of the maintenance of unsealed roads (index score of 39, up six index points), sealed local roads (45, up eight points) and local streets and footpaths (45, up six points). In these three service areas, ratings have recovered with significant increases, after significantly decreasing to 10-year lows in 2024.

Council rates in line with the State-wide and Small Rural group averages for both unsealed roads and sealed local roads.

- Performance ratings for unsealed roads increased significantly this year among both Rural (index score of 36, up nine points) and Urban residents (40, up five points). The gap in ratings between Urban and Rural residents has halved since 2024.
- One in five residents (18%) volunteer sealed road maintenance as most in need of improvement.
- Ratings of sealed local roads also increased significantly this year across each of the geographic locations.

On local streets and footpaths, perceptions improved significantly this year among Urban residents (index score of 45, up seven points). Perceptions of this service area also improved among Rural residents, although not significantly so (47, up six points).



Individual service area performance

2025 individual service area performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
Appearance of public areas	72	71	70	69	75	n/a	76	n/a	73	72
Emergency & disaster mngt	64	64	68	66	70	n/a	74	n/a	71	69
Parking facilities	63	61	62	66	69	n/a	69	n/a	70	65
Waste management	63	63	62	64	66	n/a	68	n/a	62	59
COVID-19 response	61	62	64	65	70	n/a	n/a	n/a	n/a	n/a
Recreational facilities	61	63	63	65	70	n/a	67	n/a	65	66
Family support services	58	59	57	62	64	n/a	70	n/a	67	63
Tourism development	56	55	52	56	60	n/a	65	n/a	58	54
Environmental sustainability	55	55	55	55	62	n/a	58	n/a	59	56
Population growth	51	49	48	48	56	n/a	57	n/a	n/a	n/a
Lobbying	50	47	46	48	53	55	56	54	55	48
Consultation & engagement	49	42	42	47	52	55	56	53	53	45
Slashing & weed control	48	47	46	45	51	n/a	57	n/a	48	51
Community decisions	47	45	43	48	57	54	56	51	51	44
Local streets & footpaths	45	39	43	42	50	n/a	53	n/a	48	48
Sealed local roads	45	37	42	45	53	49	54	43	49	51
Unsealed roads	39	33	38	36	48	n/a	47	n/a	40	42

Q2. How has Council performed on [RESPONSIBILITY AREA] over the last 12 months?

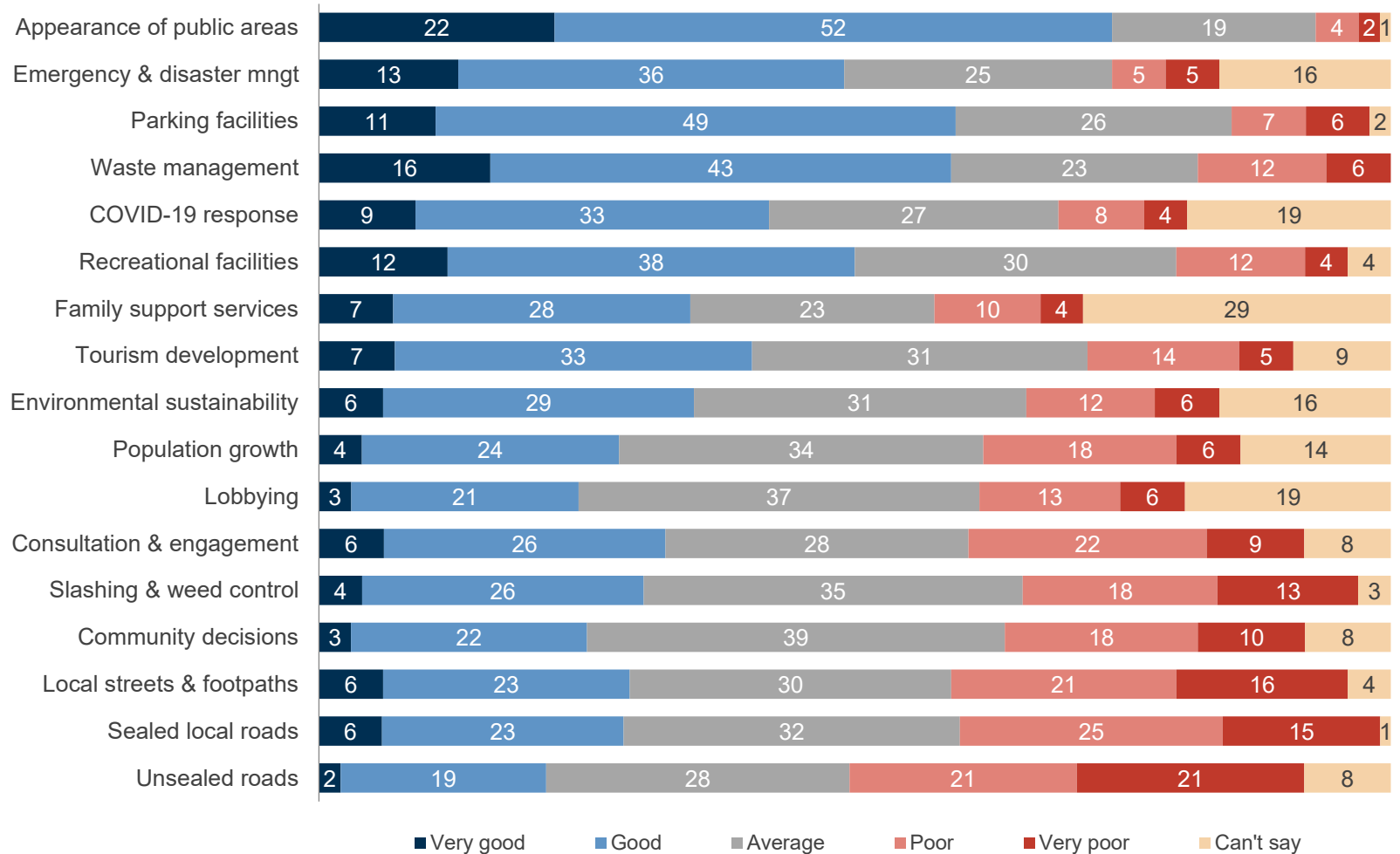
Base: All respondents. Councils asked State-wide: 56 Councils asked group: 19

Note: Please see Appendix A for explanation of significant differences.



Individual service area performance

2025 individual service area performance (%)





Influences on perceptions of overall performance

The individual service area that has the strongest influence on the overall performance rating (based on regression analysis) is:

- Decisions made in the interest of the community.

Good communication and transparency with residents about decisions Council has made in the community's interest provides the greatest opportunity to drive up overall opinion of Council performance. Currently, this is among Council's poorer performing areas (index score of 47).

Following on from that, other individual service areas with a moderate-to-strong influence on the overall performance rating are:

- Roadside slashing and weed control
- Community consultation and engagement
- The condition of local streets and footpaths
- Waste management.

Looking at these key service areas only, Council performs best on waste management (index score of 63), which is a moderate influence on overall performance.

Maintaining this positive result should remain a focus – but there is greater work to be done elsewhere.

In addition to Council decision making, most in need of attention are its local streets and paths, roadside areas and community consultation (performance index scores of 45, 48 and 49 respectively). All are relatively strong influences on Council's overall performance rating.

It will be important to attend to the maintenance of local streets and roadside areas, including pathways, and to ensure residents are consulted on key local issues to help improve overall perceptions of Council performance.



Regression analysis explained

We use regression analysis to investigate which individual service areas such as community consultation and the condition of sealed local roads (the independent variables) are influencing respondent perceptions of Council's overall performance (the dependent variable).

In the charts that follow:

- The horizontal axis represents Council's performance index score for each individual service. Service areas appearing on the right side of the chart have a higher index score than those on the left.
- The vertical axis represents the Standardised Beta Coefficient from the multiple regression performed. This measures the contribution of each service area to the model. Service areas near the top of the chart have a greater positive effect on overall performance ratings than those located closer to the axis.

The regressions are shown on the following two charts.

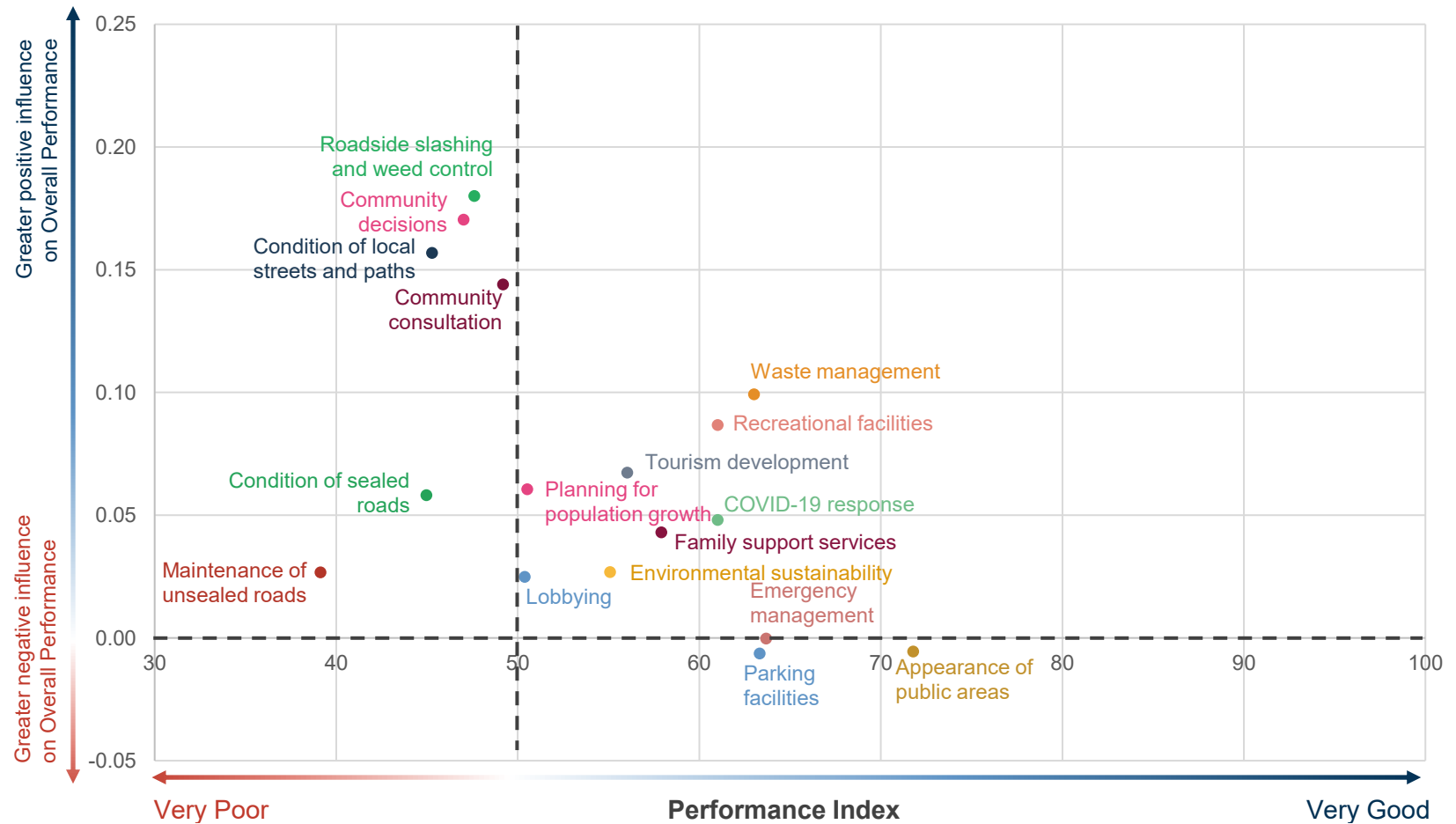
1. **The first chart** shows the results of a regression analysis of *all* individual service areas selected by Council.
2. **The second chart** shows the results of a regression performed on a smaller set of service areas, being those with a moderate-to-strong influence on overall performance. Service areas with a weaker influence on overall performance (i.e. a low Standardised Beta Coefficient) have been excluded from the analysis.

Key insights from this analysis are derived from the second chart.



Influence on overall performance: all services

2025 regression analysis (all services)

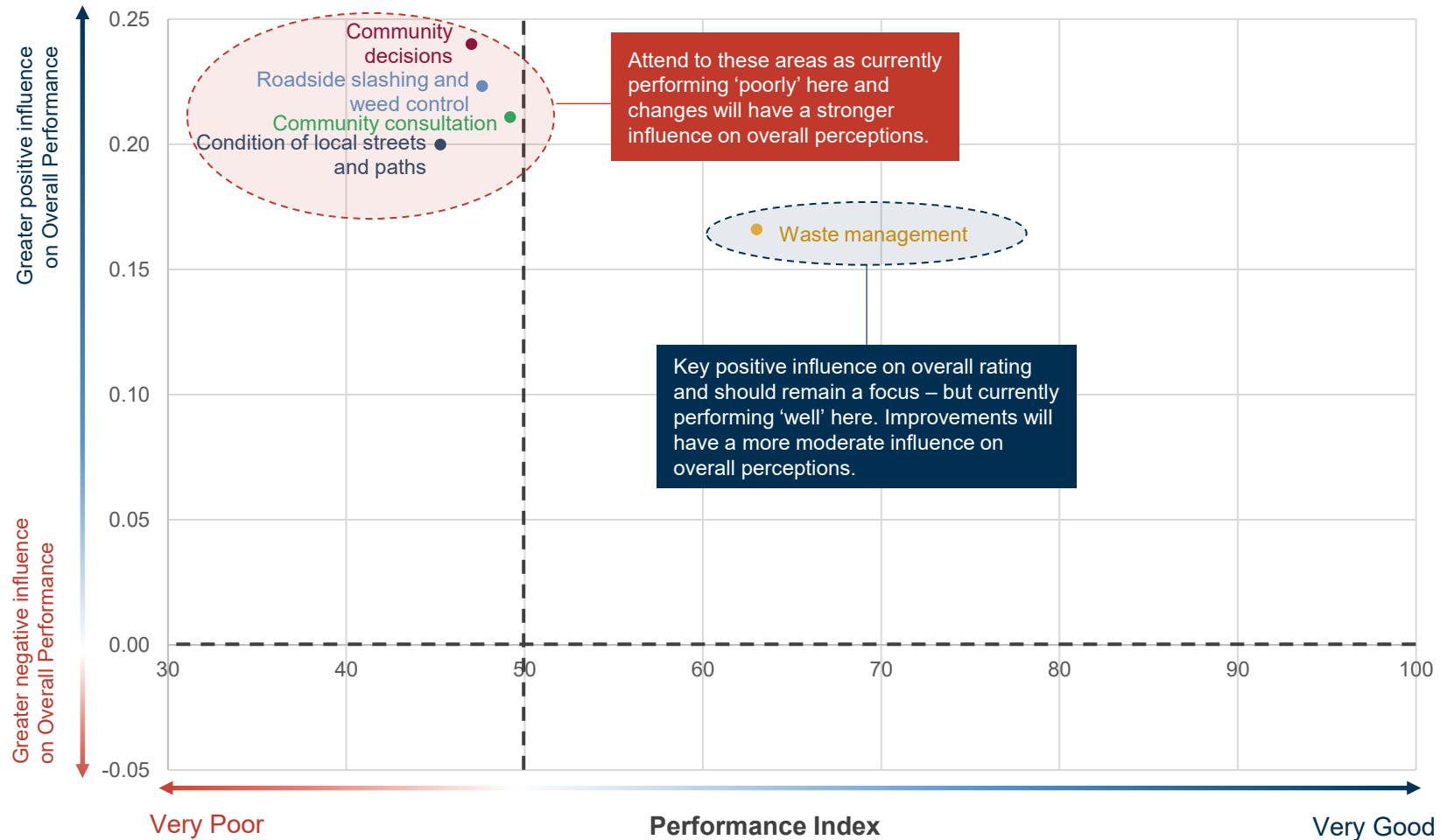


The multiple regression analysis model above (all service areas) has an R^2 value of 0.558 and adjusted R^2 value of 0.538, which means that 54% of the variance in community perceptions of overall performance can be predicted from these variables. The overall model effect was statistically significant at $p = 0.0001$, $F = 28.38$. This model should be interpreted with some caution as some data is not normally distributed and not all service areas have linear correlations.



Influence on overall performance: key services

2025 regression analysis (key services)

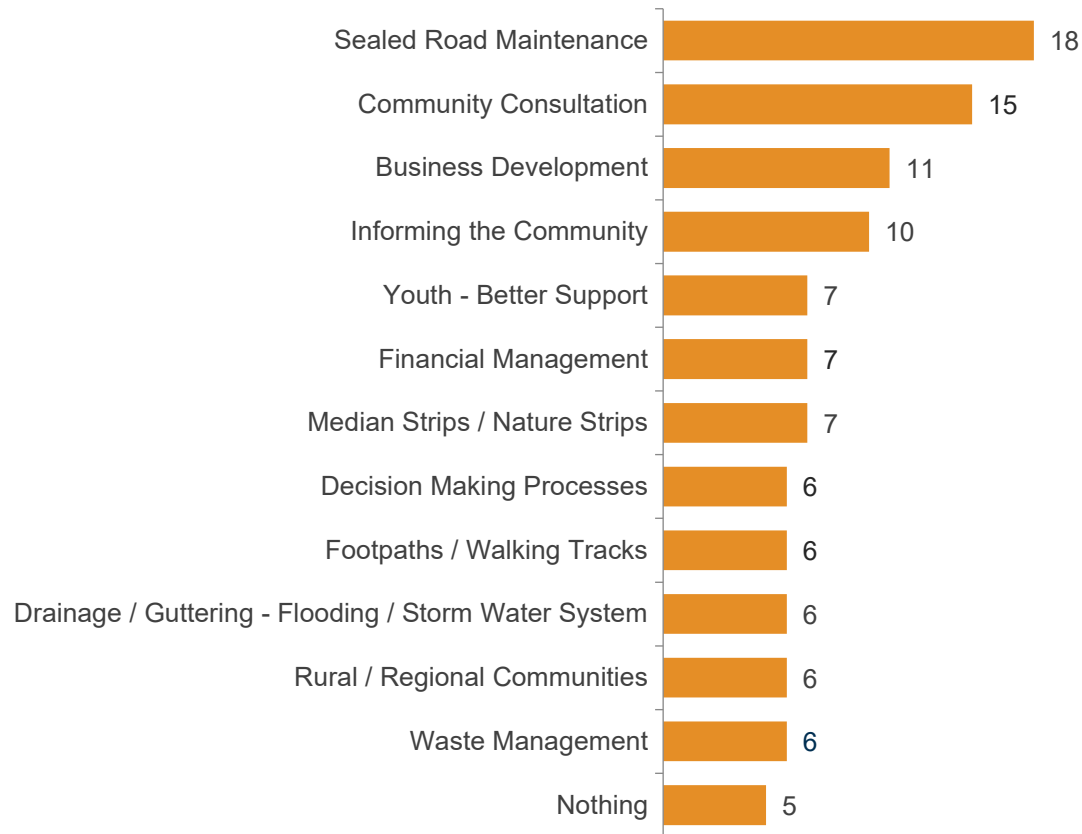


The multiple regression analysis model above (reduced set of service areas) has an R^2 value of 0.523 and adjusted R^2 value of 0.517, which means that 52% of the variance in community perceptions of overall performance can be predicted from these variables. The overall model effect was statistically significant at $p = 0.0001$, $F = 86.51$



Areas for improvement

2025 areas for improvement (%) - Top mentions only -





Customer service



Contact with council and customer service

Contact with council

More than three in five Council residents (64%) had contact with Council in the last 12 months. This continues a relatively stable trend over the last decade.

There are no significant differences in contact with Council among demographic and geographic cohorts compared to the average. Residents aged 35 to 49 years have the highest rate of contact (72%), whereas residents aged 18 to 34 years and men have the lowest rates of contact (58%).



Among those residents who have had contact with Council, 68% provide a positive customer service rating of 'very good' or 'good', including 31% of residents who rate Council's customer service as 'very good'.

Customer service

Council's customer service index of 69 represents an increase (not significant) of five index points from the 2024 result. Customer service is rated in line with the State-wide average (index score of 66), and significantly higher than the Small Rural group average (index score of 65).

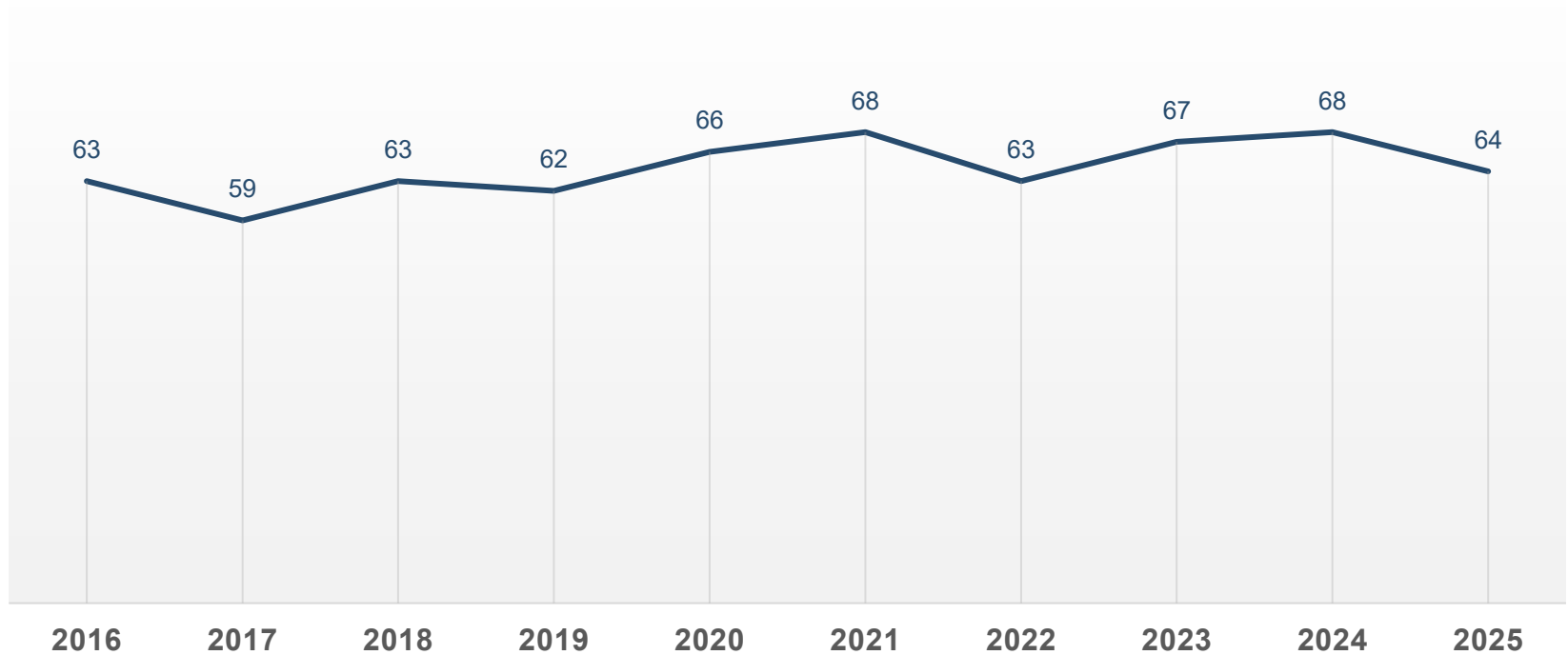
Two in three residents (68%) provide a positive customer service rating of 'very good' or 'good'.

- Women (index score of 75, up a significant nine index points) rate customer service significantly higher than the Council average. By contrast, men rate customer service the lowest (index score of 63).
- Rural residents improved significantly in their impressions of customer service (index score of 66, up 10 index points), but impressions of customer service remain higher among Urban residents (index score of 71).
- There are no significant differences in perceptions of customer service among age groups compared to the Council average. However, residents aged 35 to 49 years (index score of 65) rate customer service lower than the other age groups despite having the highest rate of contact.



Contact with council

2025 contact with council (%)
Have had contact



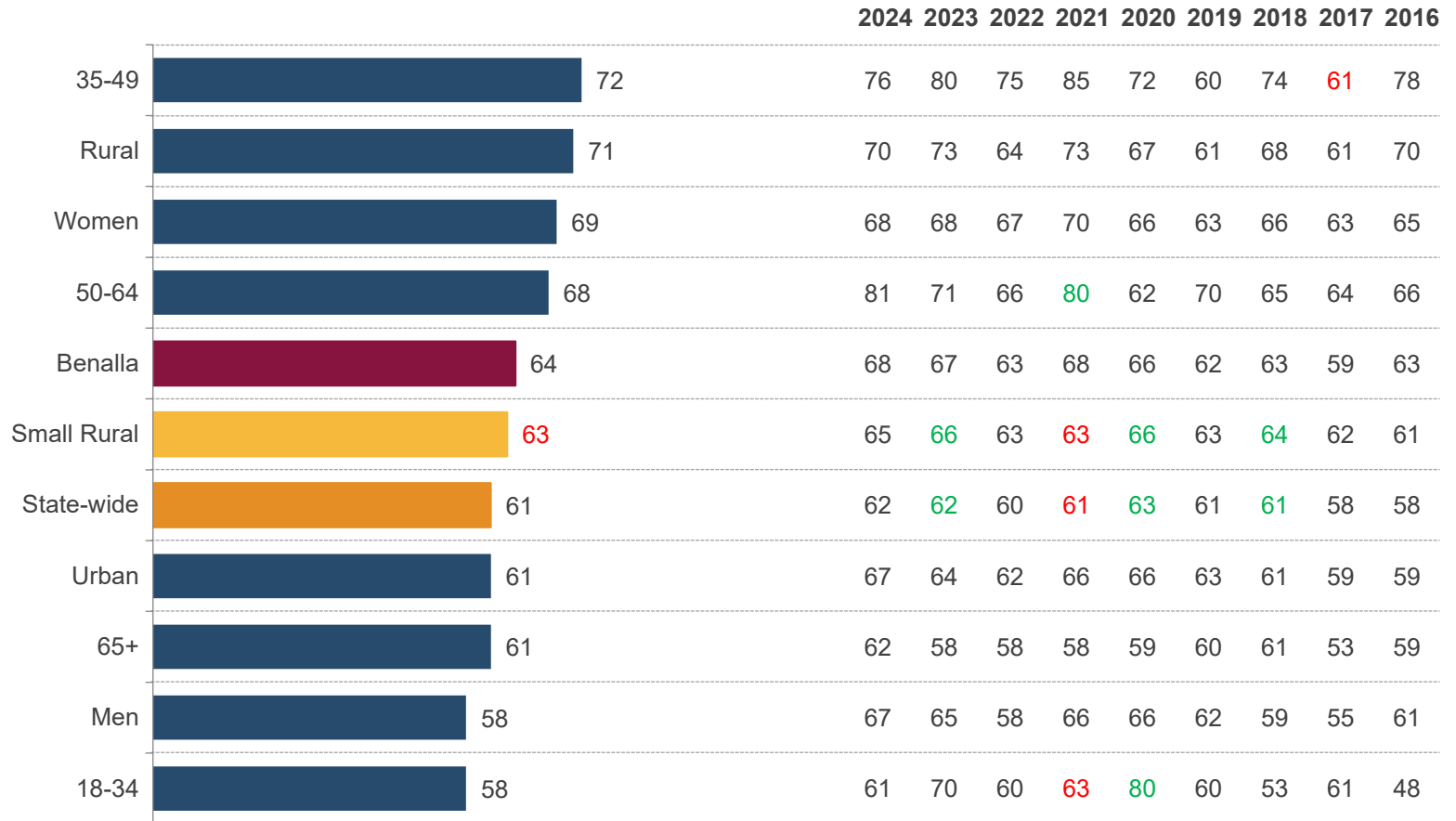
Q5. Over the last 12 months, have you or any member of your household had any contact with Benalla Rural City Council? This may have been in person, in writing, by telephone conversation, by text message, by email or via their website or social media such as Facebook or Twitter?

Base: All respondents. Councils asked State-wide: 32 Councils asked group: 14



Contact with council

2025 contact with council (%)



Q5. Over the last 12 months, have you or any member of your household had any contact with Benalla Rural City Council?
This may have been in person, in writing, by telephone conversation, by text message, by email or via their website or social media such as Facebook or Twitter?

