

Benalla Rural City Council

Finance and Planning Committee

Agenda

Date: Wednesday 1 October 2025

Time: Following the 6pm Additional Council Meeting

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

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Agenda

Chair	Councillor Peter Davis	
Councillors	Councillor Bernie Hearn (Mayor)	
	Councillor Justin King (Deputy Mayor)	
	Councillor David Blore	
	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
	Joel Ingham	Acting Manager Development
	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

It is noted that Councillor Bernie Hearn is on an approved leave of absence from 24 September 2025 to 5 October 2025.

Recommendation:

That apology/ies be accepted.

Governance Matters

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

Public Submissions

Any person wishing to participate in Public Submissions in accordance with 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 Committee Meeting will be livestreamed via the Council's website. 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 Finance and Planning Committee meeting held on 27 August 2025 be confirmed as a true and accurate record of the meeting.

Business

1. Draft *Benalla Rural City Council Plan 2025-2029* – Hearing of Submissions

Ref: 388623326-447
Jane Archbold – Manager Community
Robert Barber - General Manager Corporate

PURPOSE OF REPORT

The report presents submissions received on the draft *Benalla Rural City Council Plan 2025-2029*.

BACKGROUND

The Council at its meeting on Wednesday 6 August 2025 resolved:

1. *That draft Benalla Rural City Council Plan 2025-2029 be endorsed and placed on public exhibition for a period of at least 28 days.*
2. *That submissions relating to the draft Benalla Rural City Council Plan 2025-2029 be heard at the Finance and Planning Committee meeting on 1 October 2025.*
3. *That the Council consider submissions relating to the draft Benalla Rural City Council Plan 2025-2029 at an additional meeting of the Finance and Planning Committee on 15 October 2025.*
4. *That the Council consider the adoption of the draft Benalla Rural City Council Plan 2025-2029 at a meeting of the Council on Wednesday 29 October 2025.*

Public notice of the draft *Benalla Rural City Council Plan 2025-2029* was given on Council's website on Thursday 8 August 2025 and in the Benalla Ensign on Wednesday 13 August 2025.

Feedback was also sought via the Council's website and promoted on social media.

The submission period closed at 5pm Thursday 11 September 2025.

DISCUSSION

At the close of the submission period six submissions were received from:

- Fiona Machin – Taungurung Land and Waters Council
- Jo
- Justine Osborne
- Molly O'Connor
- Raelene Stratton
- Sam Niedra – Trust for Nature

Submissions are attached as **Appendix 1**.

In accordance with the Council's *Governance Rules 2020*, submitters have been invited to address the Finance and Planning Committee in support of their submissions.

COUNCIL PLAN 2021-2025

The Council Plan is a four-year plan that outlines the strategic direction of the Council. Section 90 of the *Local Government Act 2020* requires that the Council must prepare and adopt a new Council Plan for a period of at least the next four years financial years after a general election in accordance with its deliberative engagement practices.

COMMUNITY ENGAGEMENT

In accordance with the Council's *Community Engagement Policy* community engagement on the *draft Benalla Rural City Council Plan 2025-2029* was undertaken at the 'Involve' 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 the used
Involve	Work with the community to ensure their concerns or aspirations are reflected in the alternatives developed. Feedback provided on how community input influenced the decision.	<ul style="list-style-type: none">▪ Extensive engagement with the community in the development of the draft plan including themed workshops, listening forums, pop-ups, individual interviews, community survey, and the establishment of a Community Panel.▪ Draft Council Plan presented in a public report to the Council.▪ Draft Council Plan published on Council's website.▪ Submissions invited via Council's website and social media.▪ Public notice seeking community feedback in the Benalla Ensign.▪ Community Panel members invited to provide feedback.

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 will be considered at the Finance and Planning Committee on 15 October 2025.

The draft *Benalla Rural City Council Plan 2025-2029* will be considered for adoption at the Council meeting on 29 October 2025.

Recommendation:

That submissions on the draft *Benalla Rural City Council Plan 2025-2029* be received.

Draft Council Plan 2025-2029 - Submission Results

Q1 Would you like to provide feedback on the draft Council Plan 2025-2029?

Multi Choice

Yes

Q2 Please provide your feedback on the Draft Council Plan 2025-2029?

Long Text

Strengths / What stands out:

1. Integration of health, wellbeing and disability into the Council Plan.

It combines the Municipal Public Health & Wellbeing Plan, and the Disability Action Plan into one strategic document.

2. Clear themes.

The plan is organised around five broad themes: Community, Economy, Environment, Liveability, Leadership.

3. Community engagement.

You used both qualitative and quantitative methods (surveys, workshops, pop-ups, etc.). There's a list of what people said and challenges raised.

4. Recognition of challenges.

Ageing population, workforce shortages, housing affordability, climate change, digital exclusion, transport for outlying/rural areas

Gaps

1. More concrete targets.

Some measures of success are quite general. For example "improved health indicators", "increased opportunity for active participation" — these are good but not always specific. Stronger, measurable targets (e.g. % increase, by when) could help or I looked at the Wodonga Council and they linked back to % completed of projects and strategies (e.g. complete an active travel strategy)

2. Public transport & connectivity:

The cost, frequency, accessibility of transport for people outside main townships is raised by community voices. It might need more emphasis, especially for people without cars. Council needs to advocate for hard for changes in this area. I have seen other Councils come up with their own advocacy plans.

3. Housing affordability and availability.

It's acknowledged, but what are the precise steps and funding for this? There could be more detail about strategies like social housing, incentives for affordable dwellings, ensuring development is integrated with service. Additionally, there is no acknowledgement of, or strategy to meet, the housing target set by Plan for Victoria.

4. Heritage / culture / arts infrastructure.

There's mention of heritage, arts, tourism, but what about maintaining or upgrading physical infrastructure for culture or creative sectors (venues, gallery spaces, support for artists)?

The Council Plan really doesn't feel like values its arts, culture and heritage, which in my mind is our biggest asset.

5. Tourism

Strongly linked to above, I note that Benalla Rural City has prepared a Destination Management Plan, which sets a clear vision for tourism development and growth. However, the Council Plan does not appear to strongly reflect or integrate the actions from that plan.

Like with arts, culture and heritage Council doesn't appear to have a strong enough vision for Tourism in Benalla. I believe Benalla needs to be aspiring to be the next Bright, with boutique shopping, heritage, arts and the great outdoors.

recommend the Council Plan more explicitly commits to:

Aligning Council's economic development priorities with the Destination Management Plan.

Embedding measurable actions from the Destination Management Plan into the Council Plan's implementation and reporting framework.

Ensuring tourism is linked with broader goals such as arts and culture, heritage, environment, and liveability.

This would help strengthen accountability and give industry and community greater confidence that the tourism vision is supported by Council's core strategic planning document.

It may/will also help to attract funding.

5. Funding and Investment

The Council Plan should act as a strong foundation for securing external funding. Most often the State and Federal Government grants require demonstrated alignment with Council's strategic documents. If the Council Plan does not clearly set out actions with measurable outcomes, opportunities for funding may be lost.

I recommend the Council Plan explicitly:

- Identifies priority projects and programs that are grant ready, such as the sports stadium, or require master planning, such as the main street redevelopment
- Aligns with State and Federal policy directions to maximise eligibility - for state I would be looking to Plan for Victoria, Housing Statement and Economic Plan

This would strengthen Council's ability to attract investment and ensure our community benefits from the full range of available funding opportunities.

Thank you for this opportunity.

Q3

Your name

Short Text

Raelene Stratton

Q1 Would you like to provide feedback on the draft Council Plan 2025-2029?

Multi Choice

Yes

Q2 Please provide your feedback on the Draft Council Plan 2025-2029?

Long Text

I am providing feedback on the draft Council Plan on behalf of Taungurung Land & Waters Council. Key comments are:

- Acknowledgement of Country – this is quite basic wording and could be reworded to make it more meaningful and to be more specific to Benalla, especially as it is for your Council Plan. Suggest it also includes the names of each Traditional Owner Group (as both Yorta Yorta and Taungurung are the Registered Aboriginal Parties). This would also help increase understanding to the general reader of different TO Groups in the shire. E.g “Benalla Rural City acknowledges the Yorta Yorta and Taungurung Peoples as the Traditional Owners and custodians of the land and waters....”

- Unless this is something that has been discussed with your Aboriginal Advisory Group and with Yorta Yorta? Is there preference why ‘custodians’ is used? Have written it above as including both ‘Traditional Owners and custodians’

The Acknowledgement can also include wording in a second paragraph around acknowledging local Aboriginal and Torres Strait Islander residents for their ongoing contribution to your community. To make distinction between TOs and wider First Nations community. I noted that Aboriginal and Torres Strait Islander communities are referenced further down in the Plan.

- ‘About Benalla Rural City’ – can this section also include additional, brief wording about the diverse Aboriginal history and culture of the region and being on Yorta Yorta and Taungurung lands? Could be part of paragraphs giving more context around Benalla as a whole? Again, this would be an easy way to raise understanding of Traditional Owners with the general reader and also help embed Traditional Owners more across the whole Plan.

- pg 21 – add Traditional Owners to the following strategy: "Respectfully engage, include and celebrate Traditional Owners and Aboriginal and Torres Strait Islander culture and communities". This gives that clear distinction between TOs (who have RAP status and are considered a part of the ‘municipal community’ under the LG Act) and wider Aboriginal community.

Also change ‘Engagement activities held in partnership with Traditional Owners and Aboriginal and Torres Strait Islander communities...’

- Theme 12 – where would efforts to support tourism, and cultural tourism, be included? Obviously would mostly apply to YYNAC and Winton Wetlands.

- Strategy 13.1 – Partner to manage and enhance our environmental assets’ – Would be good to see Traditional Owners visible in the Environment section given this section is related to land and Country. Would this come out in the annual action plan? Understand relationships might still be growing (and be mostly with Yorta Yorta).

- Strategy 14.1 – ‘Protect and promote heritage to preserve local character and culture’ – is this referring to both Aboriginal, European and other heritage? Will Aboriginal cultural heritage be highlighted in the Action Plan? Again, would be good to see linkages and as a way of slowly highlighting Traditional Owner priorities throughout different parts of the Plan.

Q3 Your name

Short Text

Fiona Machin

Response No:
3

Contribution ID: 3722

Member ID:

Date Submitted: Sep 09, 2025, 08:13 PM

Q1

Multi Choice

Would you like to provide feedback on the draft Council Plan 2025-2029?