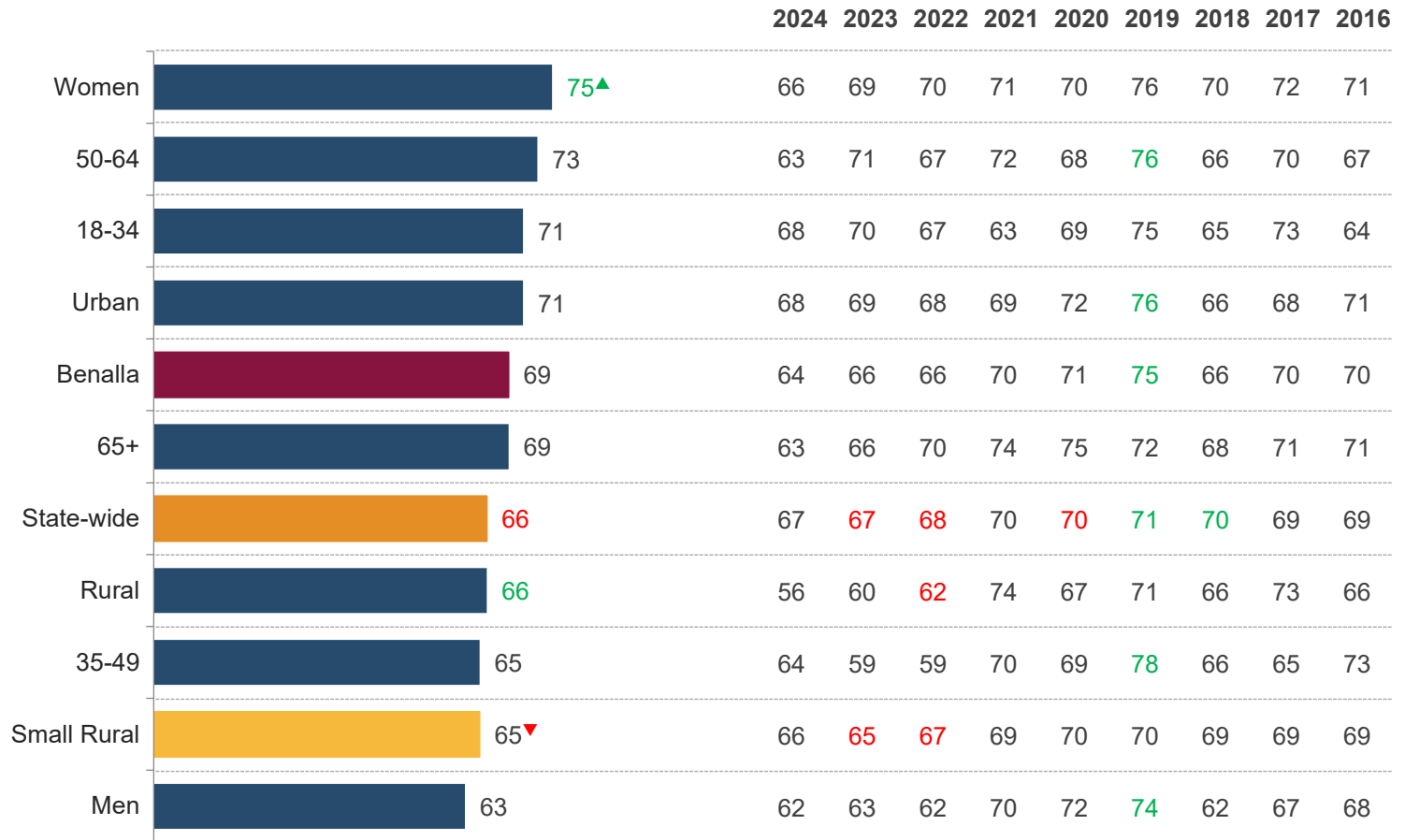
Base: All respondents. Councils asked State-wide: 32 Councils asked group: 14

Note: Please see Appendix A for explanation of significant differences.



Customer service rating

2025 customer service rating (index scores)



Q5c. Thinking of the most recent contact, how would you rate Benalla Rural City Council for customer service?

Please keep in mind we do not mean the actual outcome but rather the actual service that was received.

Base: All respondents who have had contact with Council in the last 12 months.

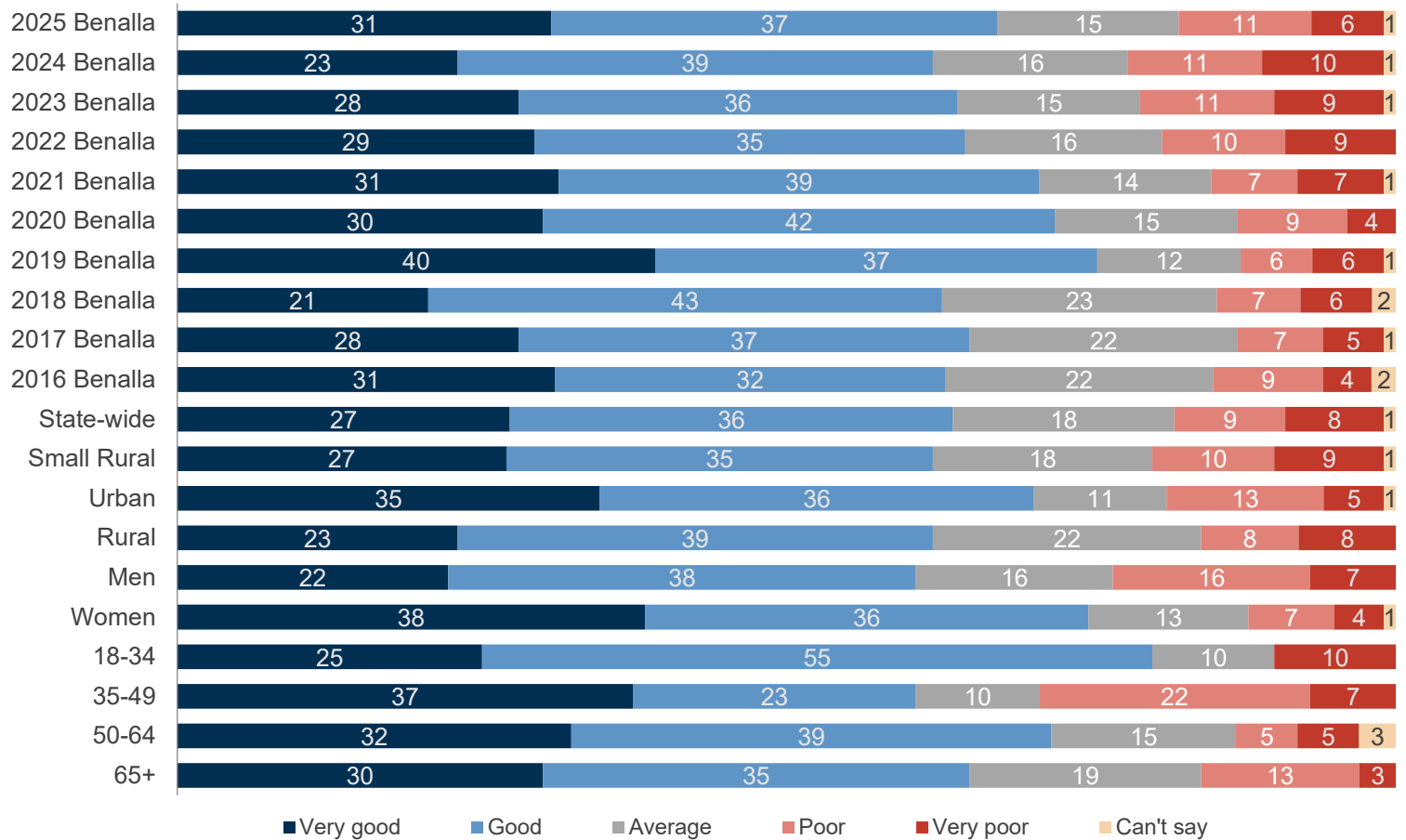
Councils asked State-wide: 56 Councils asked group: 19

Note: Please see Appendix A for explanation of significant differences.



Customer service rating

2025 customer service rating (%)



Q5c. Thinking of the most recent contact, how would you rate Benalla Rural City Council for customer service?

Please keep in mind we do not mean the actual outcome but rather the actual service that was received.

Base: All respondents who have had contact with Council in the last 12 months.

Councils asked State-wide: 56 Councils asked group: 19



Communication



Communication

The preferred form of communication from Council about news and information and upcoming events is a newsletter sent via mail (30%) or email (21%). This has been relatively consistent for some years.

- Social media is now the preferred form of communication among residents under 50 years of age (31%, up four percentage points). Residents aged over 50 years are much less likely to request social media updates (9%). However, preferences for social media are increasing slowly among the over 50 year age group (up two percentage points from 2024).
- Demand for receiving news and information from the Council website decreased among residents aged under 50 years (1%, down four percentage points). The Council website is now the least preferred form of communication in both age groups. This suggests residents want Council to push information to them, rather than proactively seeking it out.
- The preferred form of communication among residents aged 50 years and over remains a newsletter sent via mail (31%). However, preferences for this form of communication are continuing to decrease while preference for social media (9%) and advertising in a local newspaper (18%) increased in the last year among residents aged over 50 years.





Best form of communication

2025 best form of communication (%)



Advertising in
a Local
Newspaper



Council
Newsletter
via Mail



Council
Newsletter
via Email



Council
Newsletter as
Local Paper Insert



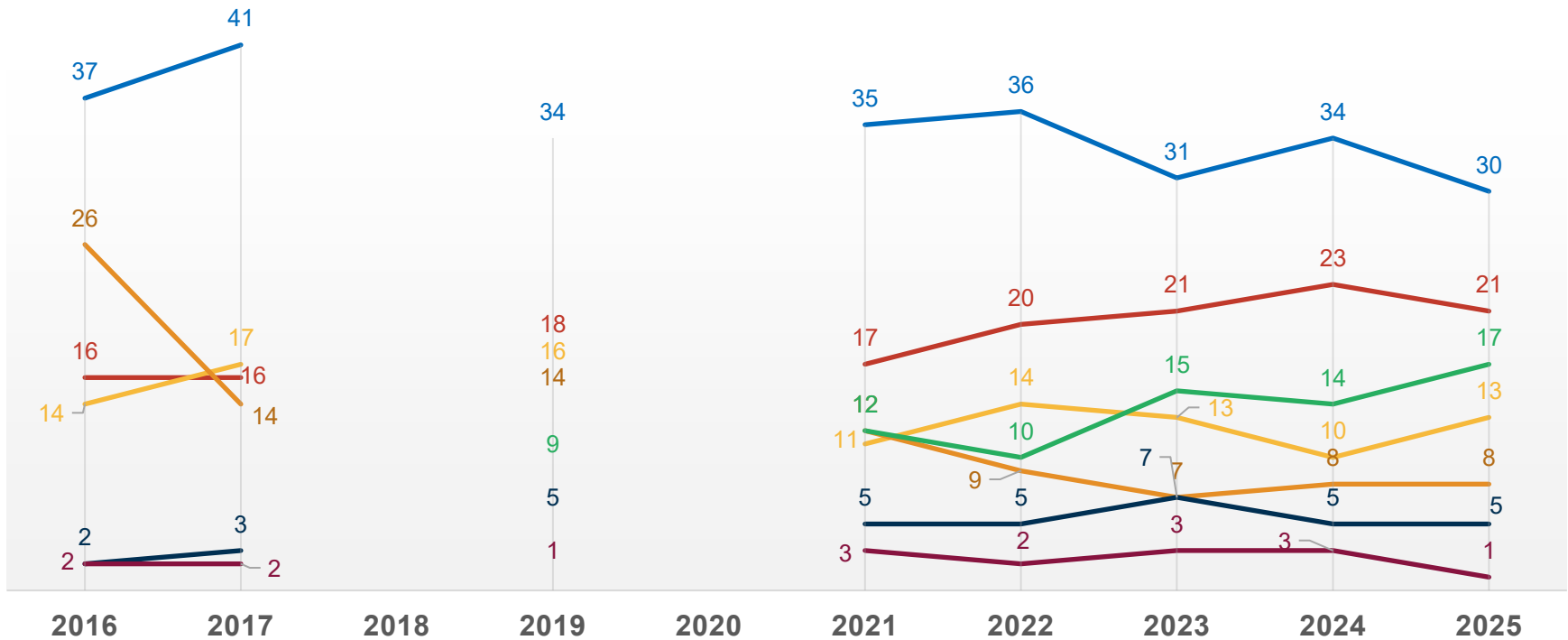
Council
Website



Text
Message



Social
Media



Q13. If Benalla Rural City Council was going to get in touch with you to inform you about Council news and information and upcoming events, which ONE of the following is the BEST way to communicate with you?

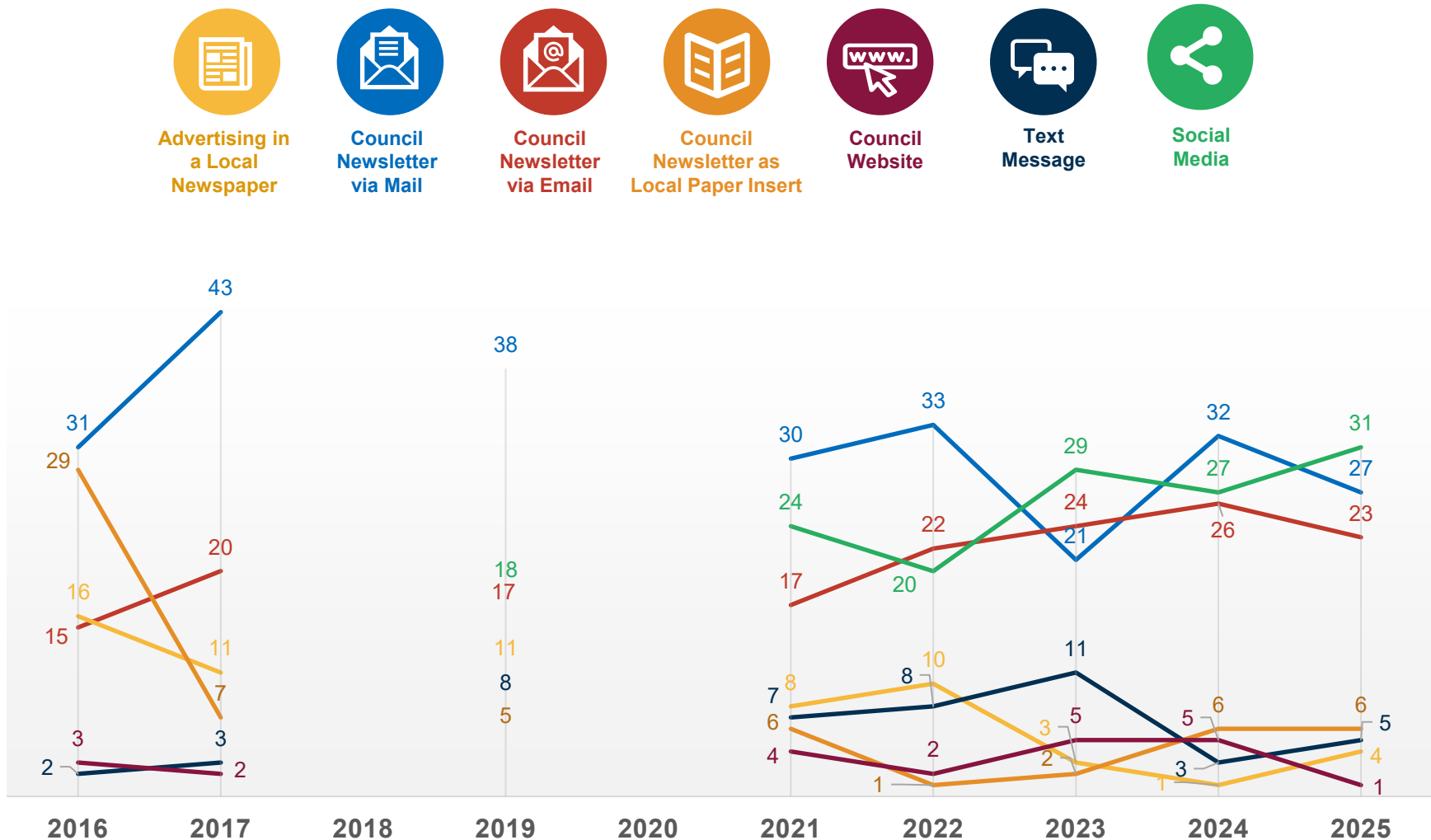
Base: All respondents. Councils asked State-wide: 33 Councils asked group: 12

Note: 'Social Media' was included in 2019.



Best form of communication: under 50s

2025 under 50s best form of communication (%)



Q13. If Benalla Rural City Council was going to get in touch with you to inform you about Council news and information and upcoming events, which ONE of the following is the BEST way to communicate with you?

Base: All respondents aged under 50. Councils asked State-wide: 33 Councils asked group: 12

Note: 'Social Media' was included in 2019.



Best form of communication: 50+ years

2025 50+ years best form of communication (%)



Advertising in
a Local
Newspaper



Council
Newsletter
via Mail



Council
Newsletter
via Email



Council
Newsletter as
Local Paper Insert



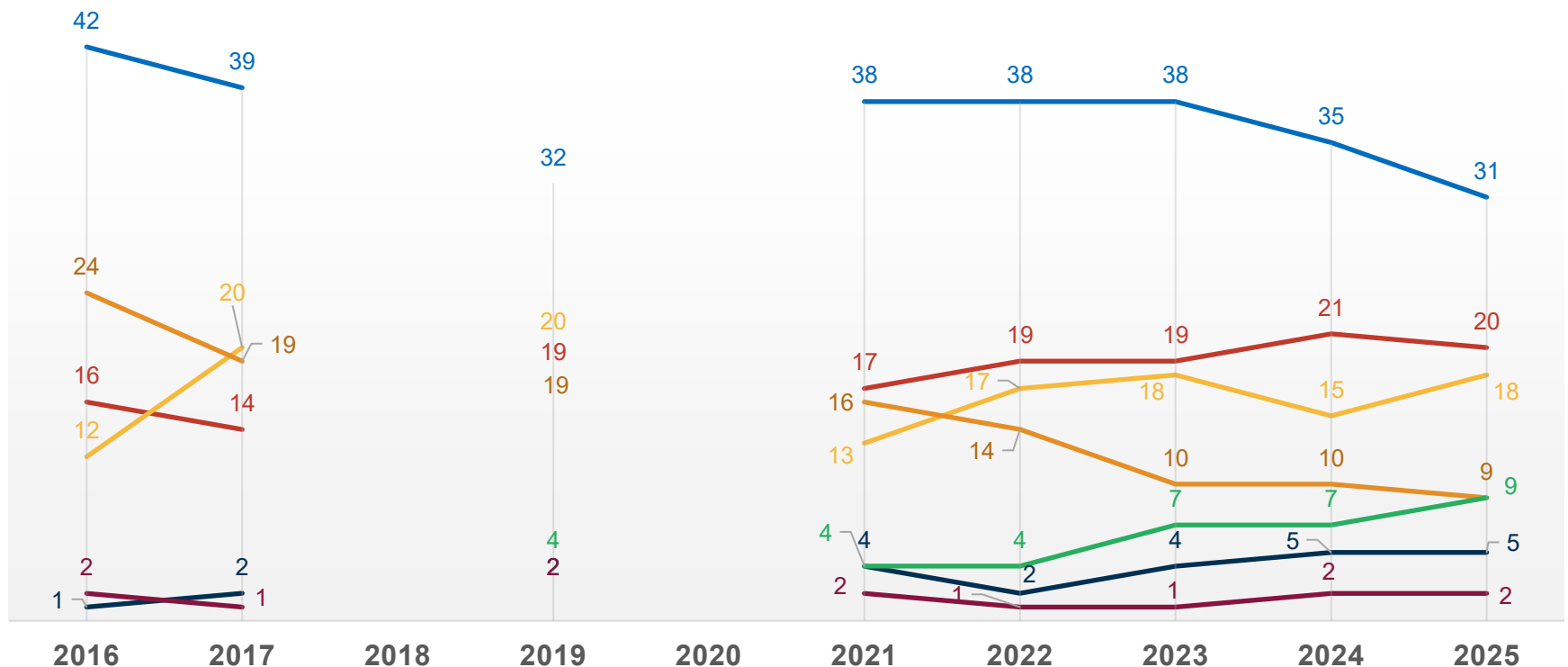
Council
Website



Text
Message



Social
Media



Q13. If Benalla Rural City Council was going to get in touch with you to inform you about Council news and information and upcoming events, which ONE of the following is the BEST way to communicate with you?

Base: All respondents aged 50+ years. Councils asked State-wide: 33 Councils asked group: 12

Note: 'Social Media' was included in 2019.



Council direction



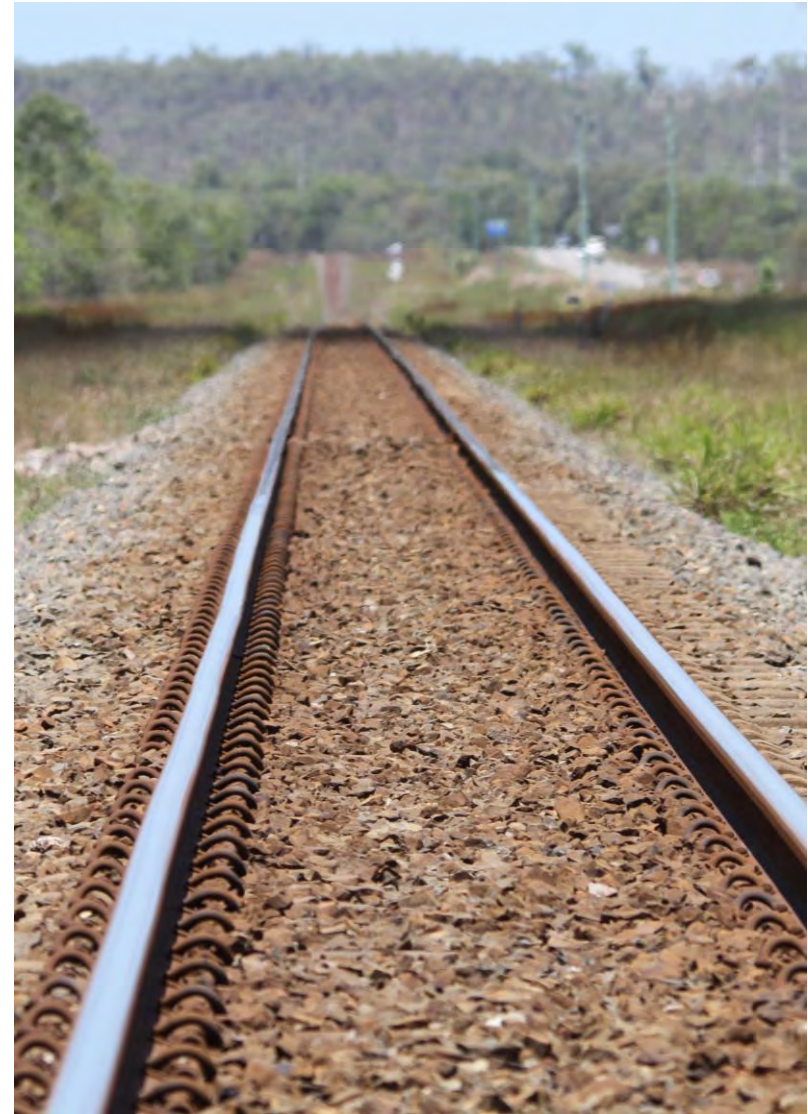
Council direction

Over the last 12 months, 62% believe the direction of Council's overall performance has stayed the same.

- 14% believe the direction has improved (up three percentage points on 2024) in the last 12 months.
- More (18%) believe the direction of Council's overall performance has deteriorated, down one percentage point on 2024.

Perceptions of the direction of Benalla Rural City Council's overall performance have improved by a (not significant) two index points.

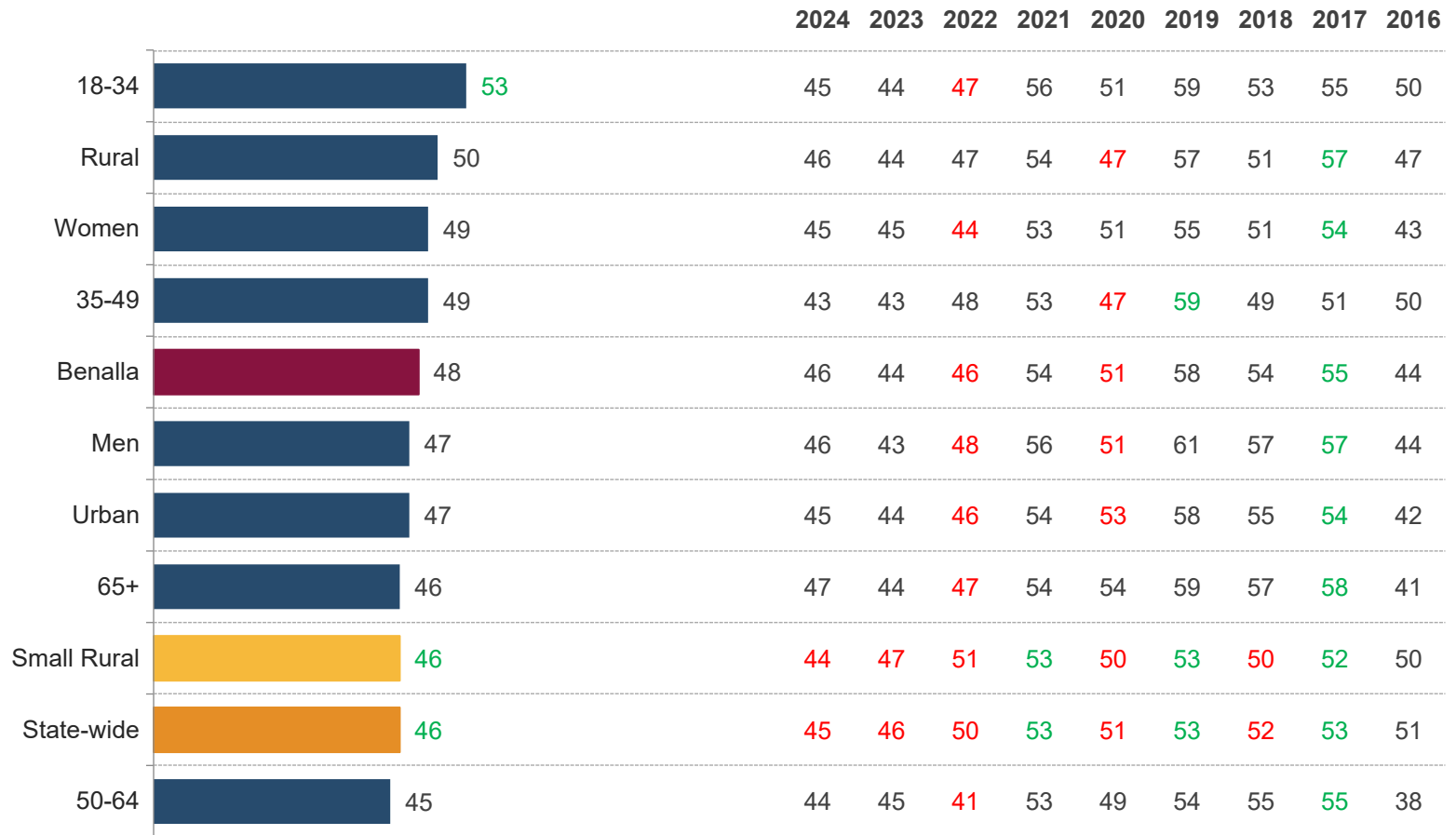
- Council rates in line with the Small Rural group and State-wide averages for council direction (index scores of 46 for both).
- There are no significant differences in perceptions of Council's overall direction among demographic and geographic cohorts compared to the Council average.
- Perceptions of Council's overall direction increased significantly among residents aged 18 to 34 years (index score of 53, up eight index points). This cohort now rates Council's overall direction the highest. By contrast, residents aged 50 to 64 years and 65 years and older rate Council's overall direction the lowest (index scores of 45 and 46 respectively).





Overall council direction last 12 months

2025 overall council direction (index scores)



Q6. Over the last 12 months, what is your view of the direction of Benalla Rural City Council's overall performance?

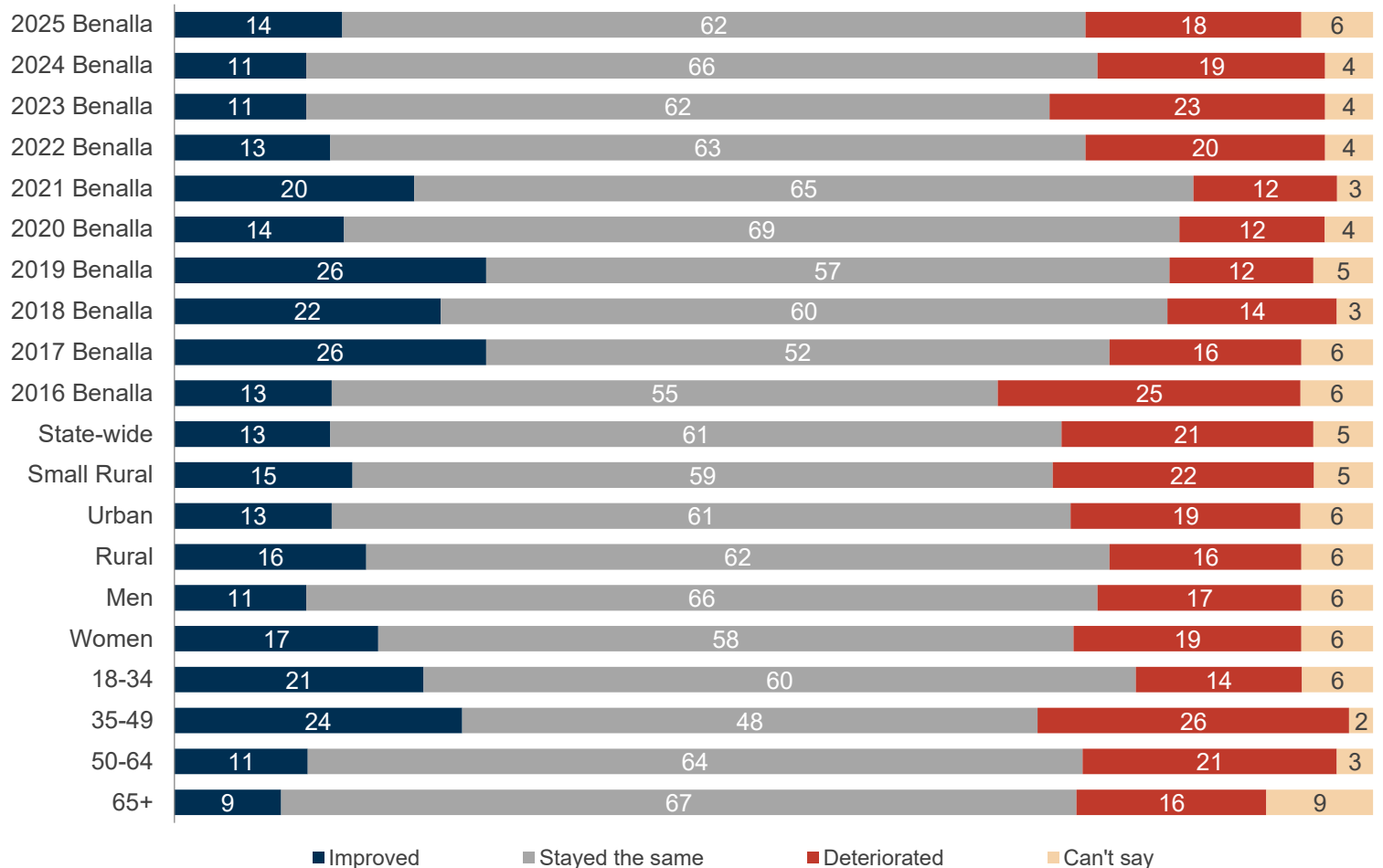
Base: All respondents. Councils asked State-wide: 56 Councils asked group: 19

Note: Please see Appendix A for explanation of significant differences.



Overall council direction last 12 months

2025 overall council direction (%)



A large, dark blue, stylized letter 'W' graphic that spans the right side of the slide. It contains a glowing, intricate network pattern of white and light blue lines, resembling a fiber-optic or neural network, set against a dark background.

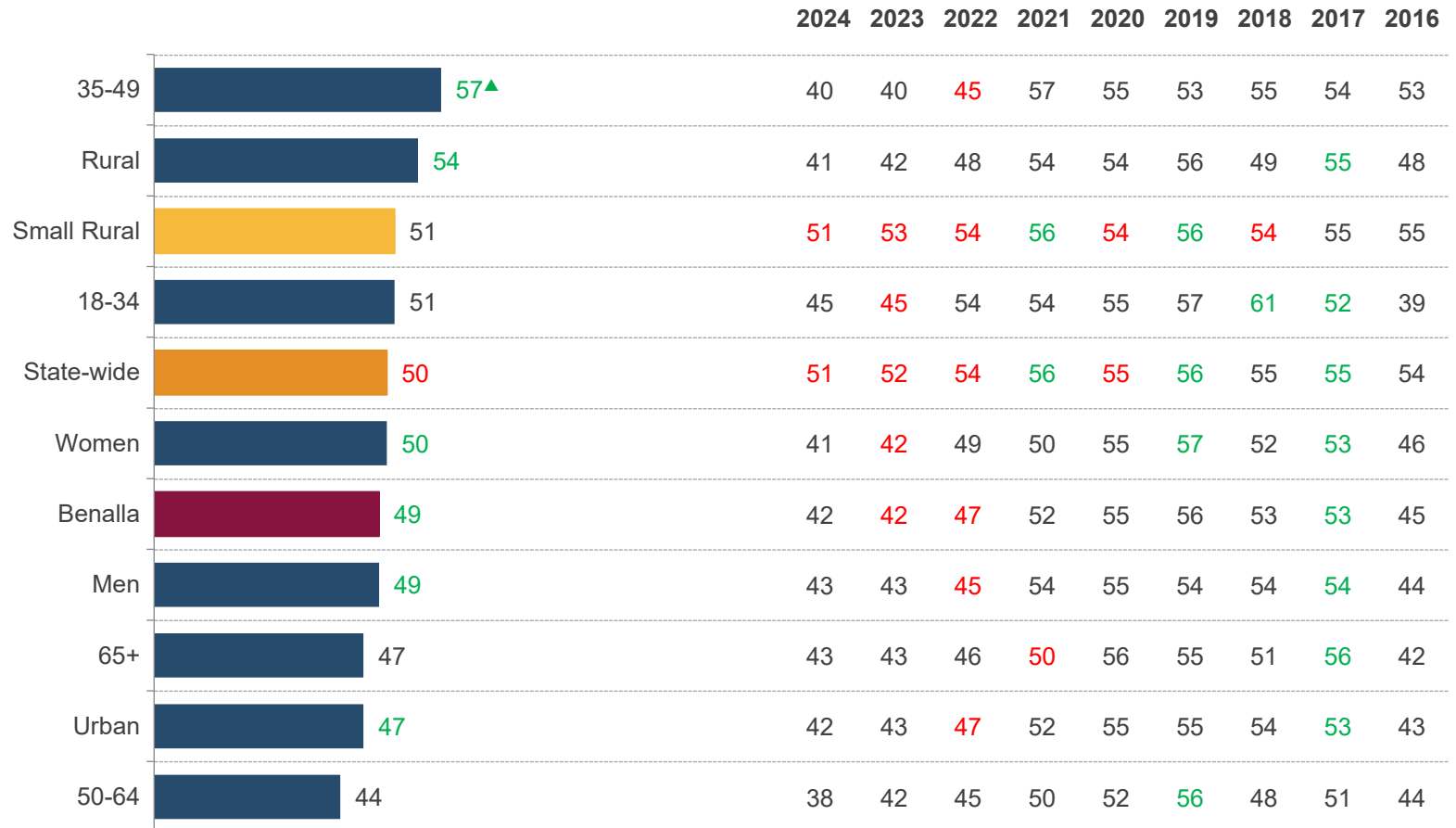
Individual service areas



Community consultation and engagement performance



2025 consultation and engagement performance (index scores)



Q2. How has Council performed on 'Community consultation and engagement' over the last 12 months?

Base: All respondents. Councils asked State-wide: 56 Councils asked group: 19

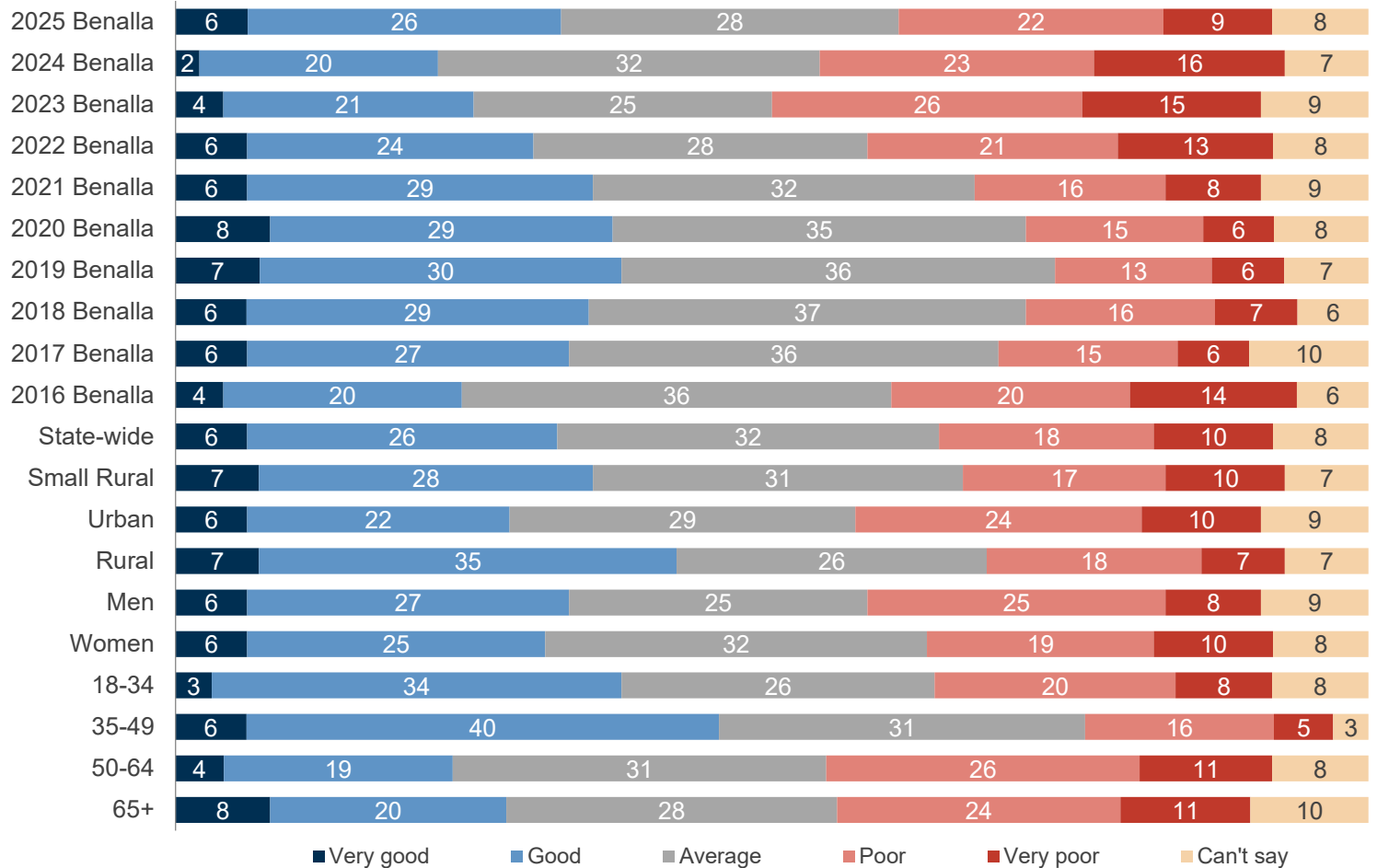
Note: Please see Appendix A for explanation of significant differences.



Community consultation and engagement performance



2025 consultation and engagement performance (%)

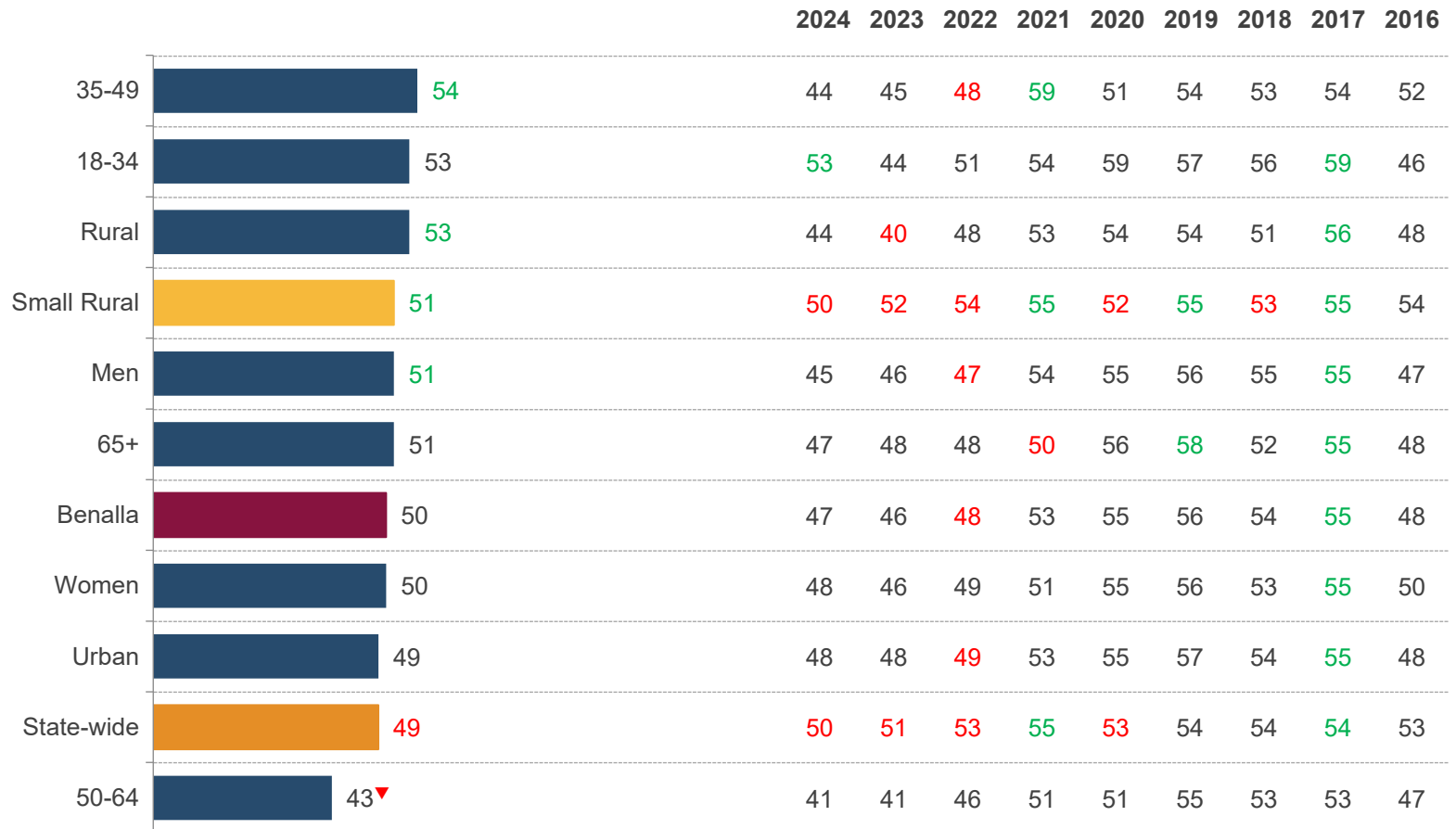




Lobbying on behalf of the community performance



2025 lobbying performance (index scores)



Q2. How has Council performed on 'Lobbying on behalf of the community' over the last 12 months?

Base: All respondents. Councils asked State-wide: 41 Councils asked group: 14

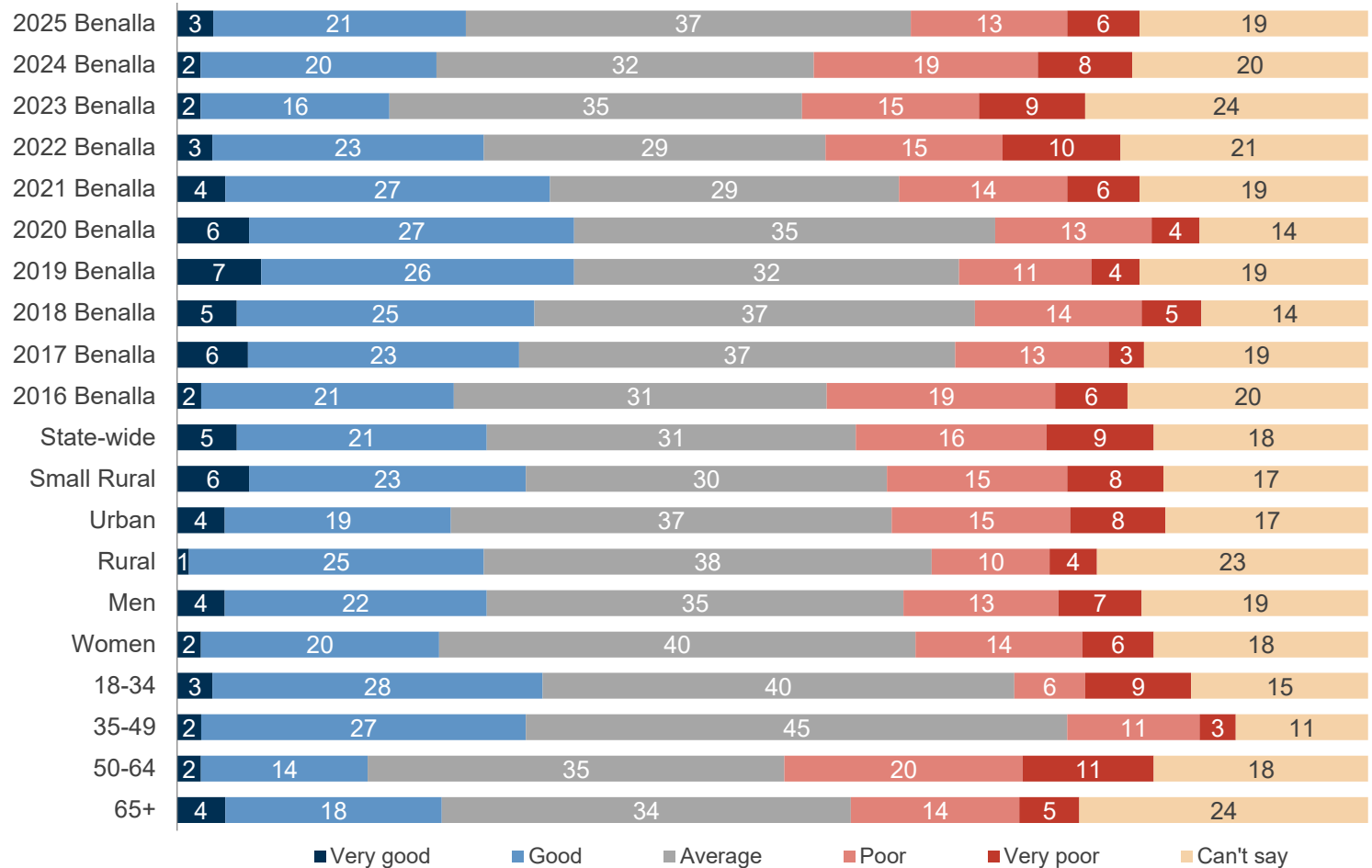
Note: Please see Appendix A for explanation of significant differences.



Lobbying on behalf of the community performance



2025 lobbying performance (%)



Decisions made in the interest of the community performance



2025 community decisions made performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
35-49	51	42	38	48	65	54	54	44	48	53
Rural	51	43	42	51	58	51	53	49	55	45
Small Rural	50▲	50	52	54	56	53	55	52	55	53
State-wide	49	50	51	54	56	53	55	54	54	54
Men	49	44	44	49	58	53	56	53	49	43
18-34	48	49	48	50	58	51	58	54	52	43
65+	47	46	44	47	54	58	56	54	52	42
Benalla	47	45	43	48	57	54	56	51	51	44
Women	46	45	42	47	56	55	57	49	52	45
Urban	45	45	44	47	56	56	57	52	49	44
50-64	41	39	41	48	54	52	56	52	50	40

Q2. How has Council performed on 'Decisions made in the interest of the community' over the last 12 months?

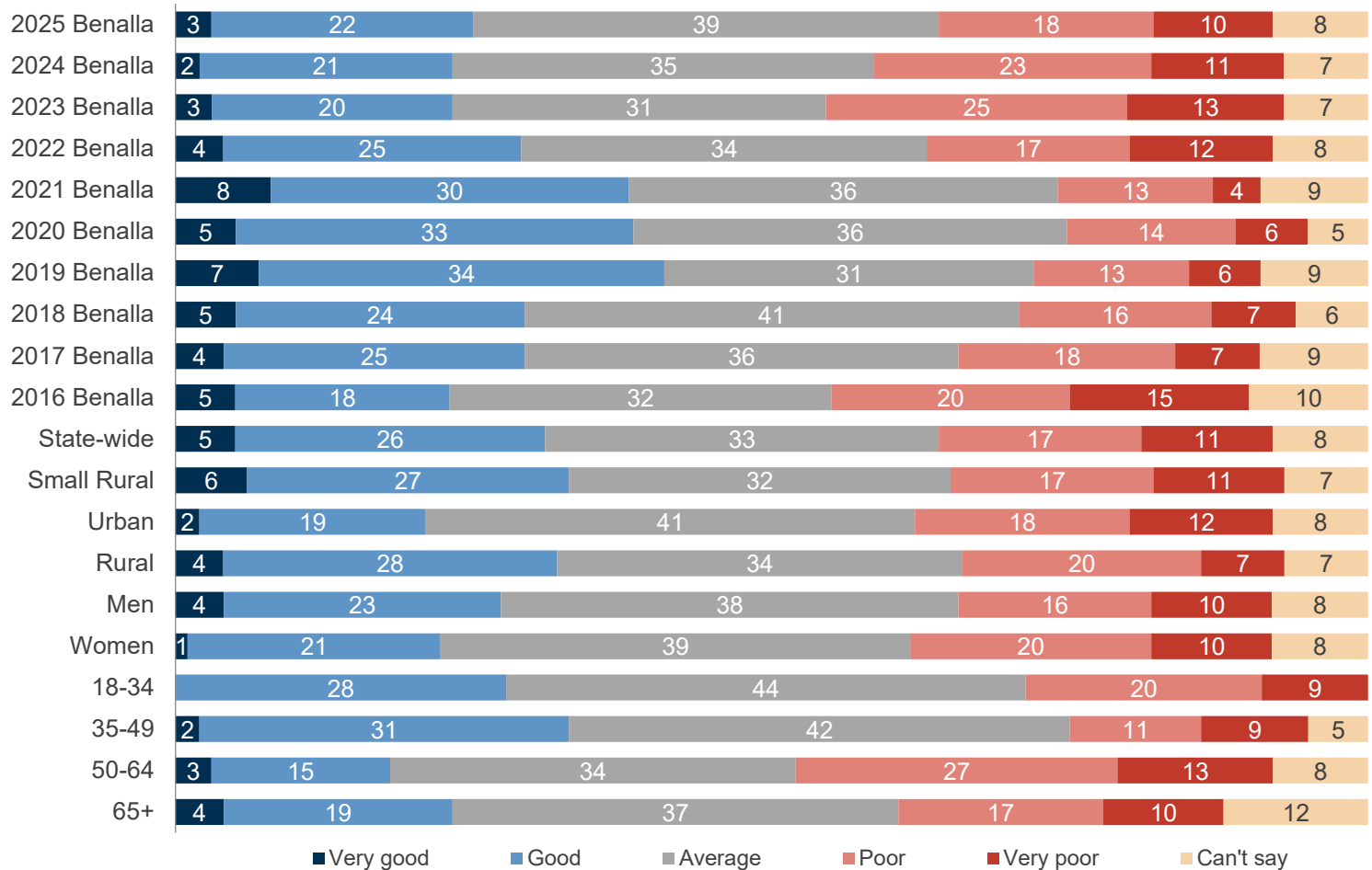
Base: All respondents. Councils asked State-wide: 56 Councils asked group: 19

Note: Please see Appendix A for explanation of significant differences.

Decisions made in the interest of the community performance



2025 community decisions made performance (%)



The condition of sealed local roads in your area performance



2025 sealed local roads performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
18-34	50	42	39	43	56	44	52	50	55	55
Rural	47	37	38	40	52	42	49	30	45	47
Men	46	37	40	44	53	50	53	44	49	51
65+	45	39	47	47	52	52	57	43	47	49
Benalla	45	37	42	45	53	49	54	43	49	51
State-wide	45	45	48	53	57	54	56	53	53	54
35-49	45	29	40	46	56	52	50	43	50	56
Women	44	36	44	47	53	48	55	42	49	52
Urban	44	37	44	47	54	51	56	47	51	53
Small Rural	44	41	44	50	53	51	53	49	50	52
50-64	40	31	35	43	53	44	54	39	46	47

Q2. How has Council performed on 'The condition of sealed local roads in your area' over the last 12 months?

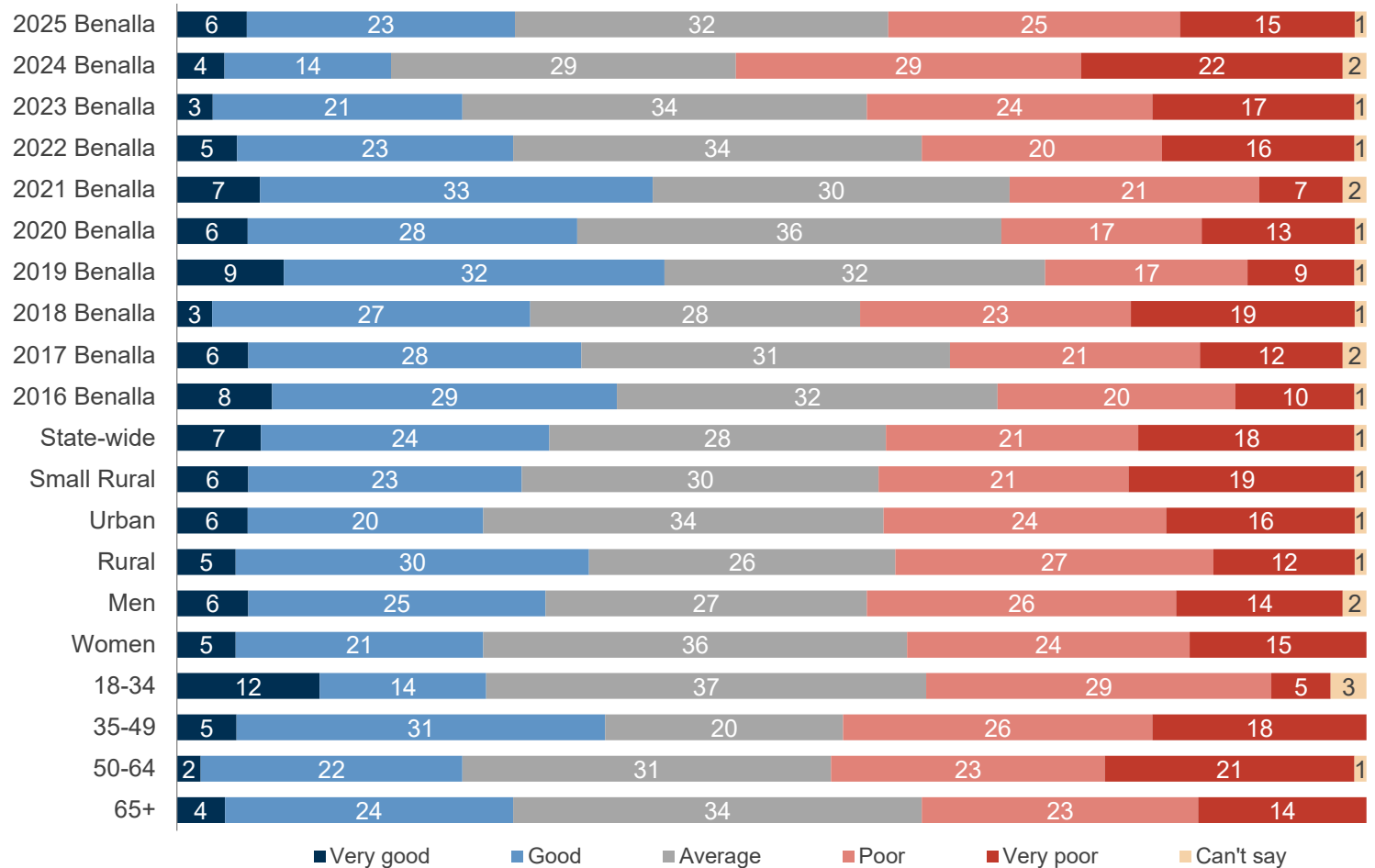
Base: All respondents. Councils asked State-wide: 56 Councils asked group: 19

Note: Please see Appendix A for explanation of significant differences.