Yes

Q2

Long Text

Please provide your feedback on the Draft Council Plan 2025-2029?

Night time economy - let's be real and focus on getting daytime economy working right. No one in Benalla goes out at night as all old.

Don't we have enough accommodation? What more do we need.

Q3

Short Text

Your name

Jo

Q1

Multi Choice

Would you like to provide feedback on the draft Council Plan 2025-2029?

Yes

Q2

Long Text

Please provide your feedback on the Draft Council Plan 2025-2029?

Congratulations on the development of the draft Council Plan 2025-2029 - an impressive and well-considered document that clearly reflects extensive consultation, expertise, and commitment to community health and well-being.

As you continue refining the plan, we respectfully ask that you also consider a crucial yet often overlooked element: cool, UV-protective shade.

With over 95% of skin cancers linked to UV exposure, effective shade solutions are an important public health measure. Beyond reducing cancer risk, shade supports equitable access to outdoor spaces by creating cool, safe, and comfortable environments for recreation, active mobility, and community connection. Natural, green, shaded spaces also contribute to climate change adaptation and mitigation.

We encourage the final plan to include specific reference to UV-protective shade, ensuring that public, play, and mobility space designs consider both thermal comfort and UV safety. Without thoughtful integration, some shade and surface materials may inadvertently increase UV exposure or heat retention, leading to unintended health risks.

We understand that budget constraints may limit new infrastructure investment, but integrating UV protection into planning principles, design guidelines, and greening strategies is a low-cost, high-impact step towards an even healthier, more liveable Benalla.

Thank you.

Q3

Short Text

Your name

Justine Osborne

Q1 Would you like to provide feedback on the draft Council Plan 2025-2029?

Multi Choice

Yes

Q2 Please provide your feedback on the Draft Council Plan 2025-2029?

Long Text

As a resident of Benalla Rural City, I am writing to provide feedback on the Draft Council Plan 2025-2029. I commend Council for undertaking extensive community engagement and developing a comprehensive plan that addresses our community's priorities. However, I believe there is a significant opportunity to strengthen the environmental and climate commitments within the plan to better serve our community's long-term interests and align with community expectations.

Current Environmental Commitments - A Good Foundation

I acknowledge the environmental initiatives currently outlined in Theme 3: Environment, including:

- ☐ Enhancing climate change resilience
- ☐ Partnering to manage and enhance environmental assets
- ☐ Promoting circular economy and renewable energy initiatives
- ☐ Improving environmental sustainability of Council assets
- ☐ Supporting community sustainability initiatives

These represent a solid foundation, and I particularly appreciate the integration of climate considerations into the Municipal Public Health and Wellbeing Plan, recognising the health impacts of climate change.

Community Support for Stronger Environmental Action

The community consultation data clearly demonstrates strong support for enhanced environmental action:

- ☐ 58.72% of survey respondents selected upgraded footpaths and roads as a top liveability priority (which can incorporate sustainable design)
- ☐ Tree canopy and urban greening received an average rating of 8.13 out of 10 as an environmental priority
- ☐ 41.28% identified low community awareness as the biggest barrier to environmental progress
- ☐ Community feedback highlighted that "tree canopy is limited in key public areas" and there is "strong support for visible environmental leadership"

Recommendations for Strengthening the Plan

1. Set Ambitious Climate Targets

Current Gap: The plan lacks specific, measurable climate targets.

Recommendation: Include a commitment to achieve net-zero emissions by 2030 for Council operations and support the community to achieve significant emissions reductions. This aligns with community survey data showing support for climate action.

2. Expand Urban Greening and Tree Canopy

Current Gap: Limited specific commitments to address the identified tree canopy deficits.

Recommendation:

- ☐ Set a target to increase urban tree canopy coverage by 30% by 2029
- ☐ Establish a dedicated urban forest strategy
- ☐ Prioritise tree planting in newer housing estates, town entrances, and along footpaths
- ☐ Include climate-resilient native species selection

3. Strengthen Renewable Energy Leadership

Current Gap: Renewable energy initiatives are mentioned but lack specific commitments.

Recommendation:

- ☐ Commit to 100% renewable energy for Council operations by 2027
- ☐ Establish a community solar program or bulk-buy scheme
- ☐ Investigate opportunities for community energy projects
- ☐ Support local businesses to transition to renewable energy

4. Enhance Climate Resilience Planning

Current Gap: Climate resilience is mentioned but lacks detail on specific adaptation measures.

Recommendation:

- ☐ Develop a comprehensive Climate Adaptation Plan

- Integrate climate resilience into all infrastructure planning
- Establish cooling centres and heat-resilient public spaces
- Strengthen emergency preparedness for extreme weather events

5. Improve Environmental Education and Engagement

Current Gap: Limited focus on community education despite 41.28% identifying low awareness as a barrier.

Recommendation:

- Establish regular environmental education programs
- Create a sustainability hub or resource centre
- Partner with schools on environmental education initiatives
- Develop community-led environmental projects

6. Strengthen Circular Economy Initiatives

Current Gap: Waste management is addressed but broader circular economy opportunities are limited.