The condition of sealed local roads in your area performance



2025 sealed local roads performance (%)



The condition of local streets and footpaths in your area performance



2025 streets and footpaths performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
18-34	55▲	51	38	41	58	n/a	56	n/a	48	50
Small Rural	53▲	51	52	55	58	57	57	57	57	58
State-wide	52▲	52	52	57	59	58	59	58	57	57
Men	50	43	44	45	50	n/a	54	n/a	48	44
Rural	47	41	47	44	51	n/a	52	n/a	50	52
35-49	46	34	51	42	54	n/a	50	n/a	51	53
Benalla	45	39	43	42	50	n/a	53	n/a	48	48
Urban	45	38	41	41	49	n/a	53	n/a	47	46
65+	43	36	42	41	46	n/a	53	n/a	46	43
Women	41	35	41	40	49	n/a	51	n/a	47	51
50-64	40	37	41	44	47	n/a	52	n/a	46	47

Q2. How has Council performed on 'The condition of local streets and footpaths in your area' over the last 12 months?

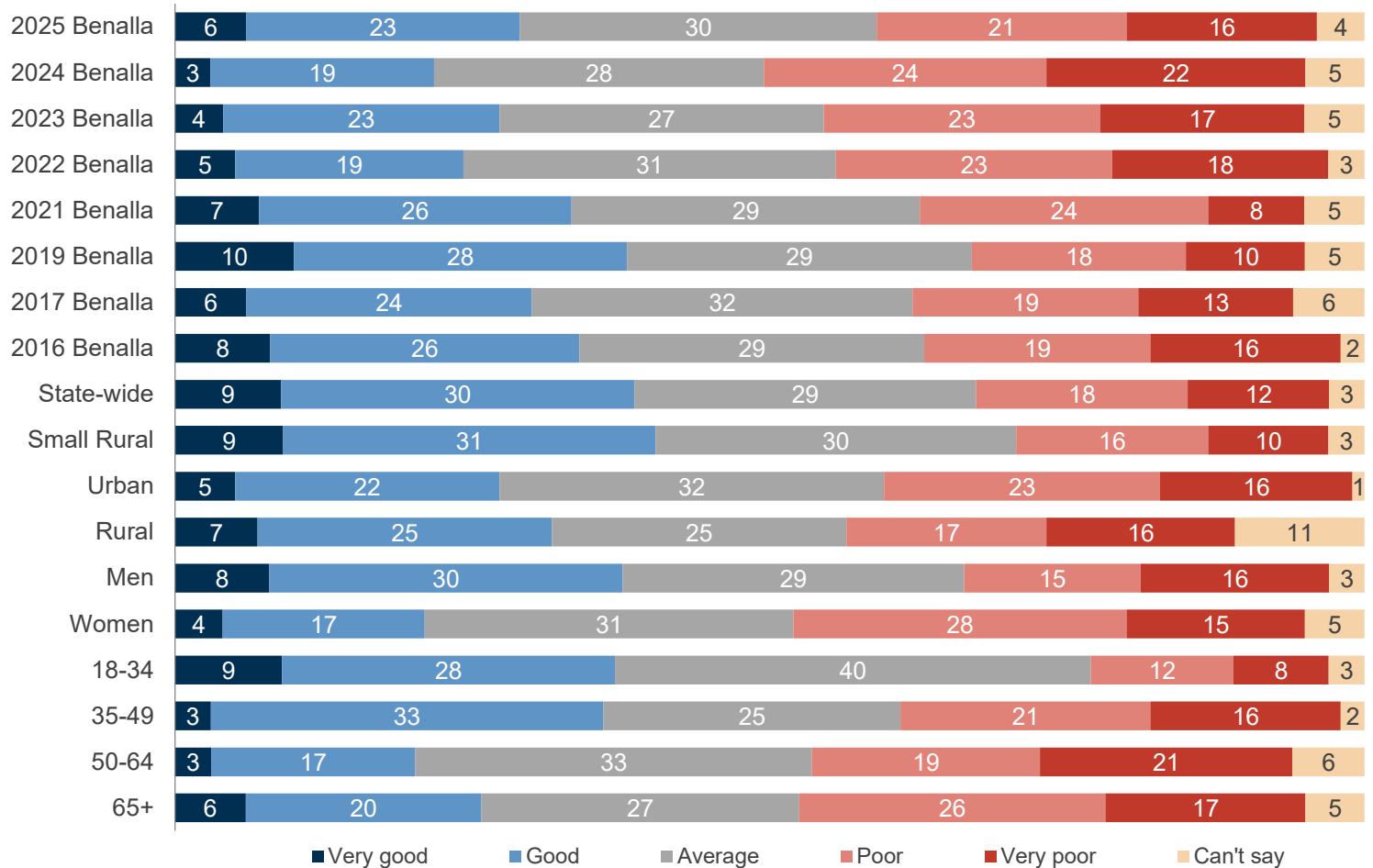
Base: All respondents. Councils asked State-wide: 27 Councils asked group: 8

Note: Please see Appendix A for explanation of significant differences.

The condition of local streets and footpaths in your area performance



2025 streets and footpaths performance (%)





Parking facilities performance



2025 parking performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
Rural	65	62	63	69	66	n/a	70	n/a	71	65
Men	65	64	62	62	71	n/a	68	n/a	72	63
18-34	65	62	61	63	69	n/a	67	n/a	73	61
65+	63	61	64	68	69	n/a	70	n/a	68	65
Benalla	63	61	62	66	69	n/a	69	n/a	70	65
Small Rural	63	59	60	60	62	60	60	60	63	61
50-64	63	61	59	63	70	n/a	67	n/a	69	62
Urban	63	60	62	64	70	n/a	69	n/a	69	65
Women	62	58	63	69	67	n/a	71	n/a	68	67
35-49	62	59	64	65	69	n/a	72	n/a	73	72
State-wide	54▼	54	55	57	58	55	56	56	55	56

Q2. How has Council performed on 'Parking facilities' over the last 12 months?

Base: All respondents. Councils asked State-wide: 14 Councils asked group: 3

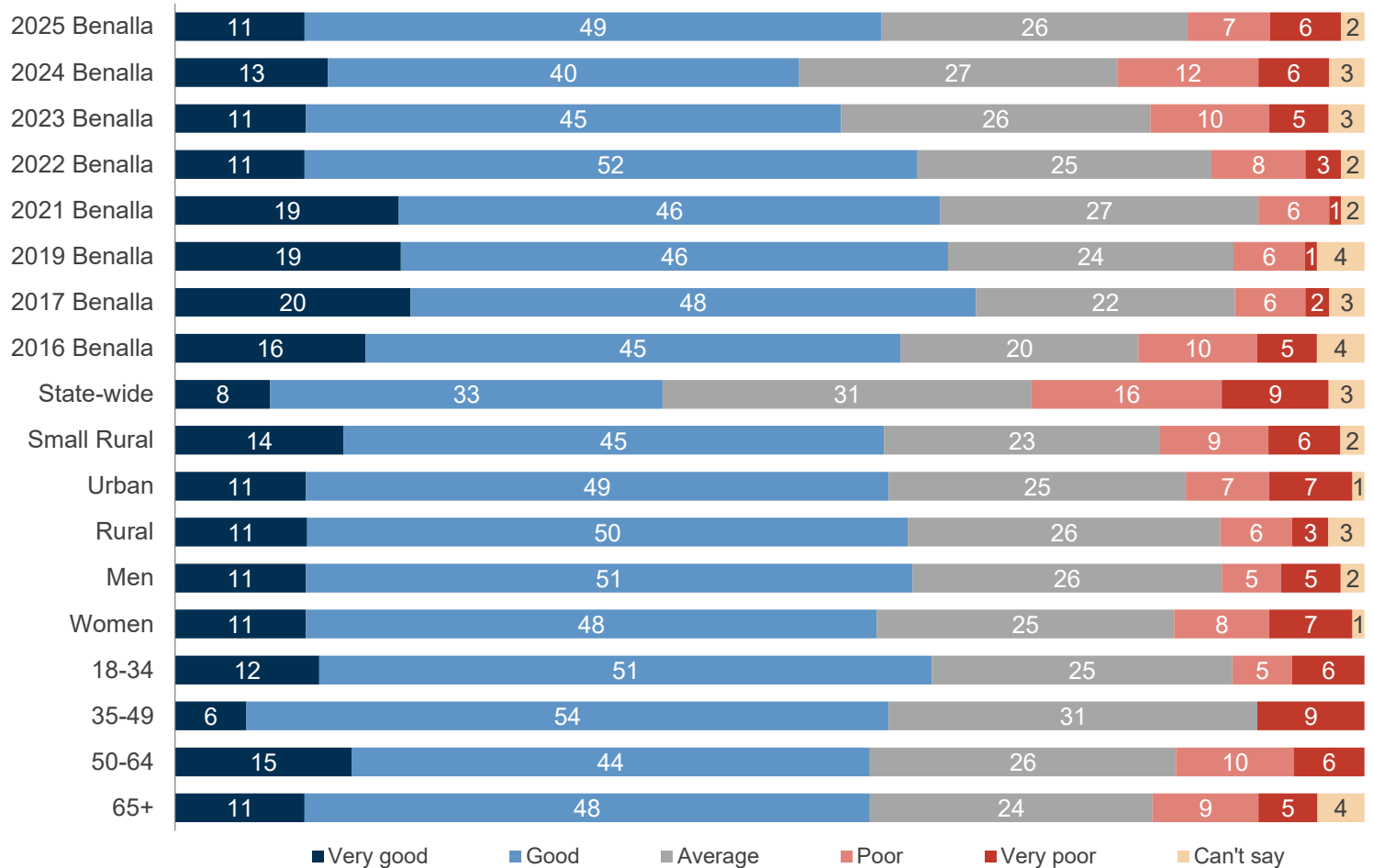
Note: Please see Appendix A for explanation of significant differences.



Parking facilities performance



2025 parking performance (%)





Family support services performance



2025 family support performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
State-wide	62▲	63	63	65	66	66	67	66	67	66
Small Rural	61▲	61	62	64	66	66	68	67	68	66
65+	60	63	57	65	69	n/a	73	n/a	68	68
Rural	60	59	58	61	66	n/a	65	n/a	71	64
Men	59	60	55	61	67	n/a	69	n/a	65	64
50-64	59	52	55	59	58	n/a	68	n/a	64	60
Benalla	58	59	57	62	64	n/a	70	n/a	67	63
Women	57	58	59	64	62	n/a	71	n/a	68	62
Urban	57	59	57	62	64	n/a	72	n/a	66	62
35-49	56	57	59	55	67	n/a	70	n/a	69	65
18-34	55	59	58	64	59	n/a	67	n/a	65	57

Q2. How has Council performed on 'Family support services' over the last 12 months?

Base: All respondents. Councils asked State-wide: 24 Councils asked group: 8

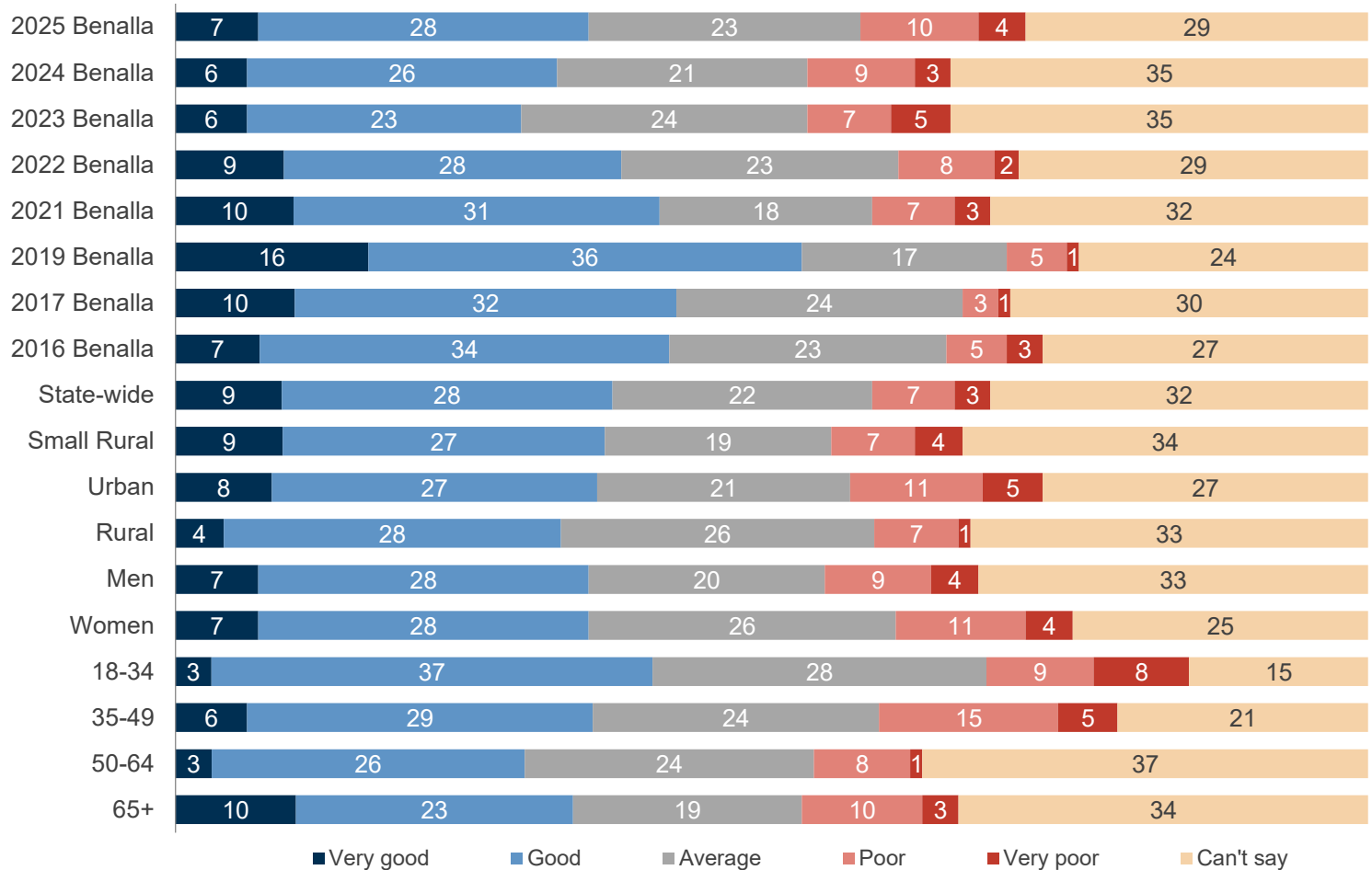
Note: Please see Appendix A for explanation of significant differences.



Family support services performance



2025 family support performance (%)





Recreational facilities performance



2025 recreational facilities performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
State-wide	67▲	68	68	69	71	70	70	69	70	69
Small Rural	66▲	67	67	69	69	68	68	69	69	68
65+	65	68	66	70	73	n/a	72	n/a	73	72
Rural	64	62	64	64	68	n/a	62	n/a	70	66
Men	64	64	64	64	72	n/a	66	n/a	65	67
Benalla	61	63	63	65	70	n/a	67	n/a	65	66
Urban	60	64	63	65	70	n/a	69	n/a	64	66
35-49	59	57	60	58	68	n/a	65	n/a	58	70
50-64	59	63	61	62	70	n/a	69	n/a	69	60
Women	59	63	62	66	68	n/a	68	n/a	65	65
18-34	54▼	59	59	62	64	n/a	58	n/a	55	62

Q2. How has Council performed on 'Recreational facilities' over the last 12 months?

Base: All respondents. Councils asked State-wide: 36 Councils asked group: 13

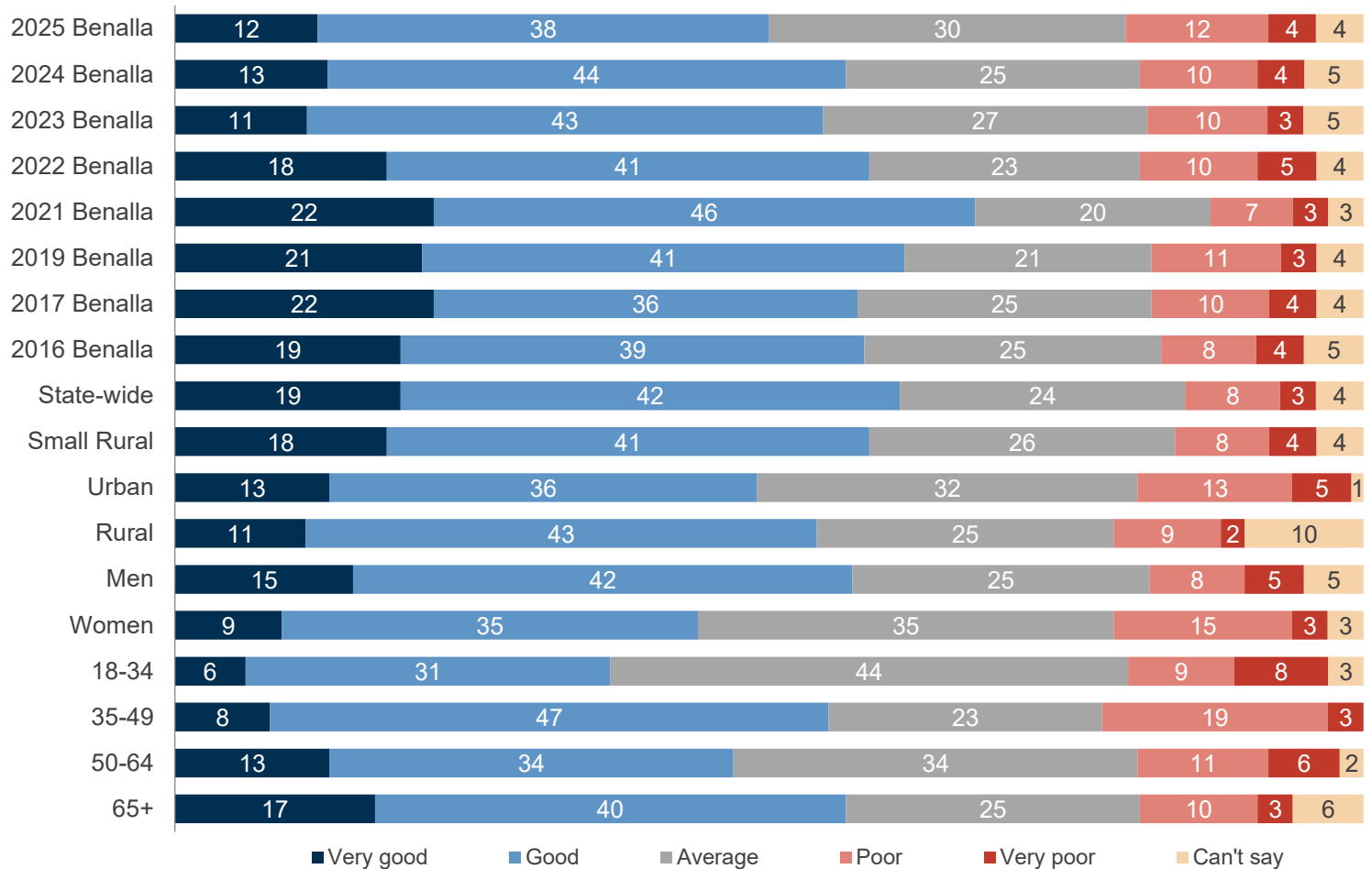
Note: Please see Appendix A for explanation of significant differences.



Recreational facilities performance

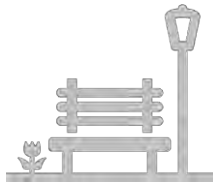


2025 recreational facilities performance (%)





The appearance of public areas performance



2025 public areas performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
Rural	73	68	69	70	76	n/a	72	n/a	76	72
Women	73	73	70	70	74	n/a	77	n/a	73	74
65+	73	71	71	69	74	n/a	75	n/a	72	72
Benalla	72	71	70	69	75	n/a	76	n/a	73	72
35-49	72	66	74	68	77	n/a	80	n/a	77	78
50-64	71	67	66	71	78	n/a	78	n/a	75	70
Urban	71	72	71	69	75	n/a	77	n/a	71	72
Men	71	70	70	68	77	n/a	74	n/a	72	70
18-34	70	79	69	68	74	n/a	70	n/a	67	69
Small Rural	70	71	71	73	75	72	73	72	74	73
State-wide	68▼	68	67	71	73	72	72	71	71	71

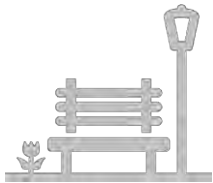
Q2. How has Council performed on 'The appearance of public areas' over the last 12 months?

Base: All respondents. Councils asked State-wide: 37 Councils asked group: 14

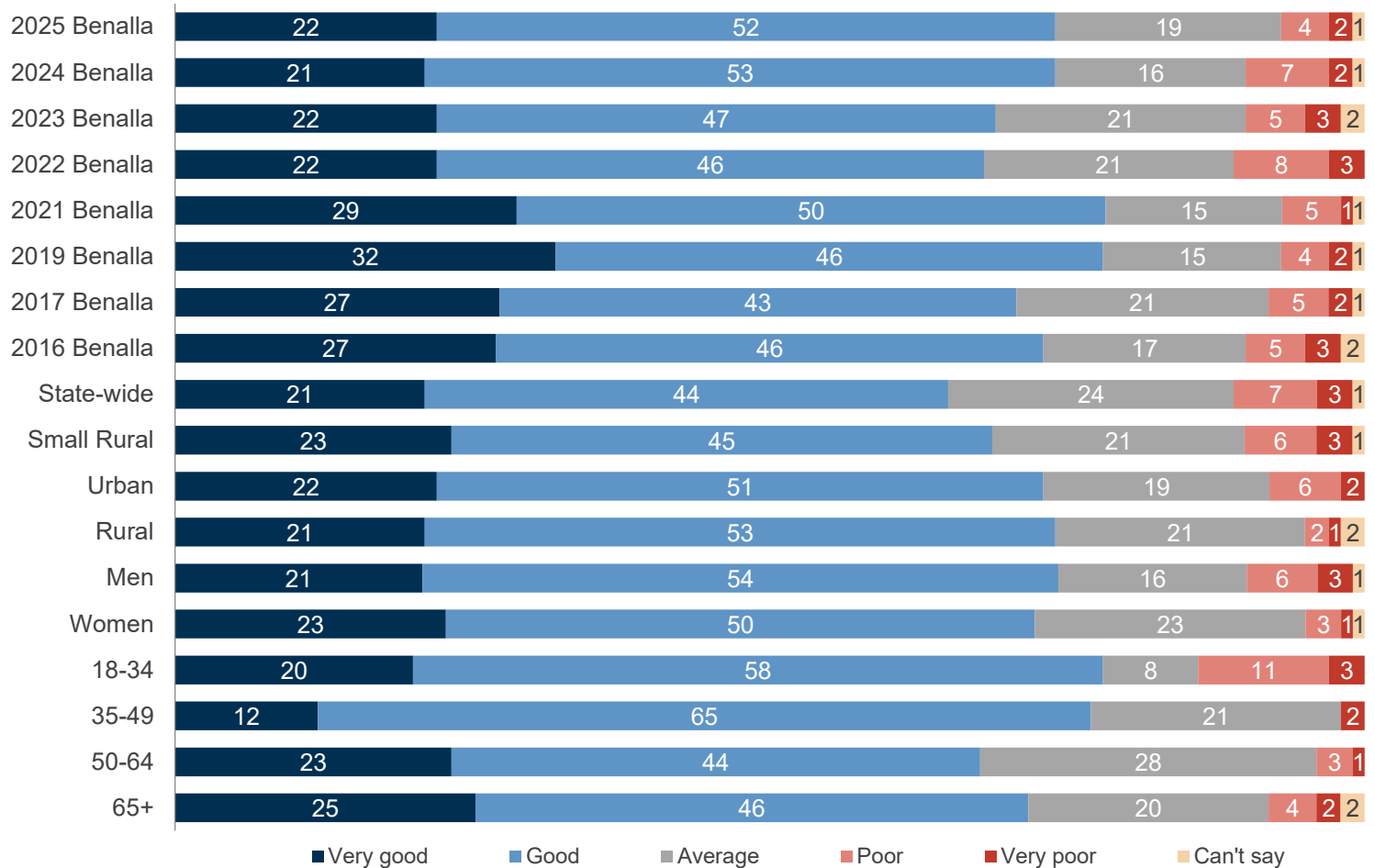
Note: Please see Appendix A for explanation of significant differences.



The appearance of public areas performance



2025 public areas performance (%)





Waste management performance



2025 waste management performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
65+	68▲	70	68	67	71	n/a	72	n/a	66	66
Small Rural	66▲	67	66	68	68	64	66	69	70	69
State-wide	65	67	66	68	69	65	68	70	71	70
Rural	64	65	58	66	68	n/a	65	n/a	64	62
Women	63	64	63	66	65	n/a	72	n/a	65	61
Benalla	63	63	62	64	66	n/a	68	n/a	62	59
Men	63	63	61	62	67	n/a	64	n/a	59	57
Urban	62	63	64	63	66	n/a	69	n/a	61	58
50-64	62	60	59	59	58	n/a	68	n/a	60	53
35-49	61	59	57	60	70	n/a	63	n/a	57	62
18-34	56▼	54	56	64	59	n/a	67	n/a	62	53

Q2. How has Council performed on 'Waste management' over the last 12 months?

Base: All respondents. Councils asked State-wide: 56 Councils asked group: 19

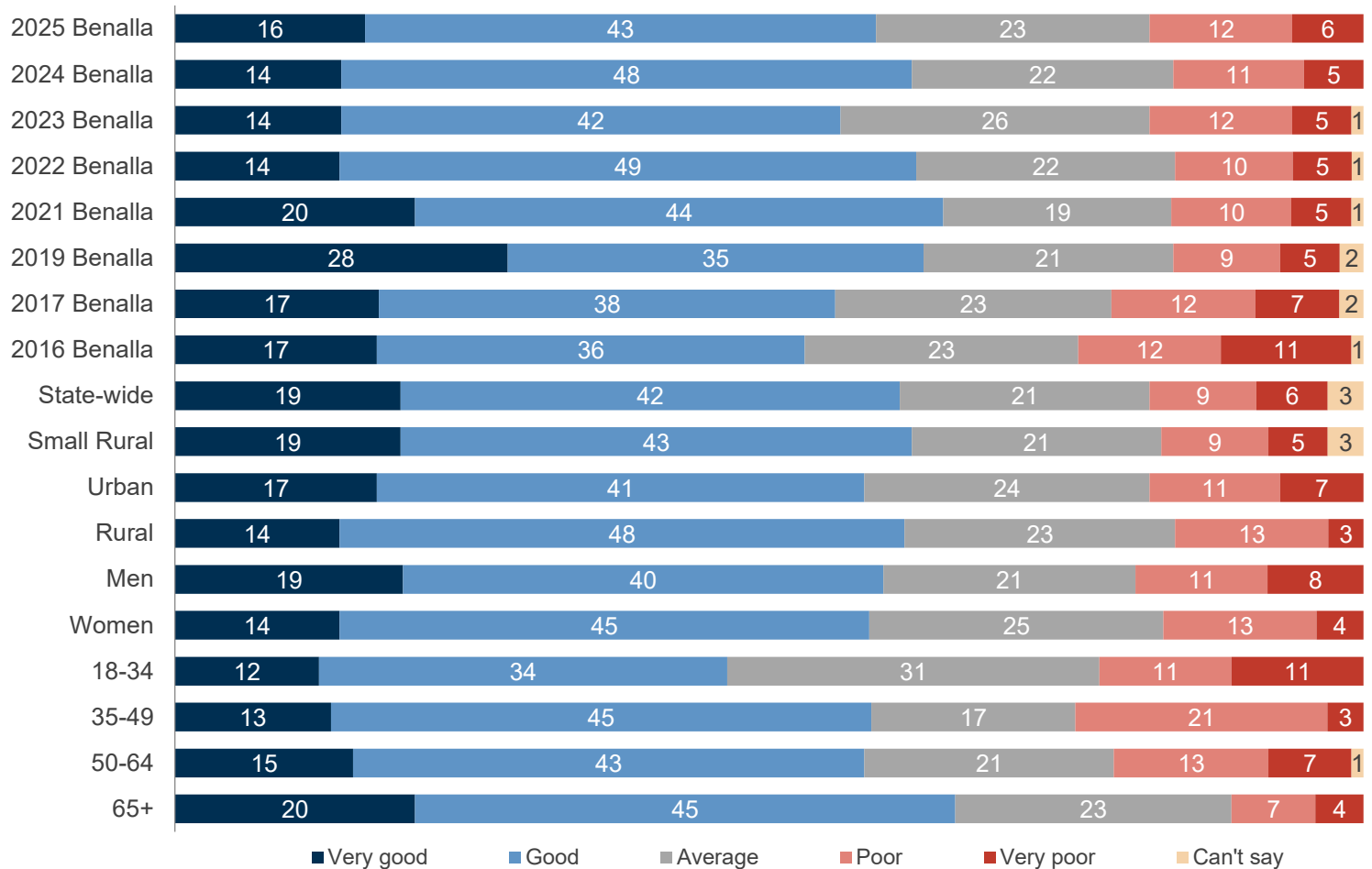
Note: Please see Appendix A for explanation of significant differences.



Waste management performance



2025 waste management performance (%)





Environmental sustainability performance



2025 environmental sustainability performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
State-wide	59▲	60	60	61	62	60	62	63	64	63
Small Rural	58▲	59	59	59	61	57	59	62	63	61
Men	57	55	55	55	66	n/a	55	n/a	60	54
50-64	57	51	49	54	59	n/a	60	n/a	57	57
65+	56	56	54	56	61	n/a	61	n/a	57	57
Urban	56	55	56	57	63	n/a	58	n/a	60	55
Benalla	55	55	55	55	62	n/a	58	n/a	59	56
18-34	54	58	59	55	62	n/a	54	n/a	65	50
Rural	54	55	53	50	60	n/a	57	n/a	58	59
Women	53	55	55	56	59	n/a	61	n/a	58	58
35-49	52	55	60	56	68	n/a	54	n/a	61	61

Q2. How has Council performed on 'Environmental sustainability' over the last 12 months?

Base: All respondents. Councils asked State-wide: 30 Councils asked group: 8

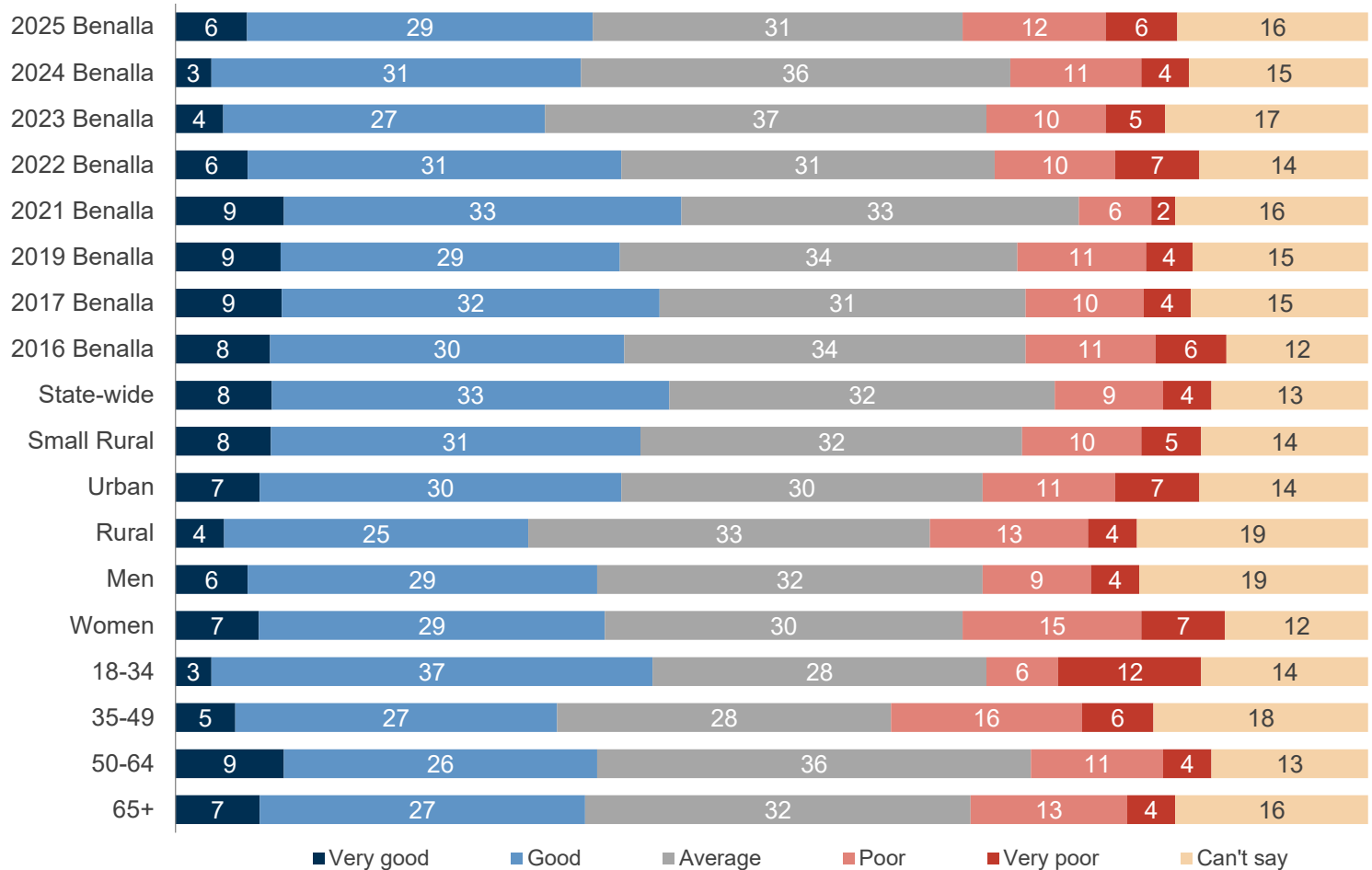
Note: Please see Appendix A for explanation of significant differences.



Environmental sustainability performance

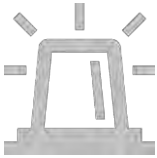


2025 environmental sustainability performance (%)





Emergency and disaster management performance



2025 emergency and disaster management performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
50-64	67	60	69	67	69	n/a	73	n/a	69	64
Men	66	62	64	63	73	n/a	73	n/a	70	68
Small Rural	66	66	66	68	72	70	72	72	72	71
18-34	65	69	74	64	67	n/a	70	n/a	73	70
State-wide	65	65	65	66	71	68	72	71	70	69
65+	65	64	67	65	70	n/a	74	n/a	69	69
Urban	64	65	70	66	72	n/a	76	n/a	72	69
Benalla	64	64	68	66	70	n/a	74	n/a	71	69
Rural	62	63	64	66	66	n/a	68	n/a	67	68
Women	62	66	72	68	68	n/a	74	n/a	71	70
35-49	56▼	64	65	69	74	n/a	77	n/a	73	74

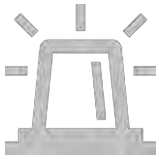
Q2. How has Council performed on 'Emergency and disaster management' over the last 12 months?

Base: All respondents. Councils asked State-wide: 21 Councils asked group: 6

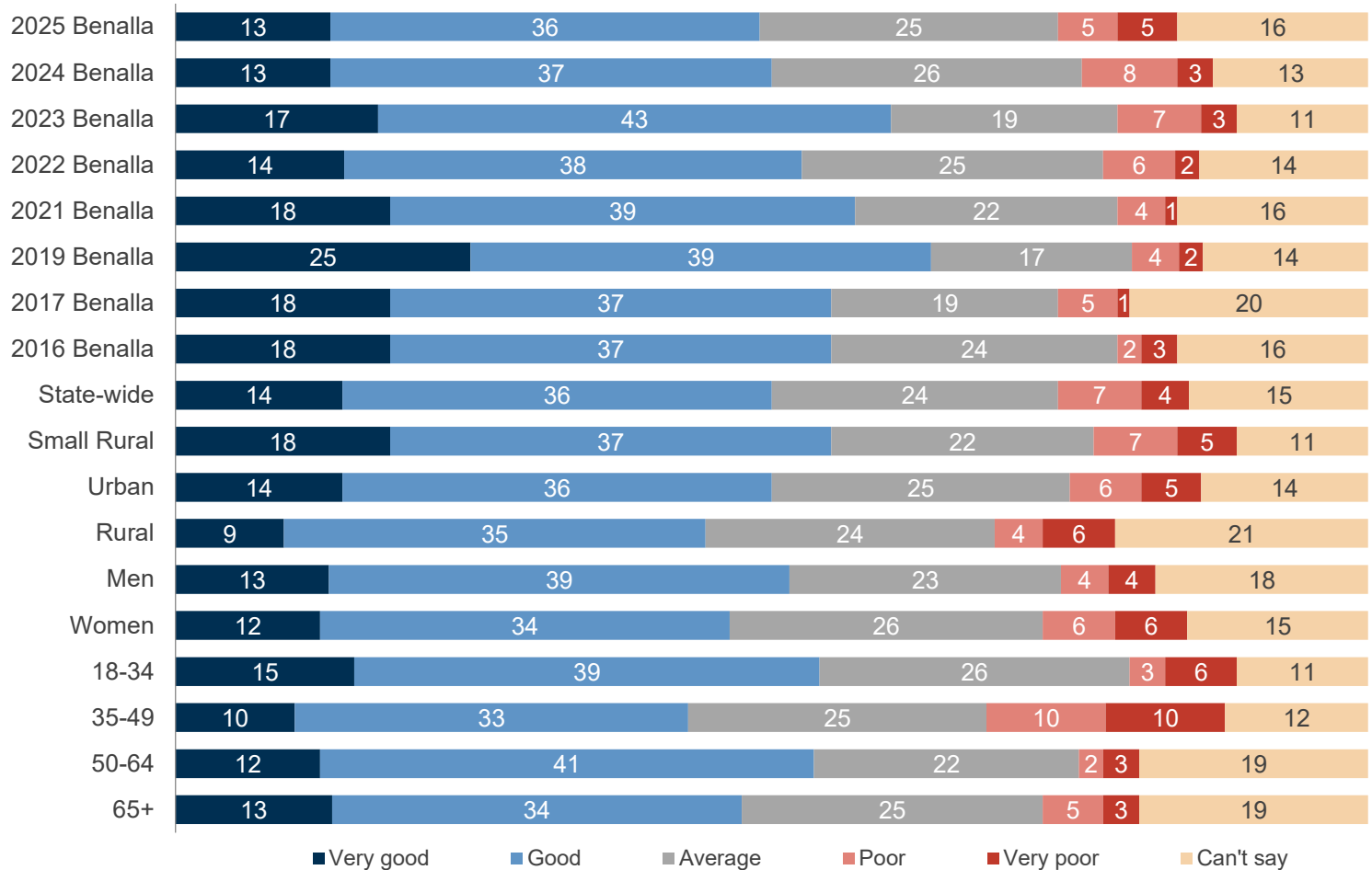
Note: Please see Appendix A for explanation of significant differences.



Emergency and disaster management performance



2025 emergency and disaster management performance (%)





Planning for population growth in the area performance



2025 population growth performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
18-34	56	50	49	53	61	n/a	58	n/a	n/a	n/a
Men	52	48	50	47	58	n/a	58	n/a	n/a	n/a
Rural	51	47	48	46	55	n/a	54	n/a	n/a	n/a
Benalla	51	49	48	48	56	n/a	57	n/a	n/a	n/a
65+	50	51	49	49	55	n/a	59	n/a	n/a	n/a
Urban	50	49	48	49	56	n/a	58	n/a	n/a	n/a
Women	49	49	47	49	54	n/a	56	n/a	n/a	n/a
State-wide	48▼	47	48	52	53	51	52	52	52	51
50-64	48	42	47	48	52	n/a	55	n/a	n/a	n/a
Small Rural	47▼	43	44	49	52	44	51	n/a	n/a	n/a
35-49	47	48	46	42	56	n/a	53	n/a	n/a	n/a

Q2. How has Council performed on 'Planning for population growth in the area' over the last 12 months?

Base: All respondents. Councils asked State-wide: 13 Councils asked group: 2

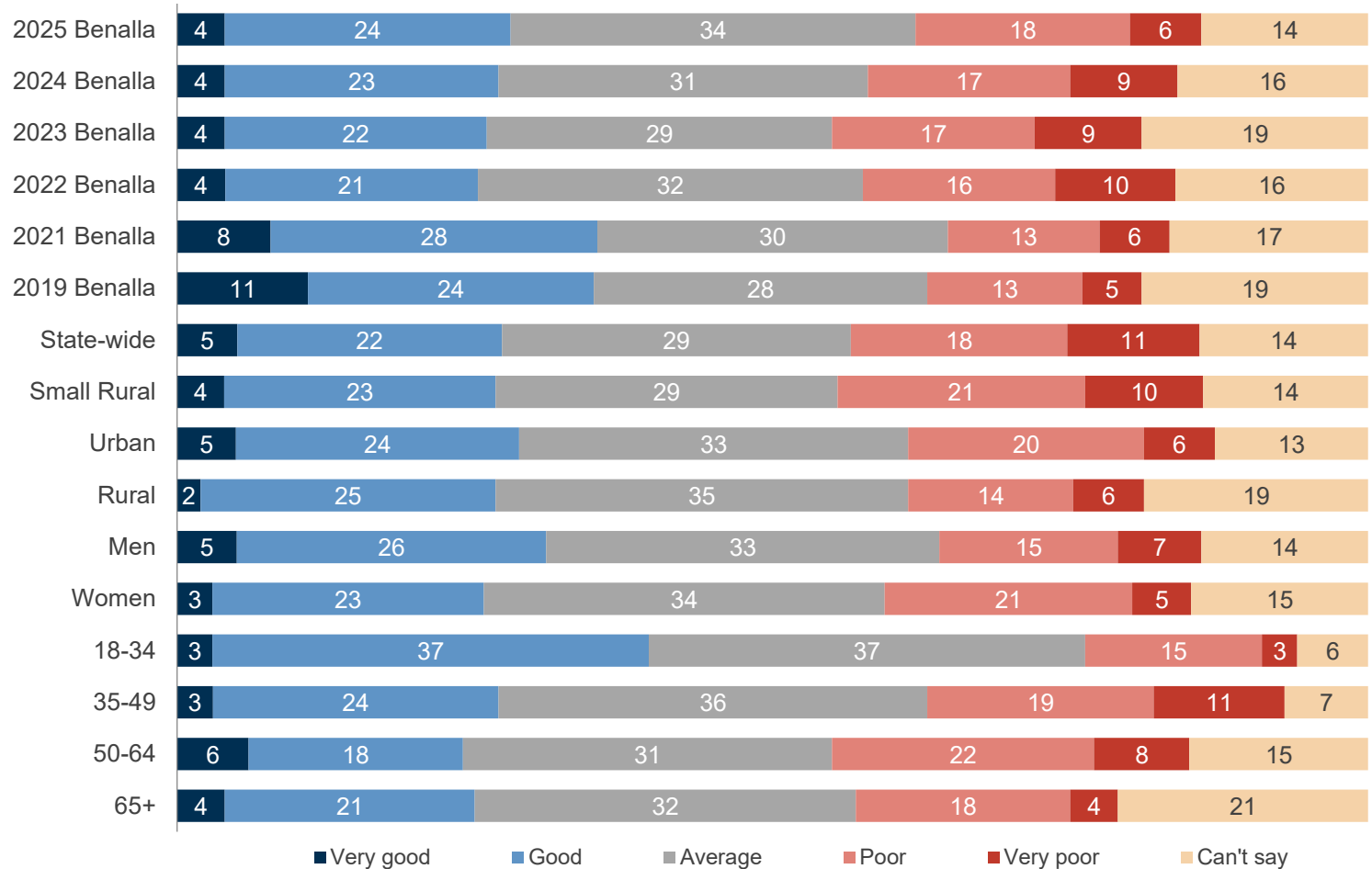
Note: Please see Appendix A for explanation of significant differences.



Planning for population growth in the area performance



2025 population growth performance (%)





Roadside slashing and weed control performance



2025 roadside slashing and weed control performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
35-49	55▲	45	48	41	54	n/a	67	n/a	56	57
18-34	51	56	49	49	56	n/a	59	n/a	49	61
Urban	49	49	48	48	53	n/a	61	n/a	49	53
Women	49	44	46	47	51	n/a	58	n/a	47	52
Small Rural	49	46	47	50	49	48	55	54	51	51
Benalla	48	47	46	45	51	n/a	57	n/a	48	51
State-wide	47	45	46	49	51	49	56	55	53	56
Men	46	50	46	43	52	n/a	56	n/a	49	50
50-64	45	42	42	43	51	n/a	51	n/a	48	45
65+	44	45	45	45	48	n/a	56	n/a	44	47
Rural	44	40	40	36	44	n/a	48	n/a	45	46

Q2. How has Council performed on 'Roadside slashing and weed control' over the last 12 months?

Base: All respondents. Councils asked State-wide: 11 Councils asked group: 5

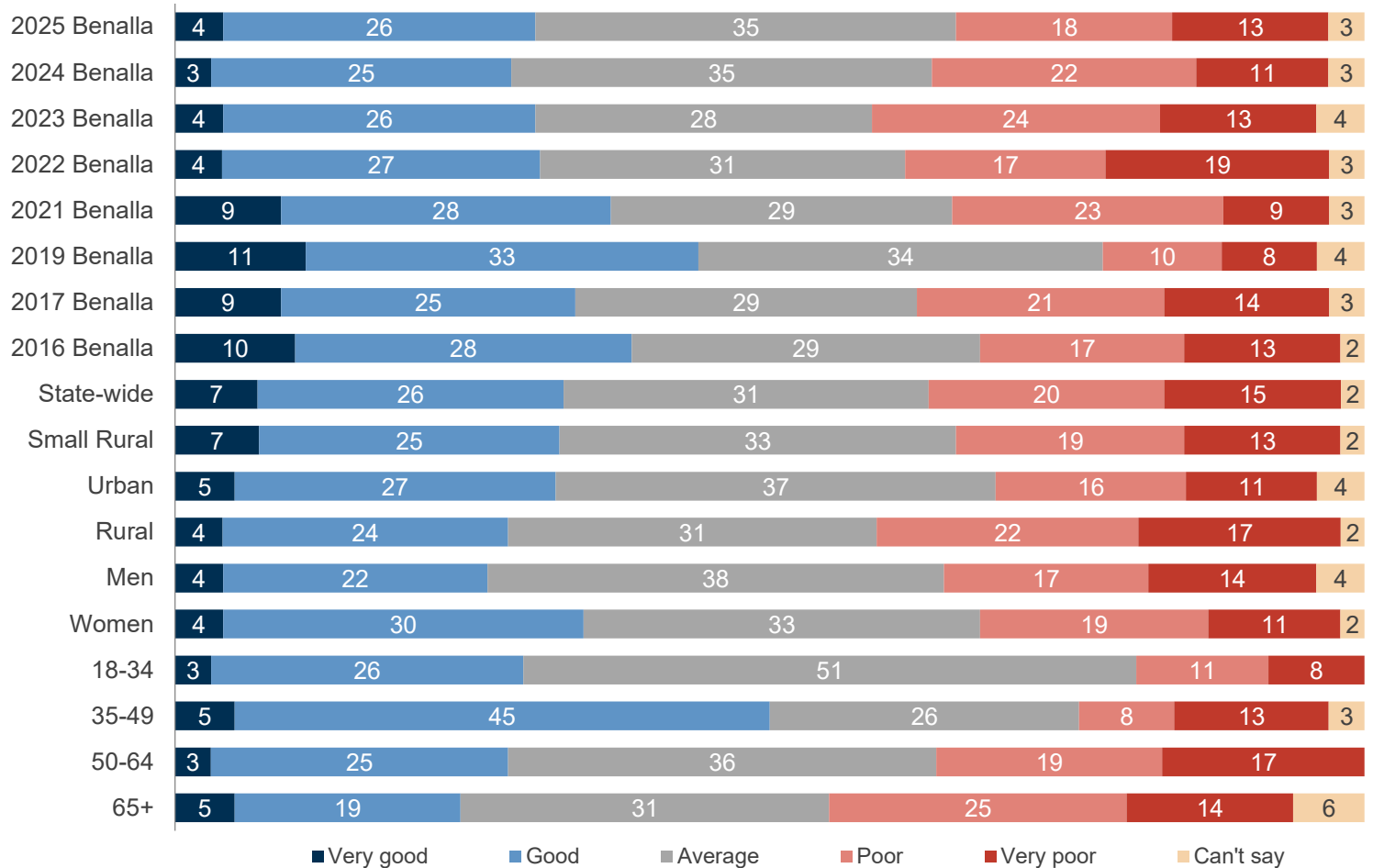
Note: Please see Appendix A for explanation of significant differences.



Roadside slashing and weed control performance



2025 roadside slashing and weed control performance (%)





Maintenance of unsealed roads in your area performance



2025 unsealed roads performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
18-34	50▲	34	40	31	50	n/a	45	n/a	43	51
Urban	40	35	41	39	52	n/a	51	n/a	44	47
Men	40	33	37	36	52	n/a	47	n/a	41	41
Small Rural	40	35	38	42	44	43	43	40	43	44
Benalla	39	33	38	36	48	n/a	47	n/a	40	42
Women	38	33	39	37	44	n/a	46	n/a	39	44
35-49	38	31	30	36	49	n/a	50	n/a	43	49
State-wide	38	36	37	41	45	44	44	43	44	43
65+	37	35	41	39	46	n/a	48	n/a	40	38
Rural	36	27	31	29	37	n/a	37	n/a	31	33
50-64	34	27	35	35	48	n/a	45	n/a	36	37

Q2. How has Council performed on 'Maintenance of unsealed roads in your area' over the last 12 months?

Base: All respondents. Councils asked State-wide: 28 Councils asked group: 10

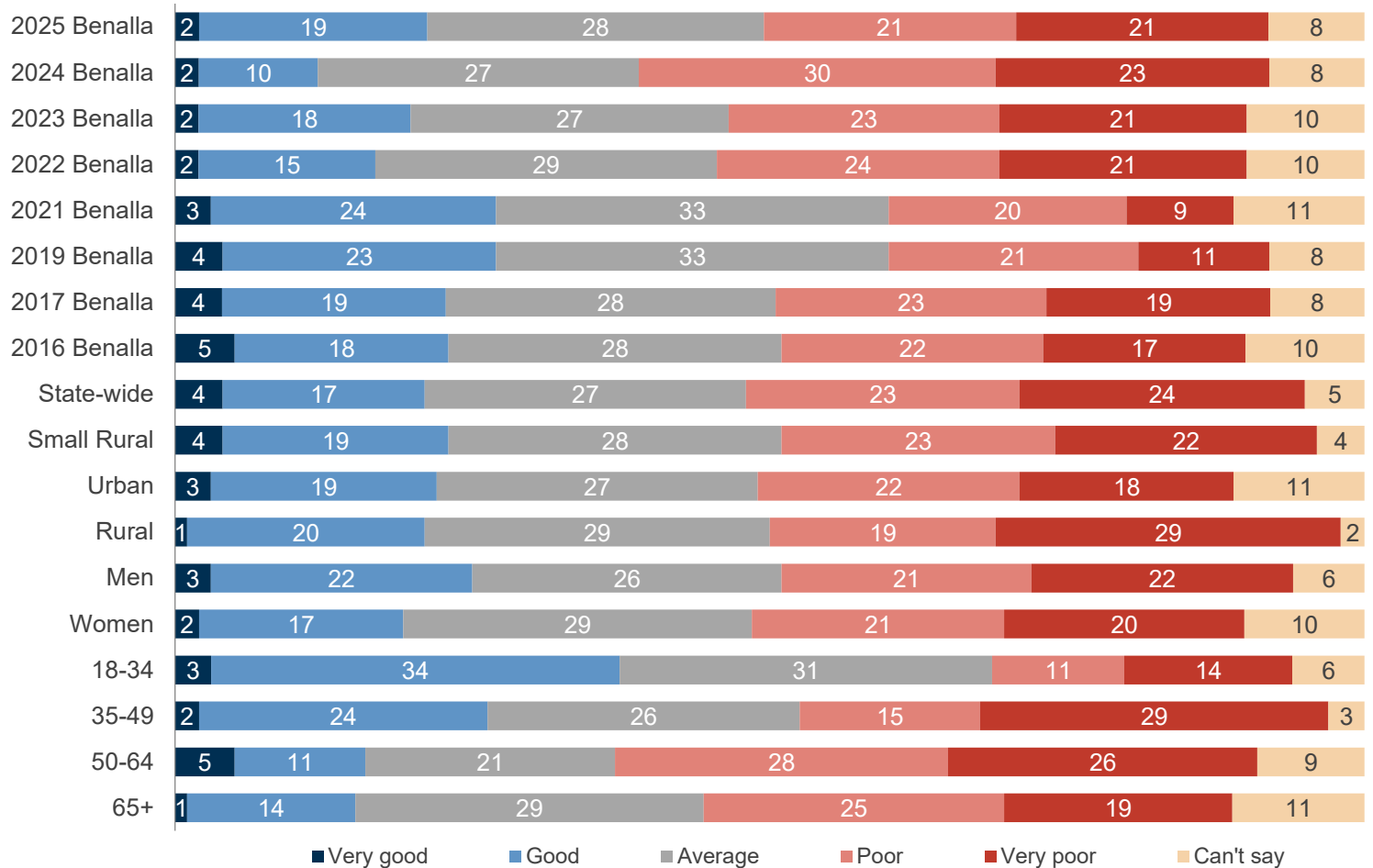
Note: Please see Appendix A for explanation of significant differences.



Maintenance of unsealed roads in your area performance



2025 unsealed roads performance (%)





Tourism development performance



2025 tourism development performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
Small Rural	62▲	61	61	62	63	63	66	67	67	64
Rural	60	59	51	59	60	n/a	67	n/a	64	56
State-wide	60▲	59	61	60	62	62	63	63	63	63
Women	58	56	56	59	58	n/a	66	n/a	61	55
18-34	57	48	52	56	57	n/a	67	n/a	62	49
35-49	57	55	52	59	58	n/a	62	n/a	58	60
65+	56	59	53	55	62	n/a	65	n/a	55	55
Benalla	56	55	52	56	60	n/a	65	n/a	58	54
Urban	54	54	52	55	60	n/a	64	n/a	56	53
Men	54	55	48	54	62	n/a	63	n/a	54	53
50-64	54	56	49	55	61	n/a	65	n/a	58	52

Q2. How has Council performed on 'Tourism development' over the last 12 months?

Base: All respondents. Councils asked State-wide: 12 Councils asked group: 5

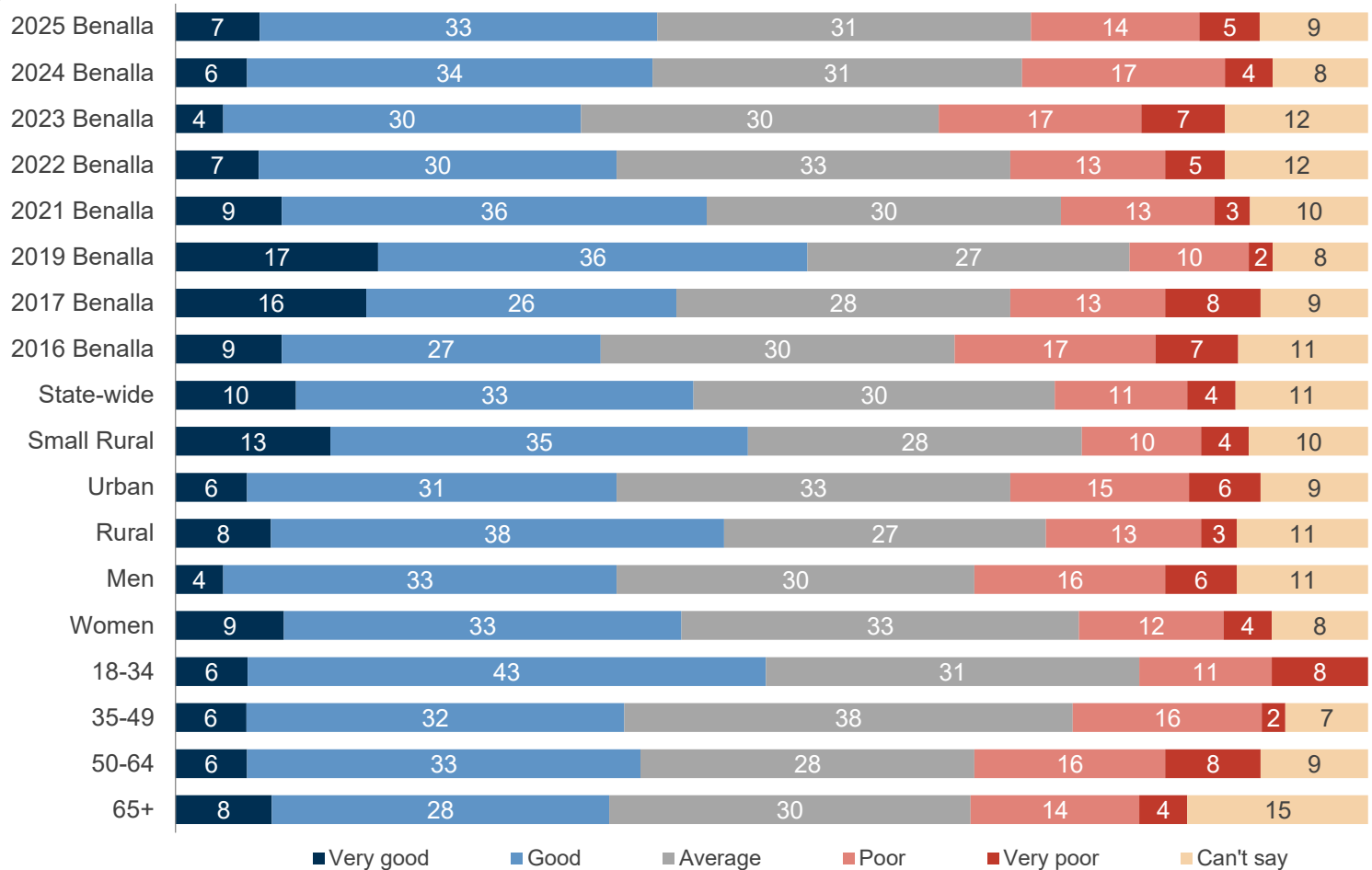
Note: Please see Appendix A for explanation of significant differences.