Recommendation:

- Establish targets for waste reduction and diversion from landfill
- Support local repair cafes and reuse initiatives
- Investigate opportunities for local composting programs
- Partner with businesses on circular economy initiatives

Benalla Rural City has the opportunity to be a regional leader in environmental sustainability and climate action. The community consultation clearly shows support for stronger environmental initiatives, and the current plan provides a foundation to build upon.

I urge Council to strengthen the environmental commitments in the final Council Plan 2025-2029 by incorporating specific targets, expanded initiatives, and enhanced community engagement around sustainability. This will ensure our beautiful region remains resilient and thriving for future generations.

Thank you for considering this submission.

Q3 **Your name**

Short Text

Molly O'Connor

11 September 2025

Benalla Rural City Council
PO Box 227
Benalla VIC 3671
council@benalla.vic.gov.au

Dear Council,

RE: Draft Council Plan 2025–29 (Plan)

Thank you for the opportunity to provide feedback on the draft Plan.

For more than 50 years, Trust for Nature has collaborated with Victorians to create a future where native plants and animals are valued, protected, and thriving. Established under *The Victorian Conservation Trust Act 1972*, we hold unique legislative powers to permanently protect nature on private land, contribute to biodiversity targets locally and globally, and help mitigate the impacts of climate change.

Trust for Nature helps to protect nature by partnering with private landholders to implement conservation covenants – which are voluntary, legally-binding agreements - that permanently protect important wildlife habitat on private land. To date, Trust for Nature has partnered with 1,800 landholders across Victoria, safeguarding over 110,000 hectares of important native habitat.

There are currently twenty-four conservation covenants in the Benalla Rural City Shire (map on page 3). Collectively, these covenantors are protecting more than 1,089 hectares of high-value biodiversity habitat on private land across the shire. The largest conservation covenant is 338 hectares, the smallest is 2 hectares, and the average is 45 hectares.

Trust for Nature would like to see greater recognition and support by Council for permanent protection of nature on private land within the shire. The Plan currently contains minimal reference to nature conservation, and no reference to nature conservation on private land.

Page 35 of the Plan recognises the importance of increasing tree cover to cool the urban area, improve air quality and support wildlife, with 40% of survey respondents considering this as ‘Very Important’. Appendix 3 of the Plan includes the following statement ‘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.’

However, the Plan provides little detail on how Council is going to achieve significant and lasting impact in this area.

The Plan does not reference conservation covenants nor covenantors and the significant role they play regarding nature conservation on private land across the shire. Such recognition would strengthen the Plan, highlight the vital role of conservation covenants in achieving Council’s environmental and sustainability objectives, and encourage greater uptake of conservation covenants over the next four years.

The Shire’s network of covenantors is making a significant contribution to permanently protecting important wildlife habitat, conserving threatened species, and addressing biodiversity loss. According to Council’s website, “*Our Council works with local organisations and the community to safeguard these species and their habitats.*”

Trust for Nature

ABN 60 292 993 543

trustfornature@tfn.org.au | (03) 8631 5888

Wurundjeri Country, Level 5

379 Collins Street, Melbourne VIC 3000

trustfornature.org.au



We encourage Council to explicitly acknowledge the efforts of covenantors in the shire, and to consider including the following initiatives in the Plan:

- Investigate a Conservation Covenant Rate Rebate Policy – recognising and supporting landholders who voluntarily protect their land through a conservation covenant. For example, Mitchell Shire Council provides such a rebate.
- Apply conservation covenants to Council-owned freehold reserves containing significant natural assets, such as remnant native vegetation. Local examples include Mitchell Shire Council's Seymour Bushland Park and Colin Officer Flora Reserve in Broadford.

We appreciate the opportunity to advocate for private land conservation in shaping this important Plan and look forward to working with Benalla Rural City Council to protect the shire's natural assets for current and future generations.

Kind regards,



Sam Niedra
Area Manager, North East
Trust for Nature
Wangaratta Government Centre
Level 3, 62-68 Ovens Street
Wangaratta Vic 3677
samn@tfn.org.au