Tourism development performance



2025 tourism development performance (%)





COVID-19 response performance



2025 COVID-19 response performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
Women	64	64	66	67	69	n/a	n/a	n/a	n/a	n/a
35-49	63	61	64	53	70	n/a	n/a	n/a	n/a	n/a
Urban	62	63	64	64	70	n/a	n/a	n/a	n/a	n/a
65+	61	64	67	68	72	n/a	n/a	n/a	n/a	n/a
Benalla	61	62	64	65	70	n/a	n/a	n/a	n/a	n/a
Small Rural	61	62	69	69	75	n/a	n/a	n/a	n/a	n/a
50-64	61	58	59	62	66	n/a	n/a	n/a	n/a	n/a
State-wide	60	65	67	69	73	n/a	n/a	n/a	n/a	n/a
Rural	60	59	65	66	70	n/a	n/a	n/a	n/a	n/a
18-34	59	63	62	69	68	n/a	n/a	n/a	n/a	n/a
Men	58	60	62	62	71	n/a	n/a	n/a	n/a	n/a

Q2. How has Council performed on 'COVID-19 response' over the last 12 months?

Base: All respondents. Councils asked State-wide: 4 Councils asked group: 1

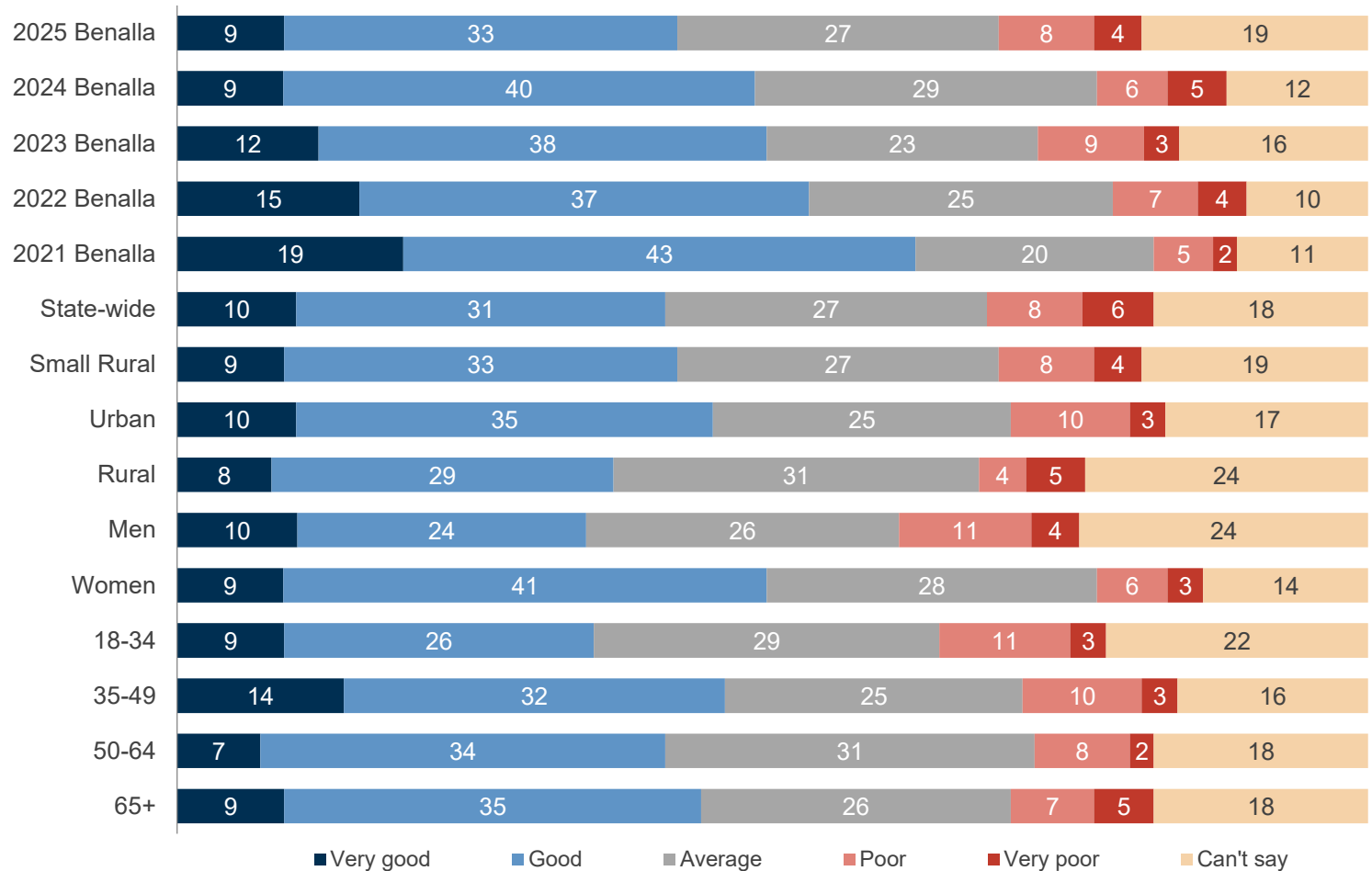
Note: Please see Appendix A for explanation of significant differences.



COVID-19 response performance



2025 COVID-19 response performance (%)





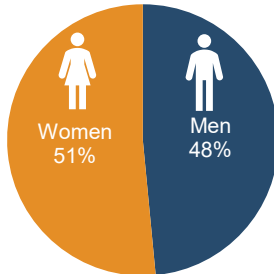
Detailed demographics



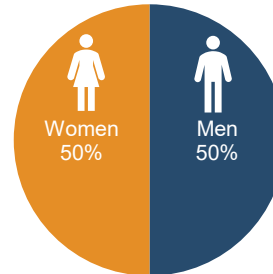
Gender and age profile

2025 gender

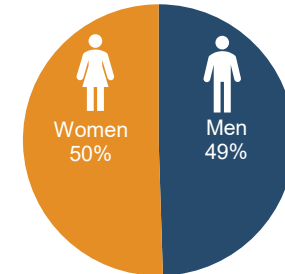
Benalla



Small Rural

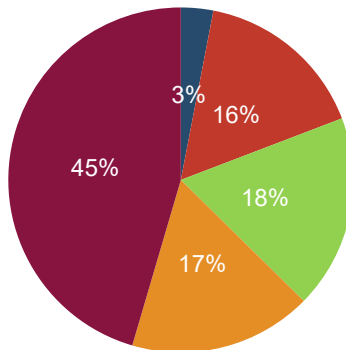


State-wide

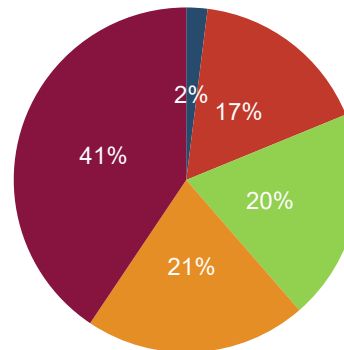


2025 age

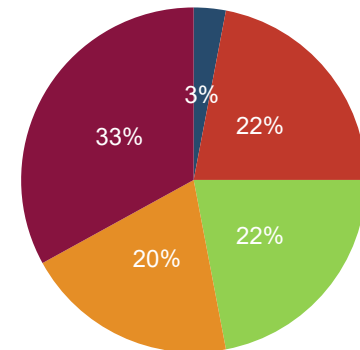
Benalla



Small Rural



State-wide



■ 18-24 ■ 25-34 ■ 35-49 ■ 50-64 ■ 65+

■ 18-24 ■ 25-34 ■ 35-49 ■ 50-64 ■ 65+

■ 18-24 ■ 25-34 ■ 35-49 ■ 50-64 ■ 65+

S3. How would you describe your gender? / S4. To which of the following age groups do you belong?

Base: All respondents. Councils asked State-wide: 56 Councils asked group: 19

An "Other" option has been included for gender, hence the results may not add to 100%.

Please note that for the reason of simplifying reporting, interlocking age and gender reporting has not been included in this report. Interlocking age and gender analysis is still available in the dashboard and data tables provided alongside this report.



Appendix A: Index scores, margins of error and significant differences



Appendix A: Index Scores

Index Scores

Many questions ask respondents to rate council performance on a five-point scale, for example, from 'very good' to 'very poor', with 'can't say' also a possible response category. To facilitate ease of reporting and comparison of results over time, starting from the 2012 survey and measured against the state-wide result and the council group, an 'Index Score' has been calculated for such measures.

The Index Score is calculated and represented as a score out of 100 (on a 0 to 100 scale), with 'can't say' responses excluded from the analysis. The '% RESULT' for each scale category is multiplied by the 'INDEX FACTOR'. This produces an 'INDEX VALUE' for each category, which are then summed to produce the 'INDEX SCORE', equating to '60' in the following example.

Similarly, an Index Score has been calculated for the Core question 'Performance direction in the last 12 months', based on the following scale for each performance measure category, with 'Can't say' responses excluded from the calculation.

SCALE CATEGORIES	% RESULT	INDEX FACTOR	INDEX VALUE
Very good	9%	100	9
Good	40%	75	30
Average	37%	50	19
Poor	9%	25	2
Very poor	4%	0	0
Can't say	1%	--	INDEX SCORE 60

SCALE CATEGORIES	% RESULT	INDEX FACTOR	INDEX VALUE
Improved	36%	100	36
Stayed the same	40%	50	20
Deteriorated	23%	0	0
Can't say	1%	--	INDEX SCORE 56

Please note that the horizontal (x) axis of the index score bar charts in this report is displayed on a scale from 20 to 100.



Appendix A: Margins of error

The sample size for the 2025 State-wide Local Government Community Satisfaction Survey for Benalla Rural City Council was n=400. Unless otherwise noted, this is the total sample base for all reported charts and tables.

The maximum margin of error on a sample of approximately n=400 interviews is +/-4.8% at the 95% confidence level for results around 50%. Margins of error will be larger for any sub-samples. As an example, a result of 50% can be read confidently as falling midway in the range 45.2% - 54.8%.

Maximum margins of error are listed in the table below, based on a population of 11,900 people aged 18 years or over for Benalla Rural City Council, according to ABS estimates.

Demographic	Actual survey sample size	Weighted base	Maximum margin of error at 95% confidence interval
Benalla Rural City Council	400	400	+/-4.8
Men	191	192	+/-7.1
Women	207	206	+/-6.8
Urban	281	280	+/-5.8
Rural	119	120	+/-9.0
18-34 years	35	78	+/-16.8
35-49 years	47	72	+/-14.4
50-64 years	89	70	+/-10.4
65+ years	229	180	+/-6.4



Appendix A: Index score significant difference calculation

The test applied to the Indexes was an Independent Mean Test, as follows:

$$Z \text{ Score} = (\$1 - \$2) / \text{Sqrt} ((\$5^2 / \$3) + (\$6^2 / \$4))$$

Where:

- \$1 = Index Score 1
- \$2 = Index Score 2
- \$3 = unweighted sample count 1
- \$4 = unweighted sample count 2
- \$5 = standard deviation 1
- \$6 = standard deviation 2

All figures can be sourced from the detailed cross tabulations.

The test was applied at the 95% confidence interval, so if the Z Score was greater than +/- 1.954 the scores are significantly different.



Appendix B: Further project information



Appendix B: Further information

Further information about the report and explanations about the State-wide Local Government Community Satisfaction Survey can be found in this section including:

- Background and objectives
- Analysis and reporting
- Glossary of terms

Detailed survey tabulations

Detailed survey tabulations are available in supplied Excel file.

Contacts

For further queries about the conduct and reporting of the 2025 State-wide Local Government Community Satisfaction Survey, please contact JWS Research on

(03) 8685 8555 or via email:

admin@jwsresearch.com



Appendix B: Survey methodology and sampling

The 2025 results are compared with previous years, as detailed below:

- 2024, n=400 completed interviews, conducted across four quarters from 1st June 2023 – 18th March 2024.
- 2023, n=400 completed interviews, conducted in the period of 27th January – 19th March.
- 2022, n=400 completed interviews, conducted in the period of 27th January – 24th March.
- 2021, n=401 completed interviews, conducted in the period of 28th January – 18th March.
- 2020, n=400 completed interviews, conducted in the period of 30th January – 22nd March.
- 2019, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2018, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2017, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2016, n=400 completed interviews, conducted in the period of 1st February – 30th March.

Minimum quotas of gender within age groups were applied during the fieldwork phase. Post-survey weighting was then conducted to ensure accurate representation of the age and gender profile of the Benalla Rural City Council area.

Any variation of +/-1% between individual results and net scores in this report or the detailed survey tabulations is due to rounding. In reporting, ‘—’ denotes not mentioned and ‘0%’ denotes mentioned by less than 1% of respondents. ‘Net’ scores refer to two or more response categories being combined into one category for simplicity of reporting.

This survey was conducted by Computer Assisted Telephone Interviewing (CATI) as a representative random probability survey of residents aged 18+ years in Benalla Rural City Council.

Survey sample matched to the demographic profile of Benalla Rural City Council as determined by the most recent ABS population estimates was purchased from an accredited supplier of publicly available phone records, including up to 56% mobile phone numbers to cater to the diversity of residents within Benalla Rural City Council, particularly younger people.

A total of n=400 completed interviews were achieved in Benalla Rural City Council. Survey fieldwork was conducted across four quarters from 30th May 2024 – 16th March 2025.



Appendix B: Analysis and reporting

All participating councils are listed in the State-wide report published on the DGS website. In 2025, 56 of the 79 Councils throughout Victoria participated in this survey. For consistency of analysis and reporting across all projects, Local Government Victoria has aligned its presentation of data to use standard council groupings. Accordingly, the council reports for the community satisfaction survey provide analysis using these standard council groupings. Please note that councils participating across 2012-2025 vary slightly.

Council Groups

Benalla Rural City Council is classified as a Small Rural council according to the following classification list:

- Metropolitan, Interface, Regional Centres, Large Rural & Small Rural.

Councils participating in the Small Rural group are:

- Alpine, Ararat, Benalla, Buloke, Central Goldfields, Gannawarra, Hepburn, Hindmarsh, Indigo, Loddon, Mansfield, Murrindindi, Northern Grampians, Pyrenees, Queenscliffe, Strathbogie, Towong, West Wimmera and Yarriambiack.

Wherever appropriate, results for Benalla Rural City Council for this 2025 State-wide Local Government Community Satisfaction Survey have been compared against other participating councils in the Small Rural group and on a state-wide basis. Please note that council groupings changed for 2015, and as such comparisons to council group results before that time can not be made within the reported charts.



Appendix B:

Core, optional and tailored questions

Core, optional and tailored questions

Over and above necessary geographic and demographic questions required to ensure sample representativeness, a base set of questions for the 2025 State-wide Local Government Community Satisfaction Survey was designated as 'Core' and therefore compulsory inclusions for all participating Councils.

These core questions comprised:

- Overall performance last 12 months (Overall performance)
- Value for money in services and infrastructure (Value for money)
- Contact in last 12 months (Contact)
- Rating of contact (Customer service)
- Overall council direction last 12 months (Council direction)
- Community consultation and engagement (Consultation)
- Decisions made in the interest of the community (Making community decisions)
- Condition of sealed local roads (Sealed local roads)
- Waste management

Reporting of results for these core questions can always be compared against other participating councils in the council group and against all participating councils state-wide. Alternatively, some questions in the 2025 State-wide Local Government Community Satisfaction Survey were optional. Councils also had the ability to ask tailored questions specific only to their council.



Appendix B: Analysis and reporting

Reporting

Every council that participated in the 2025 State-wide Local Government Community Satisfaction Survey receives a customised report. In addition, the State government is supplied with this State-wide summary report of the aggregate results of 'Core' and 'Optional' questions asked across all council areas surveyed, which is available at:

<https://www.localgovernment.vic.gov.au/our-programs/council-community-satisfaction-survey>

Tailored questions commissioned by individual councils are reported only to the commissioning council and not otherwise shared unless by express written approval of the commissioning council.



Appendix B: Glossary of terms

Core questions: Compulsory inclusion questions for all councils participating in the CSS.

CSS: 2025 Victorian Local Government Community Satisfaction Survey.

Council group: One of five classified groups, comprising: metropolitan, interface, regional centres, large rural and small rural.

Council group average: The average result for all participating councils in the council group.

Highest / lowest: The result described is the highest or lowest result across a particular demographic sub-group e.g. men, for the specific question being reported. Reference to the result for a demographic sub-group being the highest or lowest does not imply that it is significantly higher or lower, unless this is specifically mentioned.

Index score: A score calculated and represented as a score out of 100 (on a 0 to 100 scale). This score is sometimes reported as a figure in brackets next to the category being described, e.g. men 50+ (60).

Optional questions: Questions which councils had an option to include or not.

Percentages: Also referred to as 'detailed results', meaning the proportion of responses, expressed as a percentage.

Sample: The number of completed interviews, e.g. for a council or within a demographic sub-group.

Significantly higher / lower: The result described is significantly higher or lower than the comparison result based on a statistical significance test at the 95% confidence limit. If the result referenced is statistically higher or lower then this will be specifically mentioned, however not all significantly higher or lower results are referenced in summary reporting.

State-wide average: The average result for all participating councils in the State.

Tailored questions: Individual questions tailored by and only reported to the commissioning council.

Weighting: Weighting factors are applied to the sample for each council based on available age and gender proportions from ABS census information to ensure reported results are proportionate to the actual population of the council, rather than the achieved survey sample.

THERE ARE
OVER
6 MILLION
PEOPLE IN
VICTORIA...

FIND OUT
WHAT THEY'RE
THINKING.



Contact us
03 8685 8555



Follow us
[@JWSResearch](https://twitter.com/JWSResearch)

John Scales
Founder
jscales@jwsresearch.com

Mark Zuker
Managing Director
mzucker@jwsresearch.com

Katrina Cox
Director of Client Services
kcox@jwsresearch.com



J W S R E S E A R C H



Local Government Community Satisfaction Survey

Benalla Rural City Council 2025 Tailored Questions

Coordinated by the Department of
Government Services on behalf of
Victorian councils

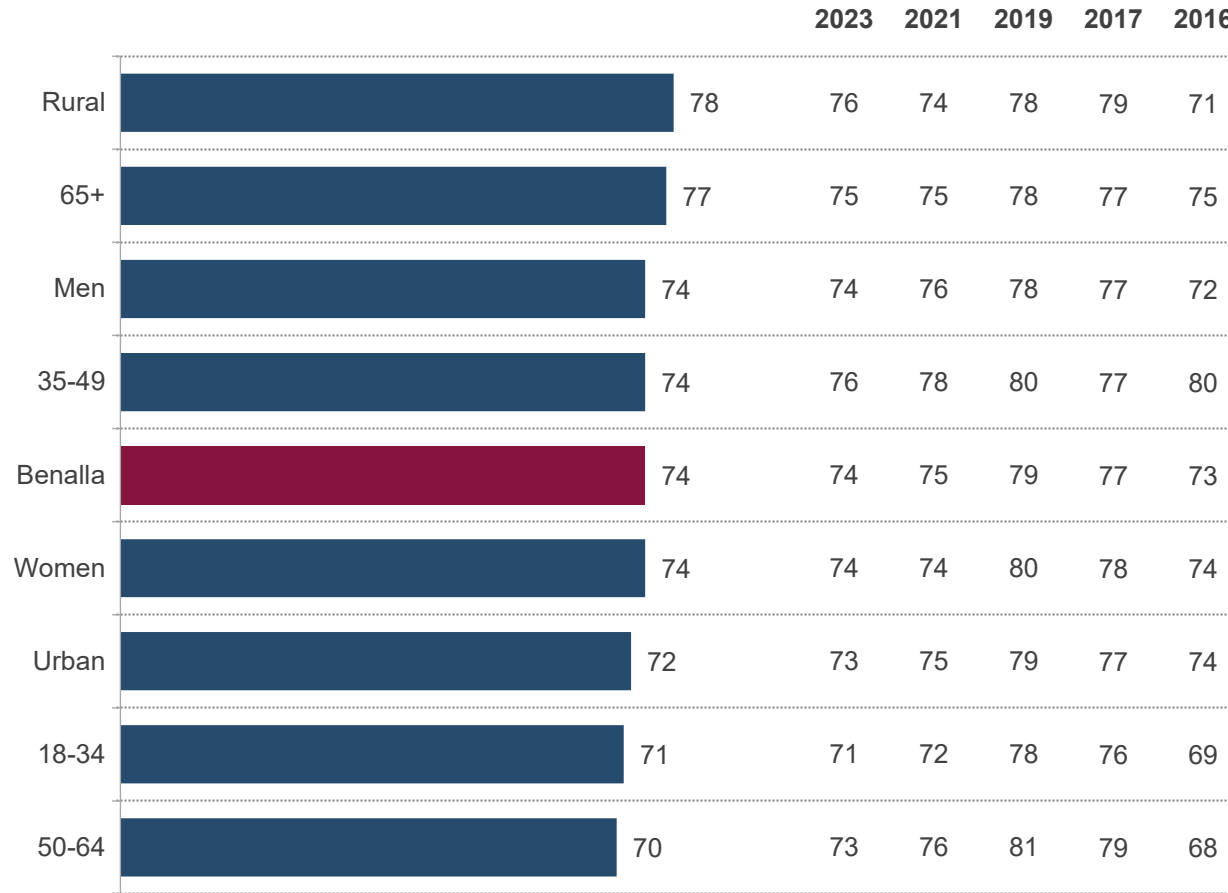


J W S R E S E A R C H



Providing art centres

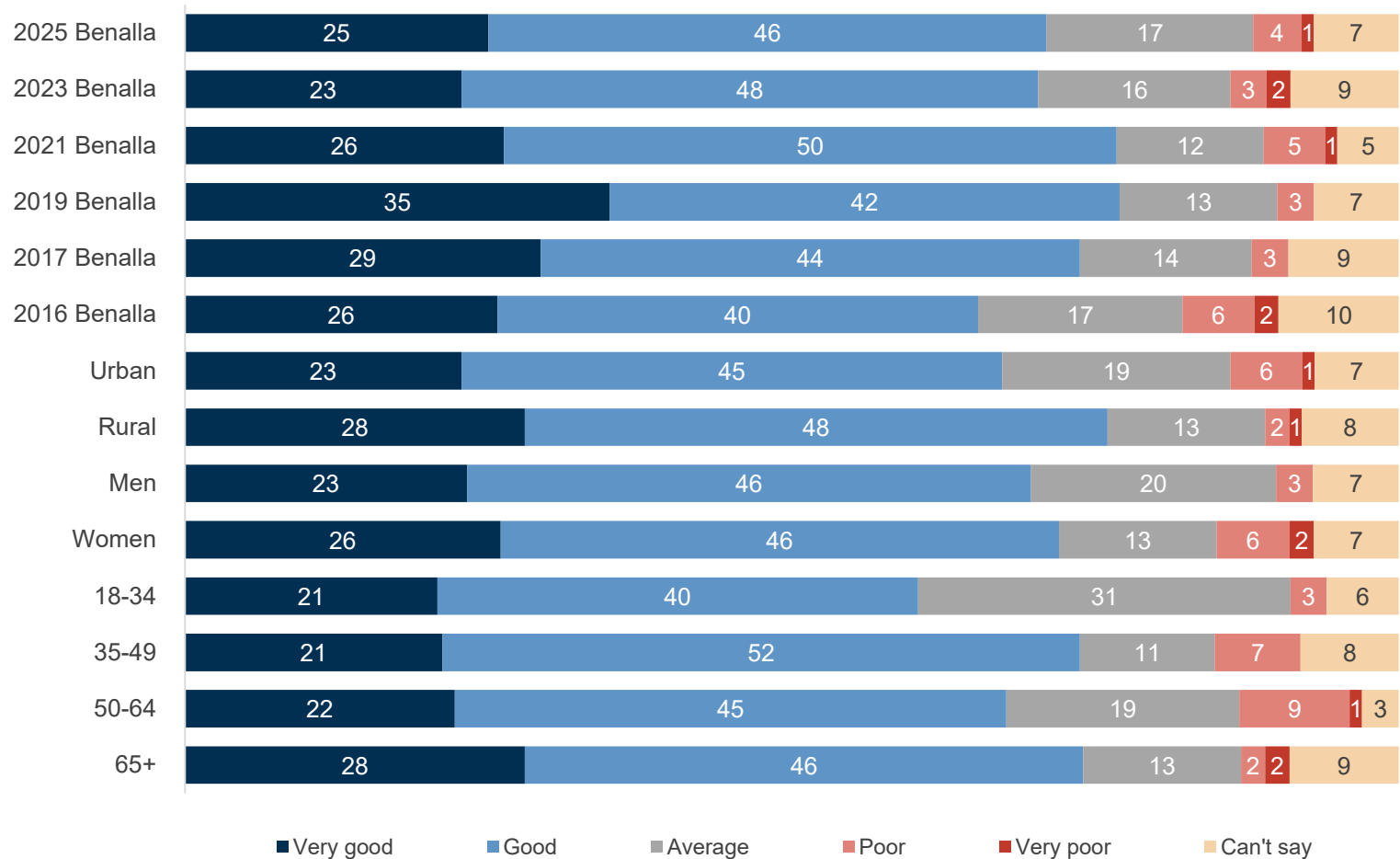
2025 providing art centres performance (index scores)





Providing art centres

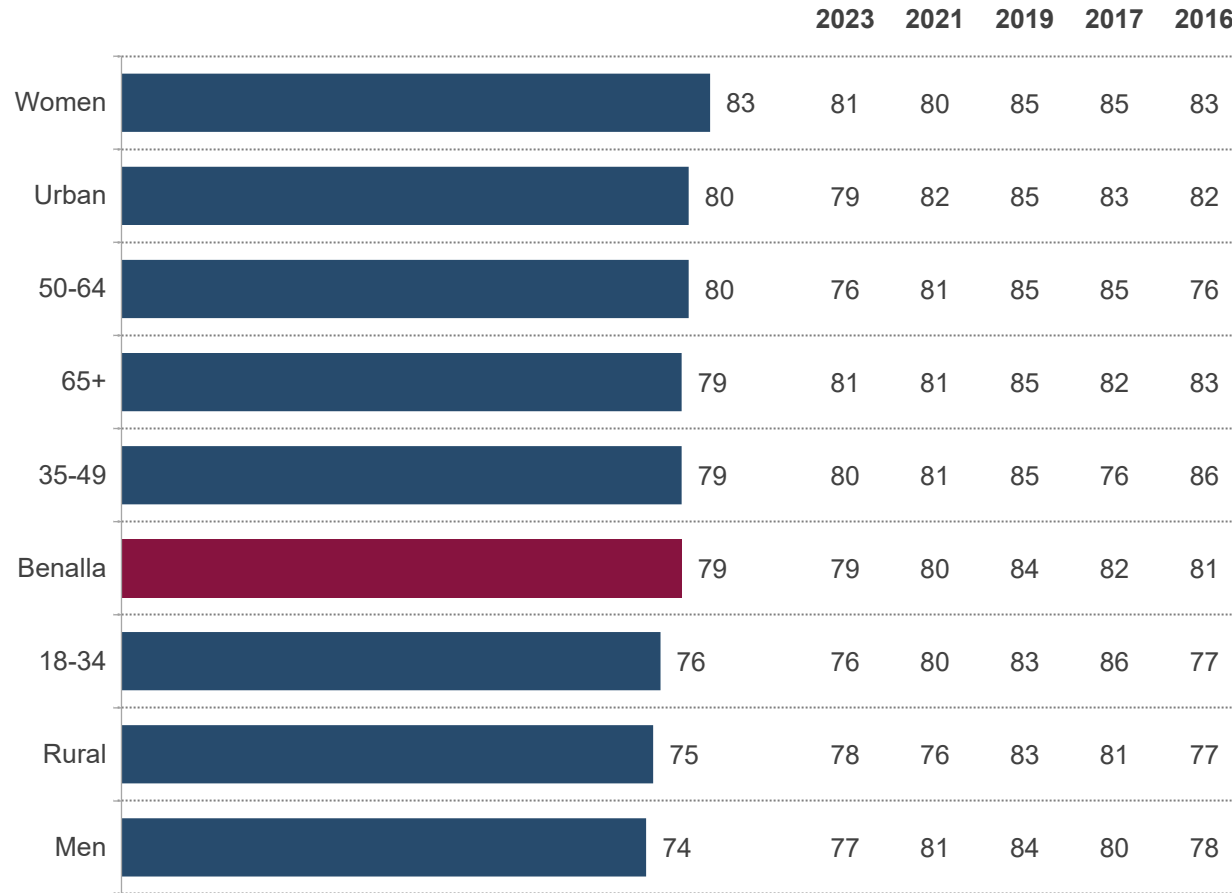
2025 providing art centres performance (%)





Providing libraries

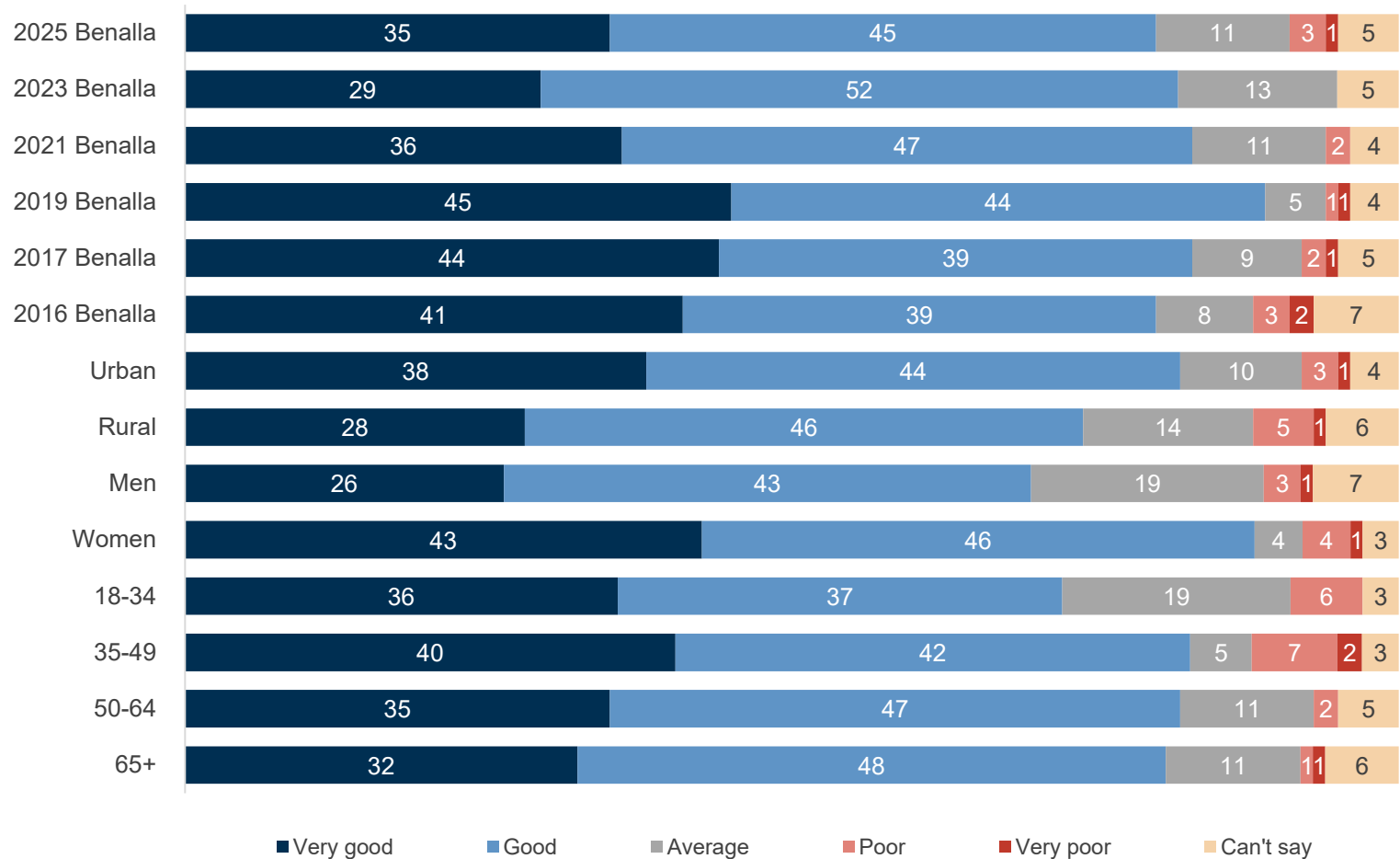
2025 providing libraries performance (index scores)





Providing libraries

2025 providing libraries performance (%)



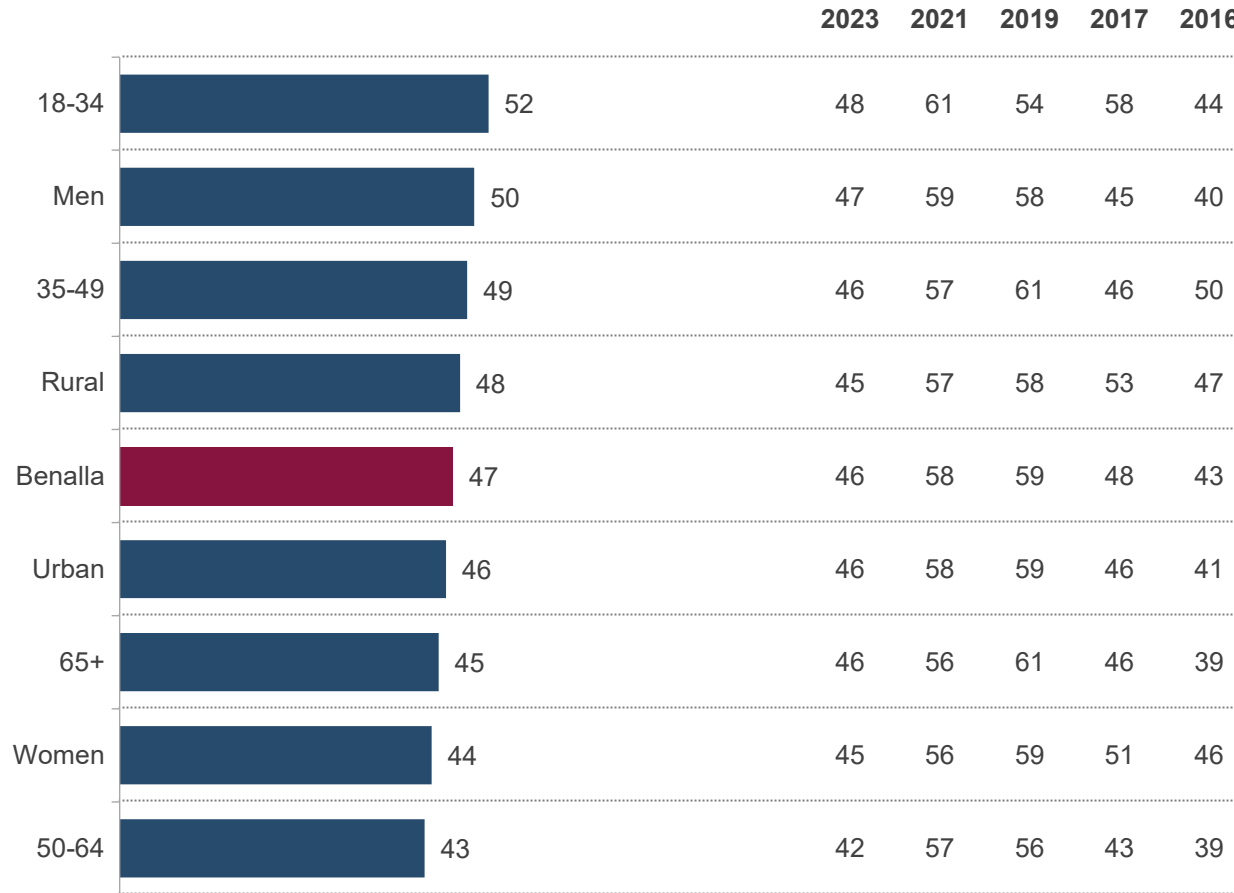
BN2. How has Benalla Rural City Council performed on providing libraries over the last 12 months? Would you say that their performance on this has been Very Good, Good, Average, Poor or Very Poor?

Base: All respondents (n=400).



Economic or business development

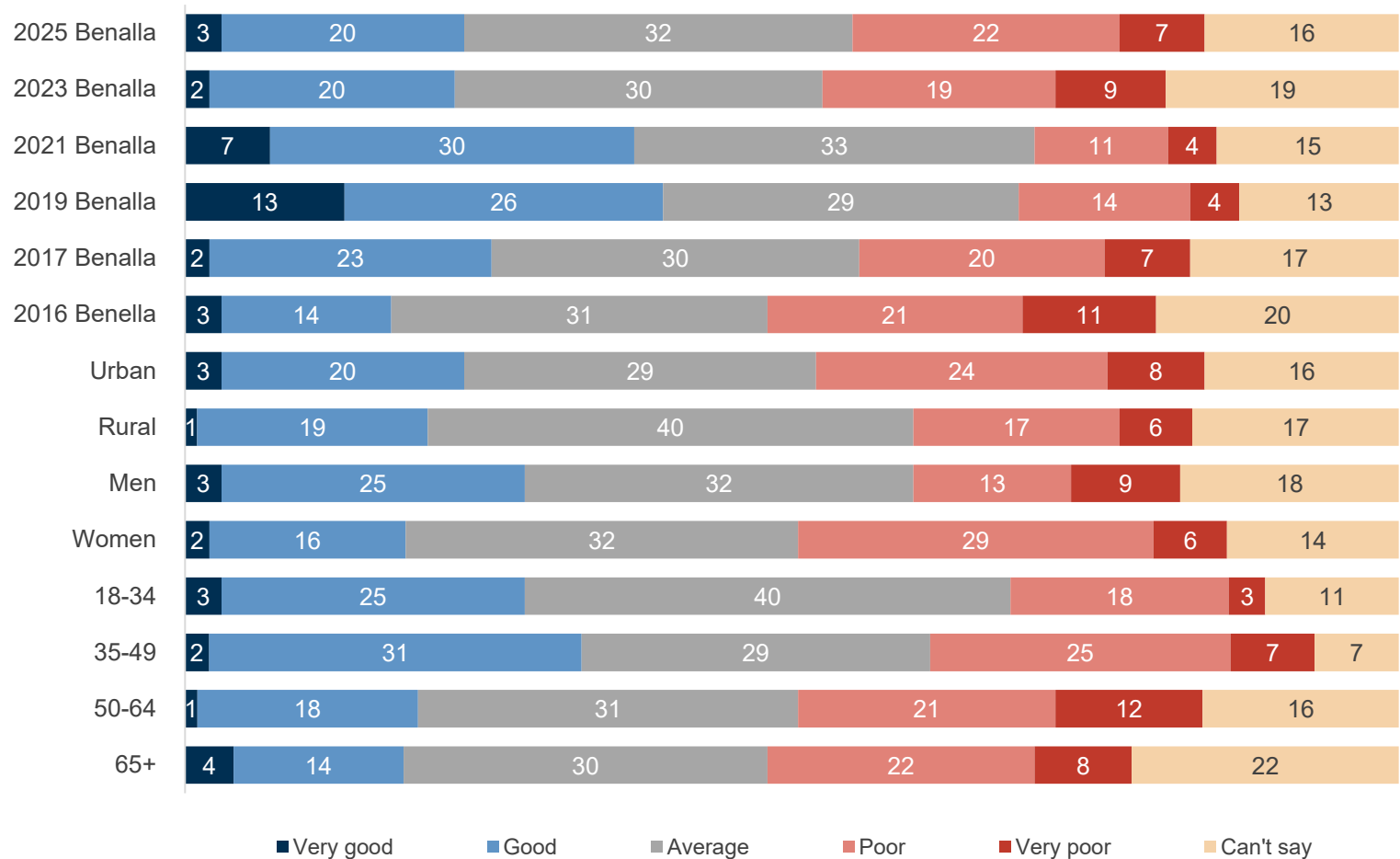
2025 economic or business development performance (index scores)





Economic or business development

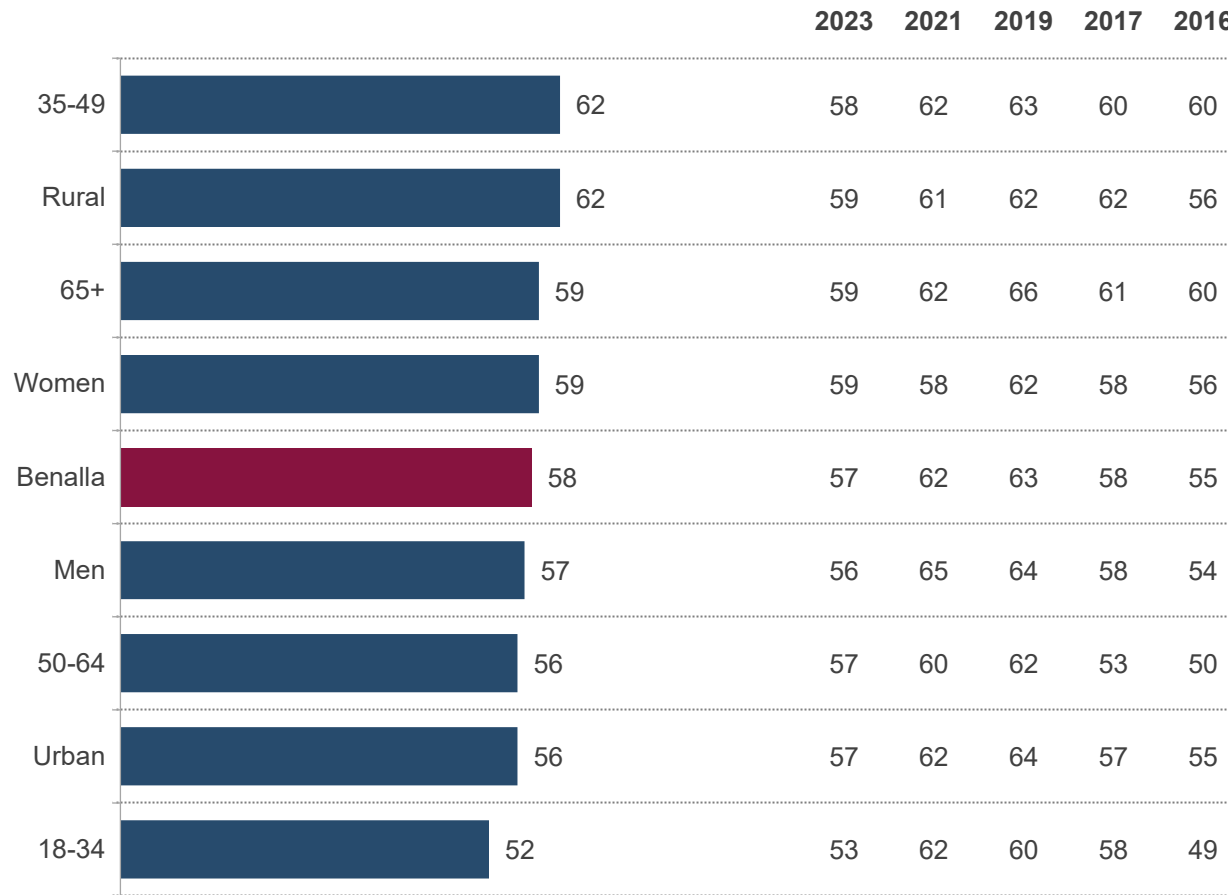
2025 economic or business development performance (%)





Community development activities

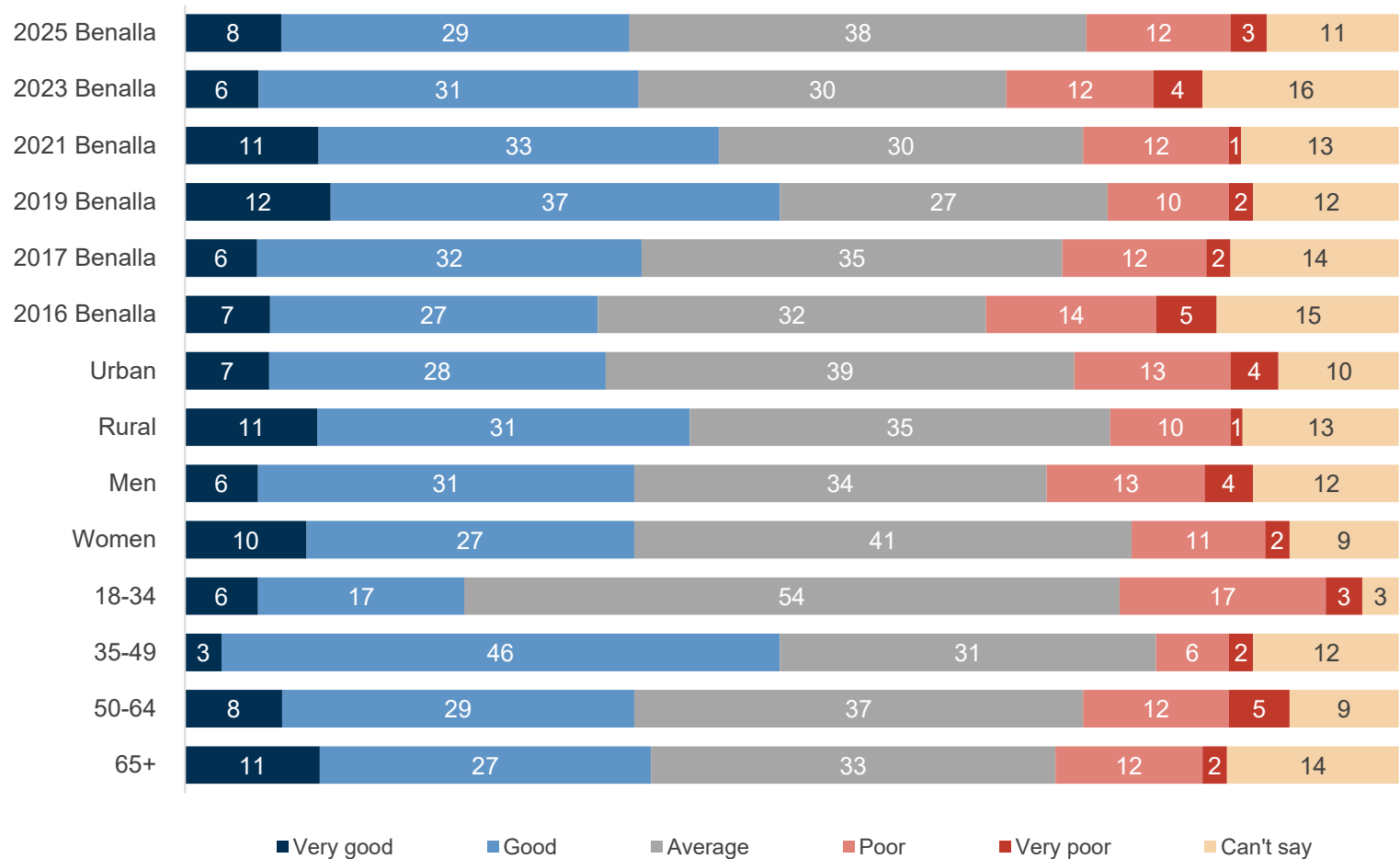
2025 community development activities performance (index scores)





Community development activities

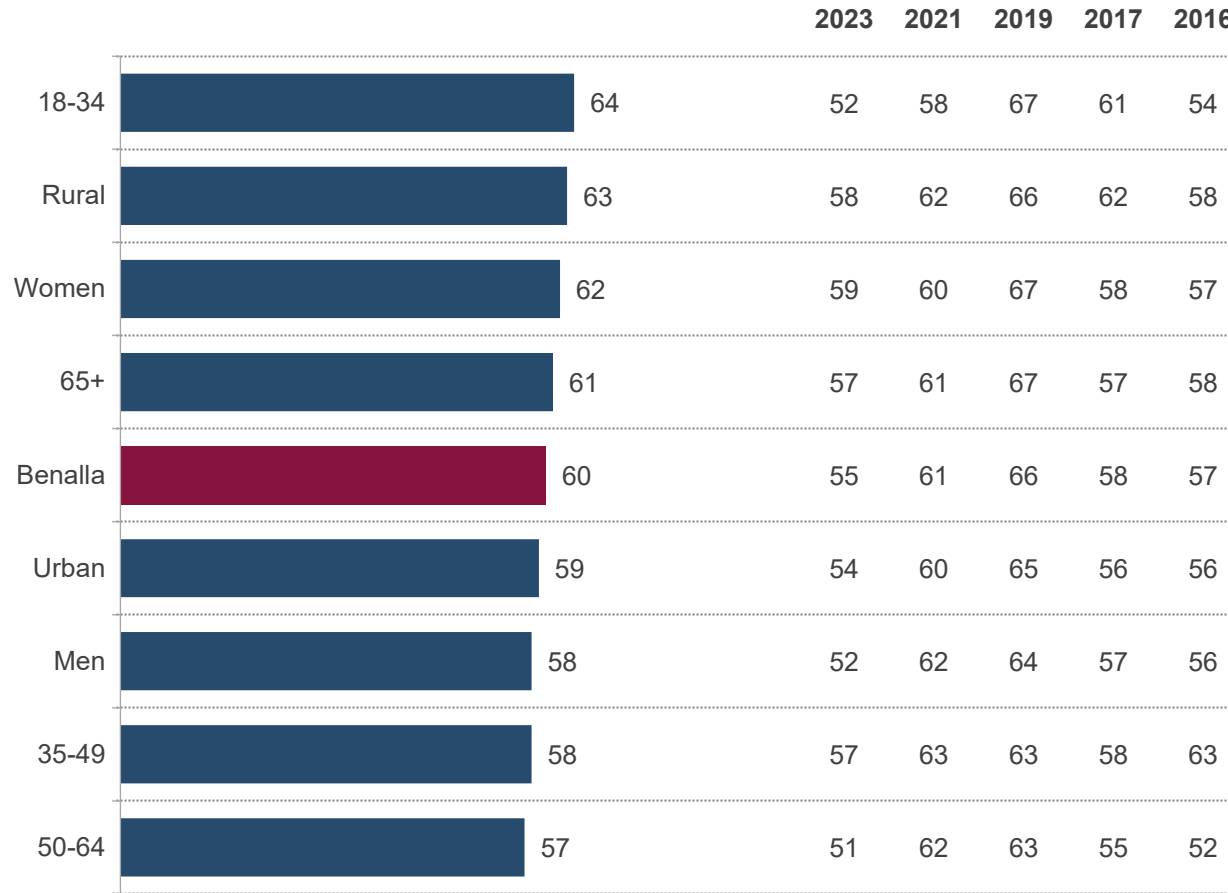
2025 community development activities performance (%)





Tourism promotion and support

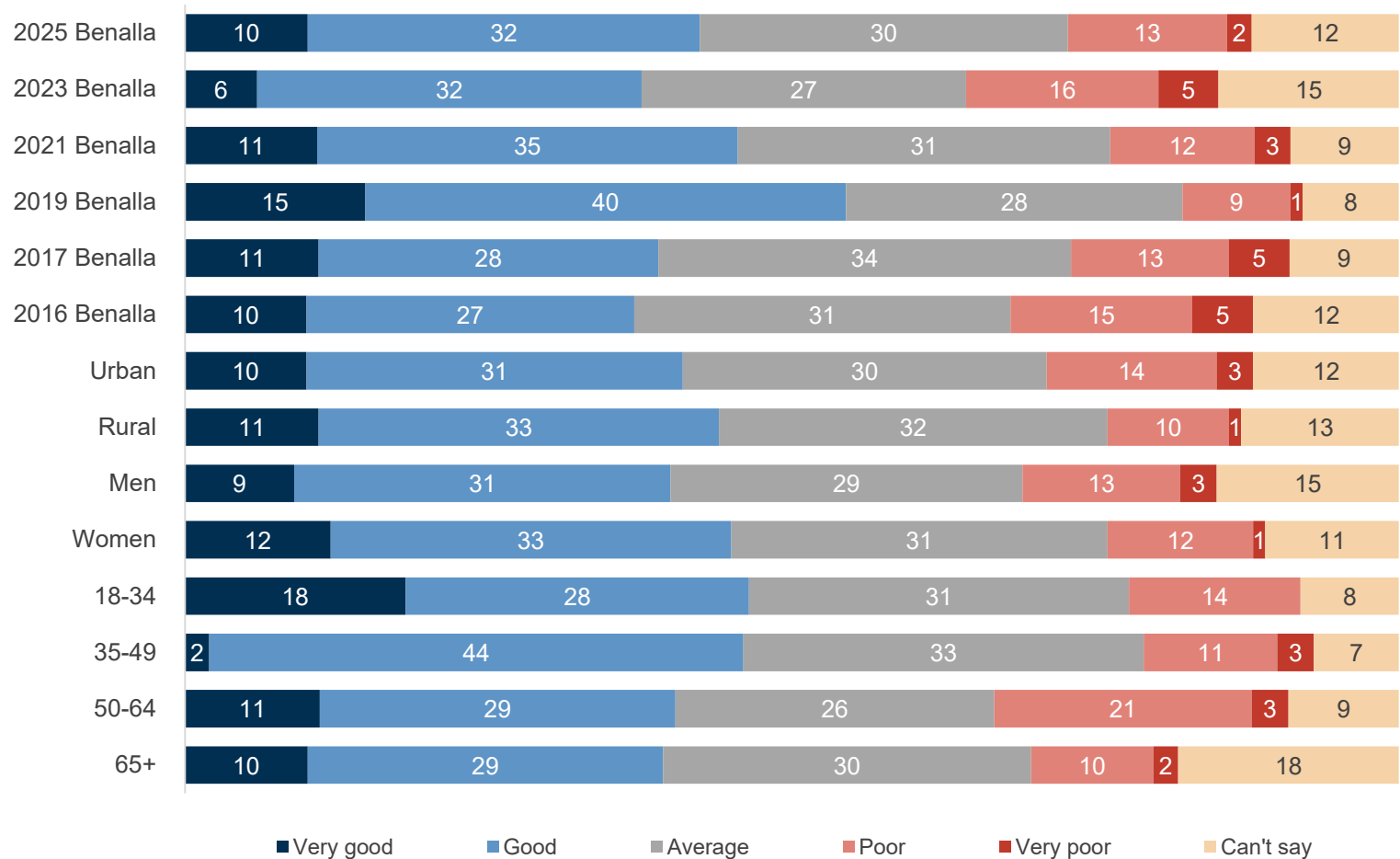
2025 tourism promotion and support performance (index scores)