Trust for Nature

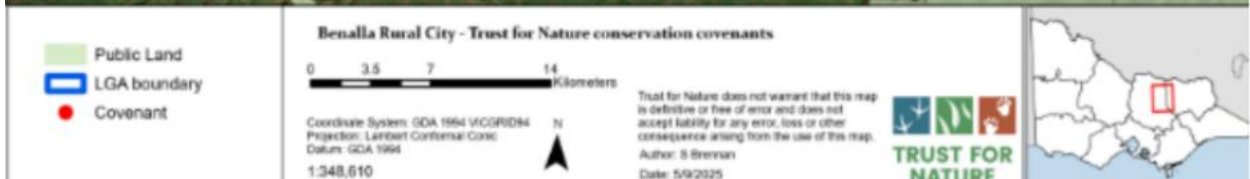
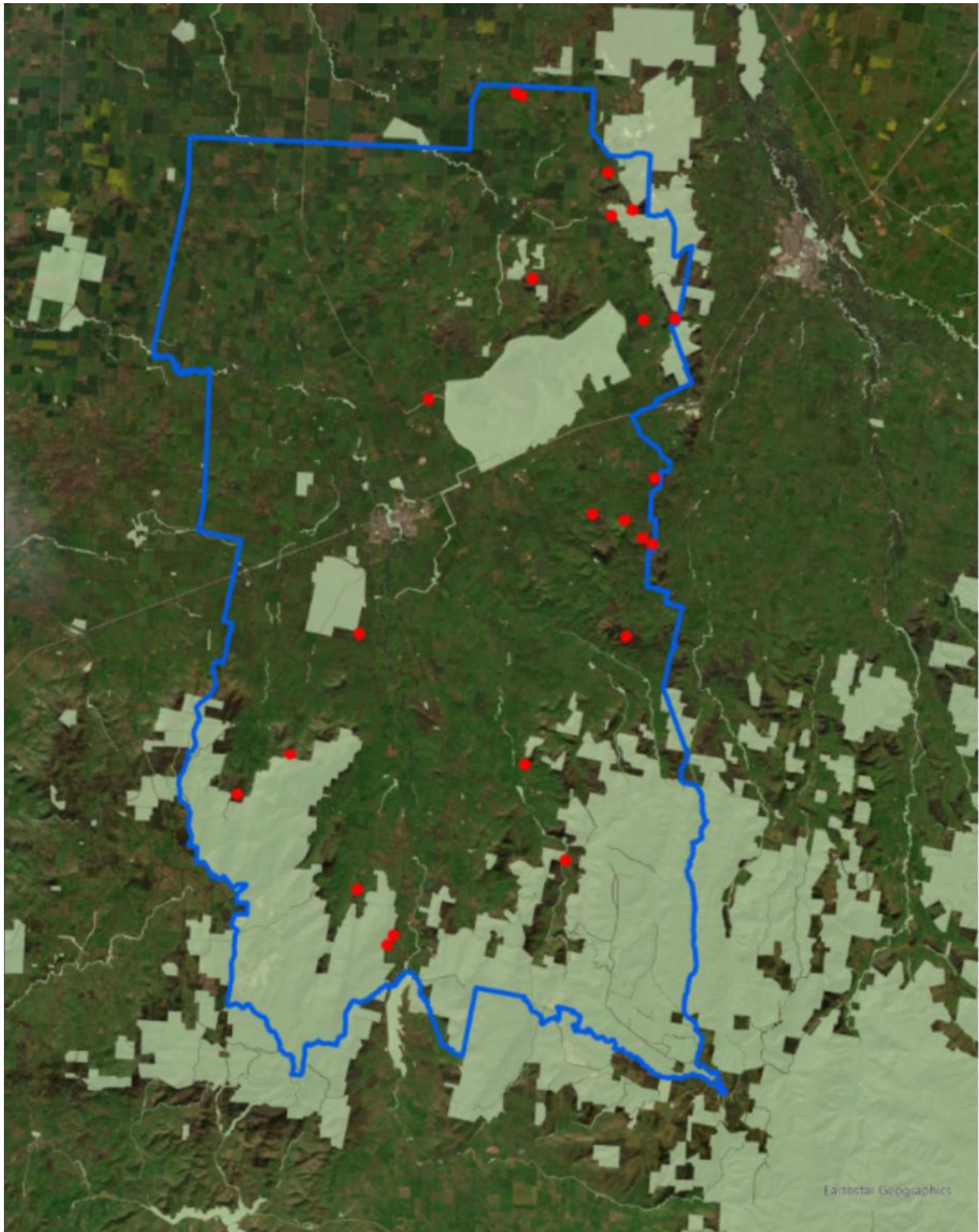
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2. Draft Benalla Rural City Council Road Management Plan 2025-2029 – Hearing of Submissions

Ref: 1573044422-1219

Adrian Gasperoni – Manager Assets and Infrastructure

PURPOSE OF REPORT

The report presents submissions received on the draft *Benalla Rural City Council Road Management Plan 2025-2029*.

BACKGROUND

The Council at its meeting on Wednesday 6 August 2025 resolved:

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.

Public notice of the draft *Benalla Rural City Council Road Management Plan 2025–2029* was given on the Council's website on 7 August 2025 and in the *Benalla Ensign* on Wednesday 8 September 2021.

Feedback was also sought via the Council's website and promoted on social media.

The submission period closed 5pm Thursday 11 September 2025.

DISCUSSION

At the close of the submission period three submissions were received from:

- Anne Cahill Lambert
- Jenny Doxey
- Millicent Lang

Additional feedback was collected throughout the 2024/25 financial year from members of the public as road management issues arose. Seven requests to add roads to the *Road Register* were received from:

- Wendy Dodd – Aquila Rise, Samaria
- Colin Squires – Yellum Track, Swanpool
- James Melani – Kemp Lane, Tatong
- Grant Donaldson – Kemp Lane, Tatong
- Darren Carter – Kirby Lane, Thoona
- Daryl Owen (Goorambat CFA) – Un-named Road, Goorambat
- Michael Zammit – Pritchard Track, Lima South

Submission Summaries are attached as **Appendix 1**.

In accordance with the Council's *Governance Rules 2020*, submitters have been invited to address the Finance and Planning Committee in support of their submissions.

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*, community engagement was 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.	<ul style="list-style-type: none">▪ 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.

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 will be considered at the Finance and Planning Committee on 15 October 2025.

The *Benalla Rural City Council Road Management Plan 2025–2029* will be considered for adoption at the Council meeting on 29 October 2025.

Recommendation:

That submissions on the draft *Benalla Rural City Council Road Management Plan 2025–2029* be received.