Tourism promotion and support

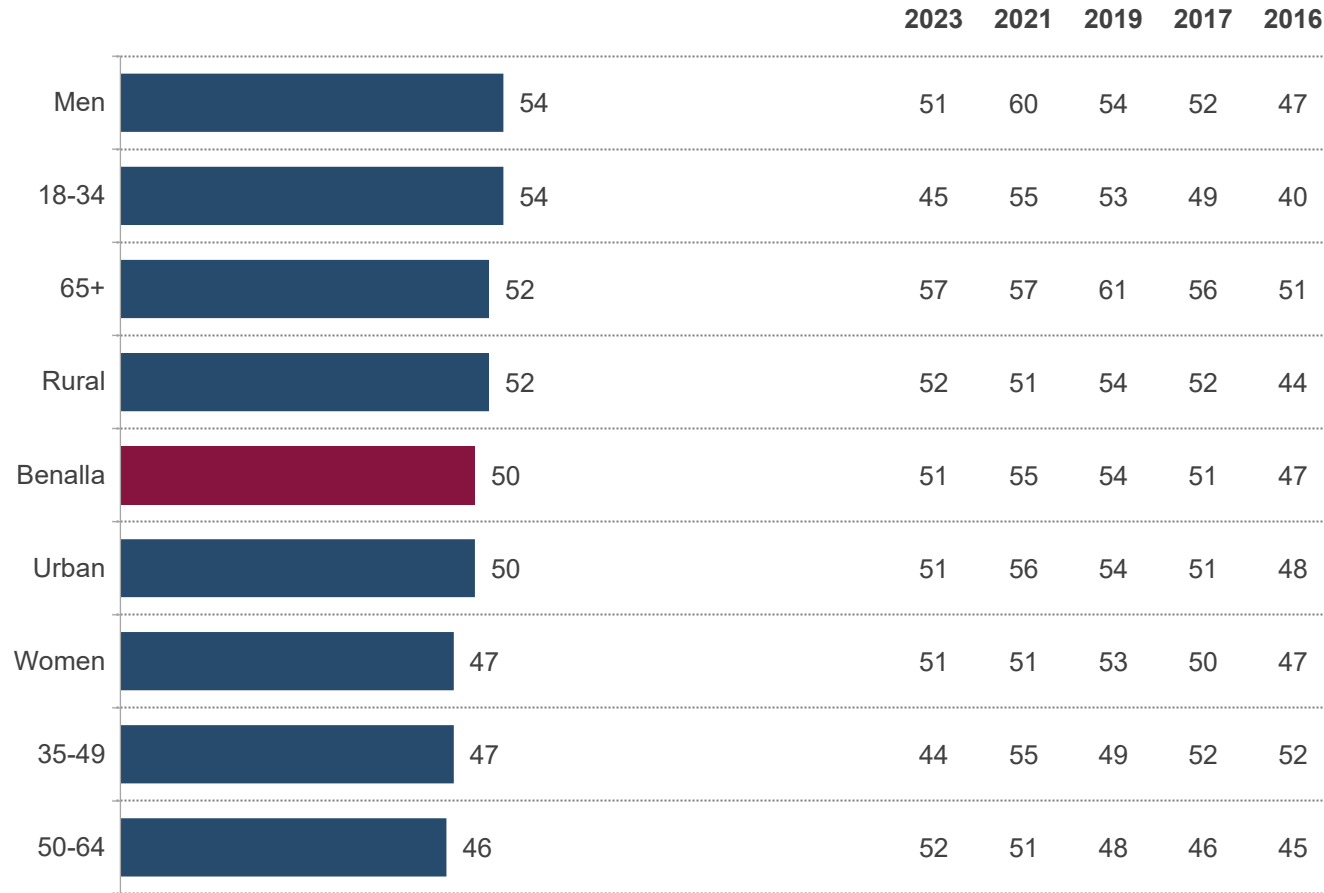
2025 tourism promotion and support performance (%)





Providing youth services and activities

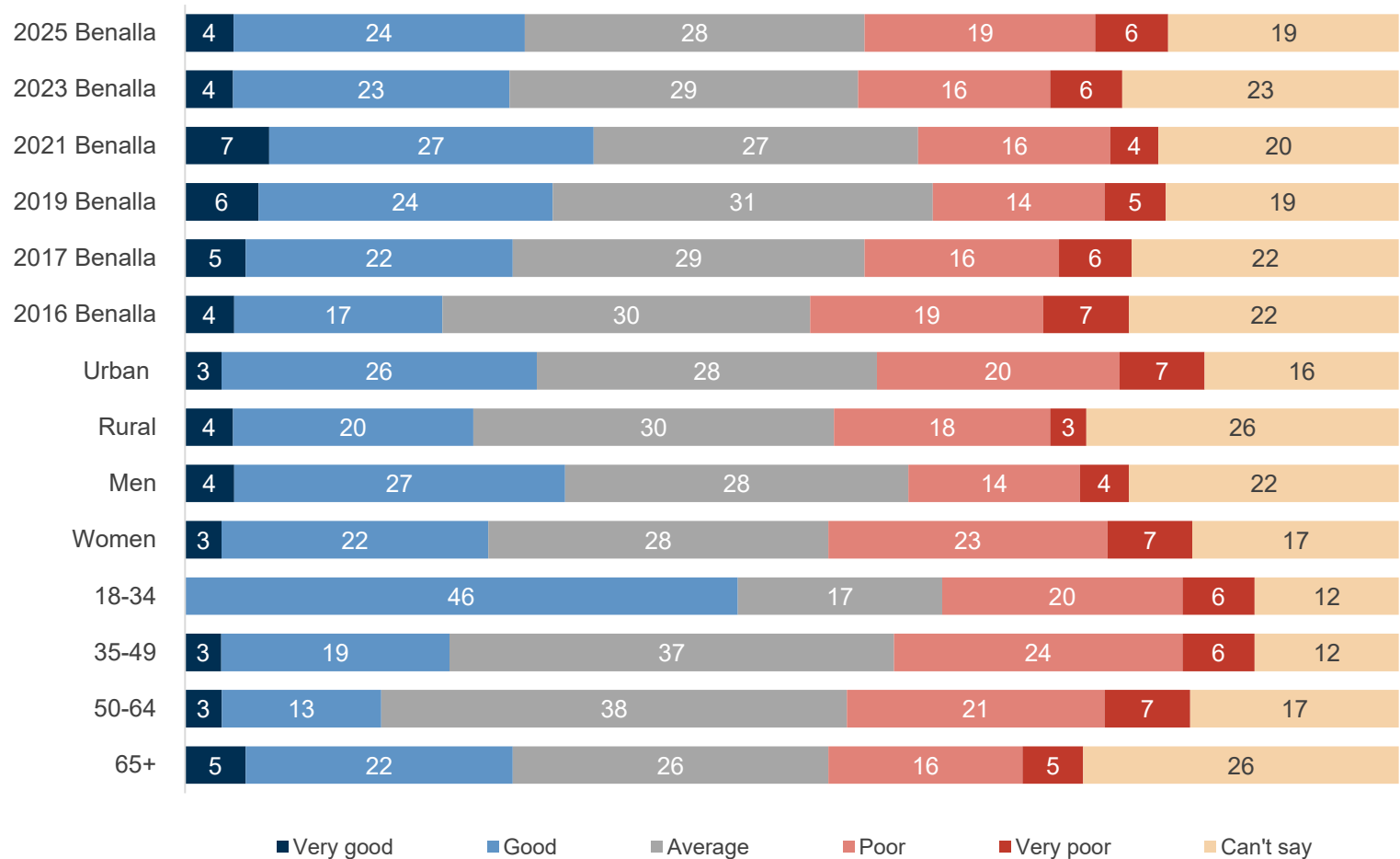
2025 providing youth services and activities performance (index scores)





Providing youth services and activities

2025 providing youth services and activities performance (%)



BN6. How has Benalla Rural City Council performed on providing youth services and activities over the last 12 months? Would you say that their performance on this has been Very Good, Good, Average, Poor or Very Poor?

Base: All respondents (n=400).

THERE ARE OVER 6 MILLION PEOPLE IN VICTORIA...

FIND OUT WHAT THEY'RE THINKING.



Contact us
03 8685 8555



Follow us
[@JWSResearch](https://twitter.com/JWSResearch)

John Scales
Founder
jscales@jwsresearch.com

Mark Zuker
Managing Director
mzucker@jwsresearch.com

Katrina Cox
Director of Client Services
kcox@jwsresearch.com



4.9 Councillor's Expenses For The Quarter Ended 30 June 2025

Ref: 36167913-9114

Tracey Beaton – Executive Coordinator

PURPOSE OF REPORT

The report details expenditure associated with Councillors' mobile phone usage, attendance at professional development courses, conferences and seminars, and reimbursement of expenses incurred.

Councillors' Information and Communication Expenses

Councillors' information and communication expenses for mobile phones and iPads are detailed in the table below:

Councillor	2024/25 Q1	2024/25 Q2	2024/25 Q3	2024/25 Q4
Cr Claridge	\$147.24	\$147.24	\$0	\$0
Cr Davis	\$147.24	\$147.24	\$0	\$0
Cr Firth	\$51.81	\$51.81	\$0	\$0
Cr Gunaratne	\$147.24	\$147.24	\$36.61	\$36.61
Cr Hearn	\$147.24	\$147.24	\$0	\$0
Cr King	\$147.24	\$147.24	\$0	\$0
Cr O'Brien	\$147.24	\$147.24	\$0	\$0
Cr Blore	\$0	\$36.61	\$36.61	\$36.61
Cr Merkel	\$0	\$36.61	\$36.61	\$36.61
Cr Tolliday	\$0	\$36.61	\$36.61	\$36.61
Total (ex GST):	\$935.28	\$1,045.08	\$146.44	\$146.44

Councillors' reimbursement of expenses

The Council at its meeting on 15 December 2021 adopted the *Councillor Resources and Reimbursement Policy*.

Councillors' reimbursements are detailed in the table below:

Date	Councillor	Reimbursement Details	Amount (ex.GST)
02/06/2025	Mayor Cr Hearn	Fuel	\$163.54
21/06/2025	Mayor Cr Hearn	Accommodation and parking - MAV State Council Meeting	\$399.24
21/06/2025	Cr Gunaratne	Accommodation and parking - MAV State Council Meeting	\$204.32
Total:			\$767.10

Councillors' attendance at training courses, conferences and seminars

The Council at its meeting on 12 October 2022 adopted the *Professional Development for Councillors Policy*. The policy states that a quarterly report be submitted to the Council detailing year to date expenditure on Councillors' attendance at professional development courses, conferences and seminars.

Date	Councillor	Description	Professional Development (ex.GST)	Conferences & Seminars (ex.GST)
22/08/2024	Cr Claridge and Cr Hearn	Accommodation - MAV Networking Event and State Council Meeting	\$0	\$752
27/08/2024	Cr Claridge, Cr Davis, Cr Hearn, Cr King and Cr O'Brien	IBAC Forum: Corruption risks in local government	\$0	\$0
12/09/2024	Cr Claridge and Cr Hearn	MAV Annual Conference and Dinner	\$0	\$1,390
12/09/2024	Cr Claridge and Cr Hearn	Accommodation - MAV Annual Conference and Dinner	\$0	\$770
23/12/2024	Mayor Cr Hearn and Deputy Mayor Cr King	Municipal Association of Victoria - Mayor and Deputy Mayor training and accommodation	\$2,520	
12/02/2025	All Councillors	Genderworks – Gender Equity Induction training for councillors	\$3,876	
28/02/2025	All Councillors	Russell Kennedy Solicitors – Planning Induction training for councillors	\$1,250	
19/06/2025	Mayor Cr Hearn	MAV Pre-State Council Dinner		\$132.00
21/06/2025	Mayor Cr Hearn and Cr Gunaratne	Accommodation and parking - MAV State Council Meeting		\$603.56
Total			\$7,646	\$3,648

FINANCIAL IMPLICATIONS

The 2024/25 *Budget* allocated for Councillors' attendance at professional development courses, conferences and seminars is \$15,104.

Recommendation:

That the report be noted.

4.10 Mayor and Councillors' Attendance At Conferences and Events

Ref: 36167913-9115

Tracey Beaton – Executive Coordinator

The Mayor and Councillors, attended meetings and events as detailed below during the period from 16 June 2025 to 27 July 2025.

Mayor Councillor Bernie Hearn	
16 June	Tour of Benalla Rural City Council Urban Facilities
	Benalla Indoor Recreation Centre Committee of Management Meeting
18 June	Additional Finance and Planning Committee Meeting
	Assembly of Councillors - Business Review
19 June	ABC Radio Interview
	Benalla Rose City Probus Group Meeting
	Benalla Municipal Emergency Management Planning Committee Meeting
	Benalla Rural City Council Citizenship Ceremony
20 June	Goulburn Murray Catchment Authority Drought Information Webinar: Weather and activities in North East Victoria
23 June	3NE Radio Interview
24 June	Australia Day Advisory Committee Meeting
25 June	Councillor Only Time
	Communications Advisory Committee Meeting
	Council Meeting
8 July	NAIDOC Week Celebration Flag Raising Ceremony and Celebration
14 July	Meeting with Genna Hayes - Film Partnership on 'OLIVIA': Ending Country Victoria's Gender-Based Violence Crisis
16 July	Councillor Only Time
	Assembly of Councillors - Business Review
	Chief Executive Officer Employment and Remuneration Committee
17 July	Destination Management Plan Official Launch
23 July	Communications Advisory Committee Meeting
	Finance and Planning Committee Meeting
24 July	The Benalla Neighbourhood Policing Forum
27 July	RSL Memorial - Anniversary of the end of the Korean War
	Benalla Lions Club Junior Public Speaking Competition Judge

Deputy Mayor Councillor Justin King	
17 June	Benalla Art Gallery Redevelopment Project Control Group
18 June	Additional Finance and Planning Committee Meeting
	Assembly of Councillors - Business Review
19 June	Benalla Rural City Council Citizenship Ceremony
20 June	Goulburn Murray Catchment Authority Drought Information Webinar: Weather and activities in North East Victoria
24 June	Australia Day Advisory Committee Meeting
25 June	Councillor Only Time
	Council Meeting
26 June	Benalla Sustainable Future Group Annual General Meeting
27 June	Benalla Theatre Company '9 to 5 the Musical'
1 July	Churchill Committee of Management Meeting
8 July	NAIDOC Week Celebration Flag Raising Ceremony and Celebration
16 July	Councillor Only Time
	Assembly of Councillors - Business Review
	Chief Executive Officer Employment and Remuneration Committee
17 July	Destination Management Plan Official Launch
21 July	Benalla Saints Netball Courts Project Control Group Meeting
23 July	Councillor Only Time
	Finance and Planning Committee Meeting
24 July	The Benalla Neighbourhood Policing Forum

Councillor David Blore	
16 June	Tour of Benalla Rural City Council Urban Facilities
	Benalla Indoor Recreation Centre Committee of Management Meeting
17 June	Benalla Family Research Group Meeting
	Benalla Art Gallery Redevelopment Project Control Group Meeting
18 June	Goulburn Murray Catchment Authority Councillor Q&A Session
	Additional Finance and Planning Committee Meeting
	Assembly of Councillors - Business Review
19 June	Benalla Rural City Council Citizenship Ceremony
20 June	Goulburn Murray Catchment Authority Drought Information Webinar: Weather and activities in North East Victoria
25 June	Councillor Only Time
	Communications Advisory Committee Meeting
	Council Meeting
26 June	Benalla Sustainable Future Group Annual General Meeting
27 June	Benalla Theatre Company '9 to 5 the Musical'
16 July	Councillor Only Time
	Assembly of Councillors - Business Review
	Chief Executive Officer Employment and Remuneration Committee
17 July	Destination Management Plan Official Launch
23 July	Councillor Only Time
	Communications Advisory Committee Meeting
	Finance and Planning Committee Meeting
24 July	The Benalla Neighbourhood Policing Forum
26 July	150 Year Reconsecration of Marangan Lodge

Councillor Peter Davis	
18 June	Additional Finance and Planning Committee Meeting
	Assembly of Councillors - Business Review
19 June	Benalla Rural City Council Citizenship Ceremony
25 June	Councillor Only Time
	Communications Advisory Committee Meeting
	Council Meeting
15 July	Benalla Art Gallery Foundation Meeting
16 July	Councillor Only Time
	Assembly of Councillors - Business Review
	Chief Executive Officer Employment and Remuneration Committee
23 July	Councillor Only Time
	Communications Advisory Committee Meeting
	Finance and Planning Committee Meeting
26 July	150 Year Reconsecration of Marangan Lodge

Councillor Puna Hewa Gunaratne	
18 June	Additional Finance and Planning Committee Meeting
	Assembly of Councillors - Business Review
19 June	Benalla Rural City Council Citizenship Ceremony
25 June	Councillor Only Time
	Council Meeting
20 June	Goulburn Murray Catchment Authority Drought Information Webinar: Weather and activities in North East Victoria
25 June	Councillor Only Time
	Council Meeting
27 June	Benalla Theatre Company '9 to 5 the Musical'
8 July	NAIDOC Week Celebration Flag Raising Ceremony and Celebration
16 July	Councillor Only Time
	Assembly of Councillors - Business Review
	Chief Executive Officer Employment and Remuneration Committee
17 July	Destination Management Plan Official Launch
23 July	Councillor Only Time
	Finance and Planning Committee Meeting
24 July	The Benalla Neighbourhood Policing Forum
26 July	150 Year Reconsecration of Marangan Lodge

Councillor Jillian Merkel	
16 June	Tour of Benalla Rural City Council Urban Facilities
18 June	Additional Finance and Planning Committee Meeting
	Assembly of Councillors - Business Review
19 June	Benalla Rural City Council Citizenship Ceremony
23 June	Benalla Street Art Advisory Committee Meeting
25 June	Councillor Only Time
	Council Meeting
16 July	Assembly of Councillors - Business Review
	Chief Executive Officer Employment and Remuneration Committee
23 July	Councillor Only Time
	Finance and Planning Committee Meeting
24 July	The Benalla Neighbourhood Policing Forum
26 July	150 Year Reconsecration of Marangan Lodge

Councillor Nathan Tolliday	
16 June	Tour of Benalla Rural City Council Urban Facilities
18 June	Additional Finance and Planning Committee Meeting
	Assembly of Councillors - Business Review
19 June	Benalla Rural City Council Citizenship Ceremony
23 June	Benalla Street Art Advisory Committee Meeting
25 June	Councillor Only Time
	Council Meeting
27 June	Benalla Theatre Company '9 to 5 the Musical'
1 July	Churchill Committee of Management Meeting
16 July	Assembly of Councillors - Business Review
	Chief Executive Officer Employment and Remuneration Committee
23 July	Councillor Only Time
	Finance and Planning Committee Meeting

Recommendation:

That the report be noted.

4.11 Council Actions Pending

Council Actions Pending are detailed in **Appendix 1**.

Recommendation:

That the report be noted.

This page intentionally left blank

Council Actions Pending

Action No.	Meeting Name	Item	Action	Officer	Status/notes
1.	F&P Committee 23-July-25	8	2025/26 Quick Response Grants Program 1. That a \$500 grant from the <i>2025/2026 Quick Response Grant Program</i> be awarded to the Lurg Hall and Reserve Committee of Management. 2. That \$750 grants from the <i>2025/2026 Quick Response Grant Program</i> be awarded to Farmers Day out and Benalla Social Knitters.	MC	1. Completed 2. Completed
2.	F&P Committee 23-July-25	3	Planning Permit Application for Buildings and Works to the Existing Office Building at 18 Bridge Street East, Benalla That business item 3. Planning Permit Application for Buildings and Works to the Existing Office Building at 18 Bridge Street East, Benalla be deferred to the Finance and Planning Committee meeting on Wednesday 27 August 2025 for the provision of additional information.	MD	Report to be presented to the Finance and Planning Committee meeting on 27 August 2025.
3.	F&P Committee 23-July-25	1	Petition: Request for Council to establish an LGBTIQA+ Subcommittee of the Social Inclusion Action Group 1. That the report and petition be noted. 2. That the council undertake a further discussion around SIAG membership following the report.	MC	1. Completed 2. Report to be presented at the Assembly of Councillors briefing on 24 September 2025.
4.	Council Meeting 25-June-25	4.7	Appointment of Councilor Representatives on the Benalla Health and Wellbeing Partnership Group That Cr Bernie Hearn be appointed as the <i>Benalla Health and Wellbeing Partnership Group</i> Councillor representative for the balance of the 2024/25 Council Year.	GMC	Completed
5.	Council Meeting 25-June-25	4.6	Election Report Benalla Rural City Council – 2024 Local Government Elections That the <i>Election Report Benalla Rural City Council – 2024 Local Government Elections</i> be received.	GMC	Completed

Action No.	Meeting Name	Item	Action	Officer	Status/notes
6.	Council Meeting 25-June-25	4.5	2024/2025 Community Grants Program - That \$2,209 be reallocated from the Quick Response Grant Program to the Major Community Grant category. - That the \$5,582 unallocated in the Minor Community Grant category be reallocated to the Major Community Grant category. - That \$926 be reallocated from the Community Development budget to the Major Community Grant category - That \$102,135, as detailed in the tables above, be allocated from the 2024/2025 Community Grants Program. - That \$3,000 grants be awarded to Benalla Gymnastics Club and Moria Benalla Club Inc. from the 2024/2025 Community Grants program.	MC	- Completed - Completed - Completed - Completed - Completed
7.	Council Meeting 25-June-25	4.3	Benalla Rural City Council Revenue and Rating Plan 2025-2029 That the <i>Benalla Rural City Council Revenue and Rating Plan 2025-2029</i> be adopted.	MF	Completed
8.	Council Meeting 25-June-25	4.1	Benalla Rural City Destination Management Plan 2025-2029 That the Benalla Rural City Destination Management Plan 2025-2029, as amended, be adopted.	MEDAS	Completed
9.	Council Meeting 25-June-25	2.1	Council to establish an LGBTIQA+ Sub-Committee of the Social Inclusion Action Group - That the petition be received. - That a report be presented to the Finance and Planning Committee on 23 July 2025.	MC	- Completed - Completed
10.	Council Meeting 30-April-25	2	Draft Benalla Rural City Council Revenue and Rating Plan 2025-2029 - That the draft <i>Benalla Rural City Council Revenue and Rating Plan 2025-2029</i> be endorsed for public exhibition for a period of at least 28 days from 1 May 2025. - That submissions relating to the draft <i>Benalla Rural City Council Revenue and Rating Plan 2025-2029</i> be heard at an additional meeting of the Finance and Planning Committee on 4 June 2025. - That the Council consider submissions relating to the draft <i>Benalla Rural City Council Revenue and Rating Plan 2025-2029</i> at an additional meeting of the Finance and Planning Committee on 18 June 2025. - That the Council consider the adoption of the <i>Benalla Rural City Council Revenue and Rating Plan 2025-2029</i> at a meeting of the Council on Wednesday 25 June 2025.	MF	- Completed - Completed - Completed - Completed

Action No.	Meeting Name	Item	Action	Officer	Status/notes
11.	Council Meeting 30-April-25	1	Proposed 2025/26 Budget - That the amended proposed <i>2025/26 Budget</i> be endorsed for public exhibition for a period of at least 28 days from 1 May 2025. - That submissions relating to the proposed <i>2025/26 Budget</i> be heard at an additional meeting of the Finance and Planning Committee on 4 June 2025. - That the Council consider submissions relating to the proposed <i>2025/26 Budget</i> at an additional meeting of the Finance and Planning Committee on 18 June 2025. - That the Council consider the adoption of the <i>2025/26 Budget</i> at a meeting of the Council on Wednesday 25 June 2025.	MF	- Completed - Completed - Completed - Completed
	Council Meeting 24-April-24	4.1	Benalla Indoor Recreation Centre Redevelopment Project - That the Council give in principle support for the Benalla P-12 College Barkly Street Campus as the preferred site location for the <i>Benalla Indoor Recreation Centre Redevelopment project</i>. - That the Chief Executive Officer negotiate with the Department of Education for the Council to acquire crown land at 51-54 Barkly Street, Benalla. - That the <i>Benalla Indoor Recreation Centre Redevelopment Project Steering Committee</i> be established. - That the amended <i>Benalla Indoor Recreation Centre Redevelopment Project Steering Committee Terms of Reference</i> be adopted. - That Cr Don Firth and Cr Bernie Hearn be appointed as the Councillor representatives on the <i>Benalla Indoor Recreation Centre Redevelopment Project Steering Committee</i> for the remainder of the 2023/24 Council year. - That invitations to join the <i>Benalla Indoor Recreation Centre Redevelopment Project Steering Committee</i> be extended to: - Hume Region Community Infrastructure, Place, Sport and Recreation Victoria, Basketball Victoria, President Benalla Basketball Association, Chair of the Benalla Indoor Recreation Centre Committee of Management. That an expression of interest process be undertaken to obtain two community member <i>Benalla Indoor Recreation Centre Redevelopment Project Steering Committee</i> representatives.	MAI	- Completed - Completed - Completed - Completed - Completed - Completed
12.	Council Meeting 13-Dec-23	4.4	Benalla Sports and Equestrian Reserve Committee That the debate on this matter be deferred until the Council Meeting on 14 February 2024 to allow the <i>Benalla Sports and Equestrian Reserve</i> user groups to endorse their representative on the <i>Benalla Sports and Equestrian Reserve Committee</i> and the <i>Instrument of Sub-Delegation from the Chief Executive Officer to Community Asset Committees</i> be updated.	CEO	Report to be presented to the Finance and Planning Committee 1 October 2025.

5. Reports by Councillors

Recommendation:

That the report(s) be noted.

6. Notices of Motion

6.1 Notice of Motion: Winton Wetlands

Councillor Justin King submitted the following motion.

Recommendation:

1. **That the Mayor writes to the Minister for Department of Energy, Environment and Climate Action (DEECA), the Hon. Steve Dimpouloulos MP, seeking:**
 - **To discuss the future management, operational direction, and long-term vision for the Winton Wetlands.**
 - **Clarification of the decision-making process that led to the handover of the Winton Wetlands to DEECA.**
2. **That the Mayor and Chief Executive Officer engage and with representatives from DEECA regarding the future of the Winton Wetlands.**
3. **That the Mayor and/or the Chief Executive Officer represent Benalla Rural City Council at all meetings or stakeholder forums concerning the future of Winton Wetlands and report back to the Council on progress and outcomes.**

6.2 Notice of Motion: International Campaign to Abolish Nuclear Weapons Cities Appeal and Acknowledgement of the 80th Anniversaries of Hiroshima and Nagasaki Atomic Bombings

Councillor David Blore submitted the following motion.

Recommendation:

That the Council:

1. **Acknowledges the 80th anniversaries of the US atomic bombings of the cities of Hiroshima and Nagasaki on 6 and 9 August 1945. We honour the 210,000+ victims of these attacks, and the Hibakusha and Hibaku Nisei who continue to live with the legacy of nuclear weapons.**
2. **Notes that Benalla Rural City Council is deeply concerned about the grave threat that nuclear weapons pose to communities throughout the world. We firmly believe that our residents have the right to live in a world free from this threat.**
3. **Notes that any use of nuclear weapons, whether deliberate or accidental, would have catastrophic, far-reaching and long-lasting consequences for people and the environment.**
4. **Endorses the International Campaign to Abolish Nuclear Weapons Cities Appeal, a global call from cities and towns in support of the UN Treaty on the Prohibition of Nuclear Weapons and calls on our national government to sign and ratify it without delay.**

7. Notices of Rescission Motion

8. Urgent Business

Business can only be admitted as urgent business by resolution of the council, and only then if it:

- relates to or arises out of a matter which has arisen since distribution of the agenda; and
- cannot be deferred until the next Council Meeting without having a negative impact on the Council, the municipality or the local community; and
- cannot be addressed through the Customer Request Management System.

A Councillor proposing that a matter be admitted as urgent business must lodge it in writing with the Chief Executive Officer by 4pm on the day of the meeting.

The Chief Executive Officer will advise the Mayor of any matter that the Chief Executive Officer determines appropriate for the Council to consider admitting as urgent business.

Confidential Business

It is proposed that the following items be considered in confidential business pursuant to the *Local Government Act 2020* as they contain personal information or private commercial information that would result in the unreasonable disclosure of information about a person, their personal affairs or expose the business, commercial or financial undertaking if released:

- 9.1 *Australia Day Advisory Committee – Committee Member Nominations*
- 9.2 *Benalla Festival Advisory Committee – Committee Member Nominations*
- 9.3 *Benalla Indoor Recreation Centre Redevelopment Project*
- 9.4 *Tender for Contract CM25.081 Spray Sealing Works on Various Roads Within Benalla Rural City 2025/26 Program*
- 9.5 *Chief Executive Officer Employment and Remuneration Committee Recommendations*
- 9.6 *Confidential Reports by Councillors*
- 9.7 *Confidential Council Actions Pending*

Recommendation:

That the meeting be closed to the public for the consideration of the confidential business item noted above pursuant to Sections 3(1) and Section 66(2)(a) of the *Local Government Act 2020*.

This page intentionally left blank

10. Reopening of the meeting to the public

Recommendation:

That the meeting be reopened to the public.

Closure of the meeting