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**Draft Benalla Rural City Road Management
Plan 2025–2029
- Submission Results**

Response No:
1

Contribution ID: 3723

Member ID:

Date Submitted: Sep 10, 2025, 03:45 PM

Q1

Long Text

Please provide your feedback on the draft Road Management Plan

It would be prudent to extend the 50 km speed limit on Kilfeera Road to just past Willis Little Drive. The reason is that there are no footpaths and quite a number of people walk along there. We have had some close shaves turning into our driveways and into Willis Little Drive from people overtaking because we have slowed down but they are keen to move beyond the 80 km speed limit.

Q2

Multi Choice

Would you like to see a road added to the Public Road Register

No

Q3

Short Text

What is the name of the road you would like added to the Public Road Register?

Q4

Long Text

Please tell us why you believe this road should be added to the Public Road Register.

Q5

File Upload

Please upload any supporting documentation.

Q6

Short Text

Your name

Anne Cahill Lambert

Response No:
2

Contribution ID: 3721

Member ID:

Date Submitted: Sep 09, 2025, 04:30 PM

Q1

Long Text

Please provide your feedback on the draft Road Management Plan

Nixon Street Benalla has been waiting for a footpath for 150 yrs

Pedestrians have to walk on the roadway

After looking around Benalla Streets I see many established streets are also without footpaths

Council priorities should be to the rate payers and residences of Benalla

Q2

Multi Choice

Would you like to see a road added to the Public Road Register

No

Q3

Short Text

What is the name of the road you would like added to the Public Road Register?

Q4

Long Text

Please tell us why you believe this road should be added to the Public Road Register.

Q5

File Upload

Please upload any supporting documentation.

Q6

Short Text

Your name

Jenny Doxey

Response No:
3

Contribution ID: 3720

Member ID:

Date Submitted: Sep 09, 2025, 04:16 PM

Q1 Please provide your feedback on the draft Road Management Plan

Long Text More footpaths in CBD streets such as Nixon

Q2 Would you like to see a road added to the Public Road Register

Multi Choice No

Q3 What is the name of the road you would like added to the Public Road Register?

Short Text

Q4 Please tell us why you believe this road should be added to the Public Road Register.

Long Text

Q5 Please upload any supporting documentation.

File Upload

Q6 Your name

Short Text Millicent Lang

Requests for Roads to be added to the *Road Register*

Submitter	Road Name	From	To	Township	Discription of Request	Distance	Road Class
Wendy Dodd	Aquila Rise	Spinney Lane		Samaria	Road only maintained to Spinney Lane, lane required to be extended to provide access to two new properties with dwellings. Requesting Road be added to Road Register.	390m	Limited Access Track from Spinney Lane
Colin Squires	Yellum Track	Yelleum Track		Swanpool	Property is landlocked. Request for track to be extended to the next unnamed road reserve in case of emergency. Requesting Road be added to Road Register.	200m	Limited Access from current road to land locked parcel.
James Melani	Unnamed Road (Kemp Lane)	Benalla Tatong Rd		Tatong	New house being constructed. Road currently not named or maintained by Council. Application by owner for Council to upgrade his access. Requesting Road be added to Road Register.	810m	Not a Public Road. Currently a road reserve only
Grant Donaldson	Unnamed Road (Kemp Lane)	Benalla Tatong Rd		Tatong	Submitter owns a 100ac. Property at the end of Kemp Lane, Tatong. Kemp Lane runs off Benalla – Tatong Rd. at the intersection of Molyyullah – Tatong Rd and Colehurst Rd. There are 4 individual properties on Kemp Lane. They have had some issues with the poor condition of Kemp Lane and getting trucks through. Requesting Road be added to Road Register.	810m	Not a Public Road. Currently a road reserve only.
Darren Carter	Kirby Street	Johnson Street	Wray Street	Thoona	Kirby Street from Johnson Street to Wray Street is also not currently on the Road Register provides access to three properties and 1 dwelling in the prosess of being sub-divided. Currently unformed road. Requesting Road be added to Road Register.	220m	Access Road
Daryl Owen - Goorambat CFA	Un-Named Road (Solar farm)	Benalla-Yarrawonga Rd	Hooper Rd	Goorambat	For strategic access to Goorambat Solar Farm in case of fire emergency. Also provides rear access to several properties. Requesting Road be added to Road Register.	3121m	Limited Access
Michael Zammit	Pritchard Track	Midland Hwy	Mt Samaria State Park	Lima South	We have been approached by a landowner 3231 Midland Highway Lima South requesting that Pritchard Track, Lima South from the Midland Highway Road reserve to the Broken River be included on Council's Road Register. Track includes a bridge over the Broken River that is in good condition and not owned or maintained by Council. Requesting Road be added to Road Register.	362m	Limited Access

3. ***Draft Benalla Rural City Council Asset Plan 2025–2029 and Draft Asset Management Policy – Hearing of Submissions***

Ref: 1573044422-1220

Adrian Gasperoni – Manager Assets and Infrastructure

PURPOSE OF REPORT

The report presents submissions received on the draft *Benalla Rural City Council Asset Plan 2025–2029* and draft *Asset Management Policy*.

BACKGROUND

The Council at its meeting on Wednesday 6 August 2025 resolved:

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.

Public notice of the draft *Benalla Rural City Council Asset Plan 2025–2029 and Asset Management Policy* was given on the Council's website on 7 August 2025 and in the *Benalla Ensign* on Wednesday 8 September 2021.

Feedback was also sought via the Council's website and promoted on social media.

The submission period closed 5pm Thursday 11 September 2025.

DISCUSSION

Draft Benalla Rural City Council Asset Plan 2025–2029

At the close of the submission period one submission was received from Mr Roger Harrop on the draft *Benalla Rural City Council Asset Plan 2025–2029*.

The submission is attached as **Appendix 1**.

In accordance with the Council's *Governance Rules 2020*, submitters have been invited to address the Finance and Planning Committee in support of their submissions.

Draft 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.

No submissions were received on the draft *Asset Management Policy*. No further changes are recommended to the policy following Councillor and Council staff input.

The *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 were 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 and policy have an overall neutral gender impact.

COMMUNITY ENGAGEMENT

In accordance with the Council's *Community Engagement Policy*, community engagement was 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.	<ul style="list-style-type: none">▪ 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.

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 on the draft *Benalla Rural City Council Asset Plan 2025–2029* will be considered at the Finance and Planning Committee on 15 October 2025.

The *Benalla Rural City Council Asset Plan 2025–2029* will be considered for adoption at the Council meeting on 29 October 2025.

As no submissions were received and no further amendments are proposed, it is recommended that the Council adopt the Asset Management Policy.

Recommendation:

- 1. That submissions on the draft *Benalla Rural City Council Asset Plan 2025-2029* be received.**
- 2. That the *Asset Management Policy* be adopted.**
- 3. That the *Asset Management Policy* be reviewed in October 2029.**

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**Draft *Benalla Rural City Council Asset Plan*
2025–2029 - Submission Results**

Response No:
1

Contribution ID: 3727

Member ID:

Date Submitted: Sep 11, 2025, 11:35 PM

Q1

Would you like to provide feedback on the draft Benalla Rural City Council Asset Plan 2025-2029?

Multi Choice

Yes

Q2

Please provide your feedback on the draft Benalla Rural City Council Asset Plan 2025-2029

Long Text

Throughout the Asset Plan reference is made to Asset management Plans being framed in terms such as those below.

- delivering the service levels expected by the community.
- community expectations
- the expected outcomes.
- defining a level of service

1 Are these service levels already defined and documented for each asset type which BRCC manage on our behalf?

2 how have these "expectations" been derived and subsequently agreed - or is this process yet to be undertaken?

3 Are these or will these "service expectations" referred to, be included in the Service plans that will inform the Asset Plans for each Asset Class?

Your name

Roger Harrop

CP 07 Asset Management Policy

Responsible Officer:	Adrian Gasperoni
Document type:	Council Policy
Reference:	CP 07
Adopted by Council:	
Date of next review:	October 2029

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.

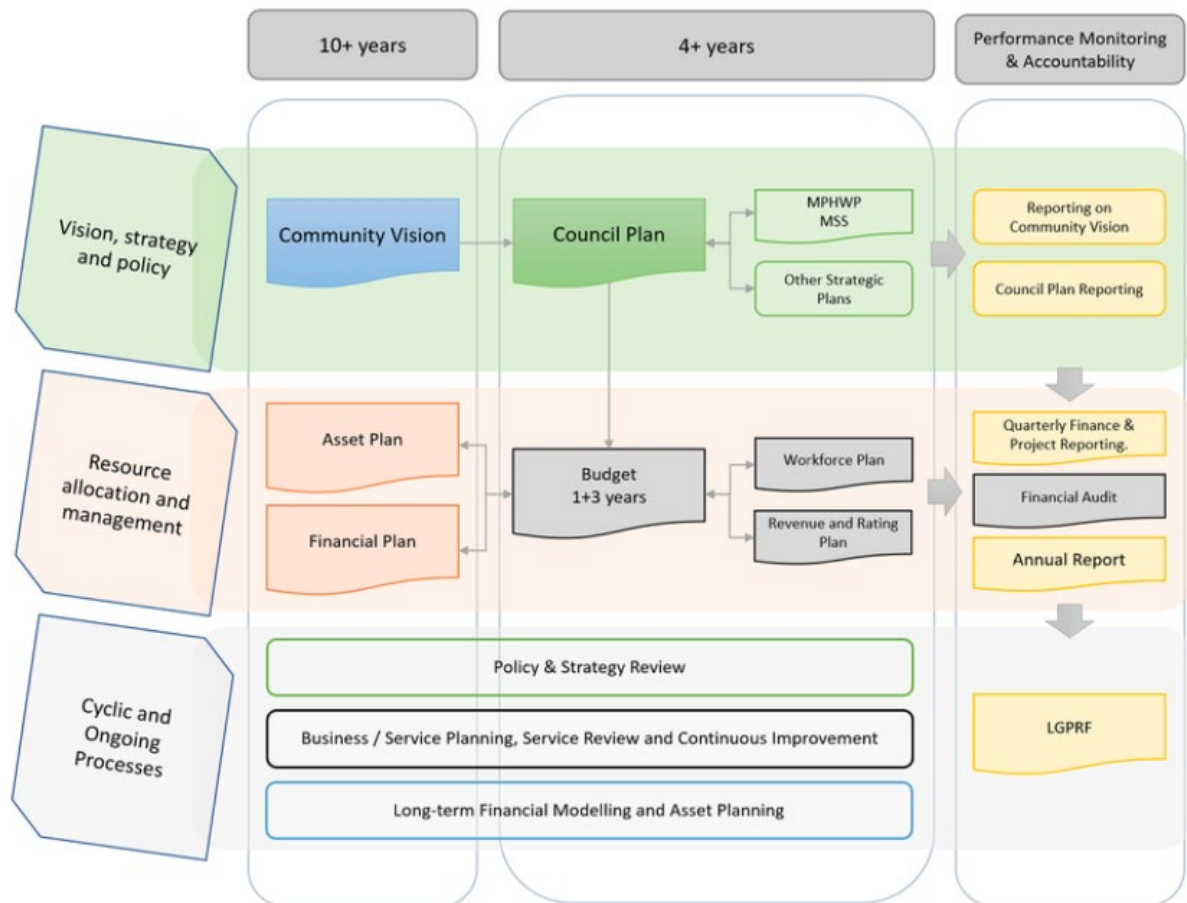
Principle 6 - Sustainable Levels of Service.

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.*

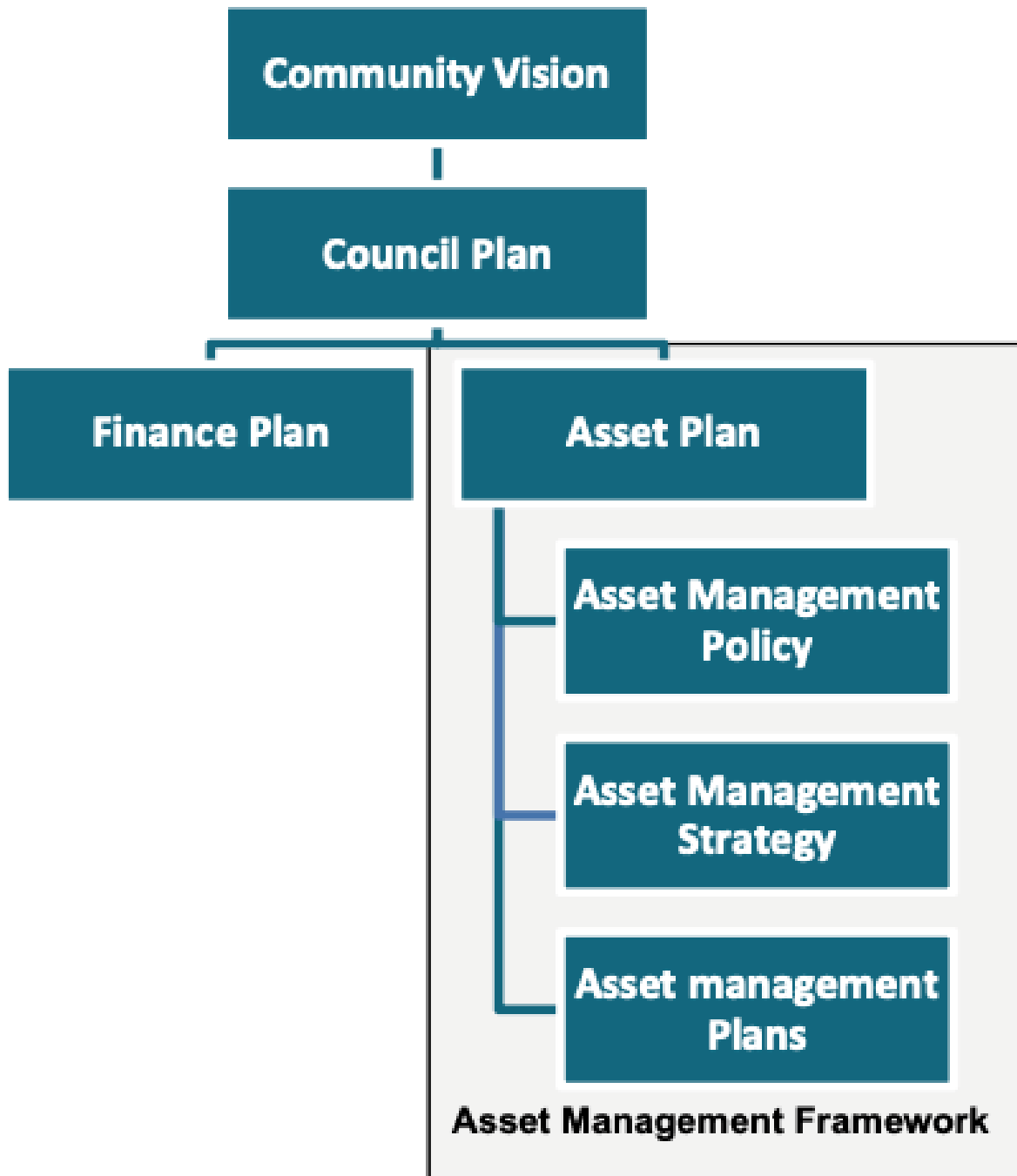
Related Legislation

- *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. Draft Benalla Rural City Council Financial Plan 2025/26 to 2034/35

Ref: 849721560-133

Cathy Fitzpatrick – Manager Finance
Robert Barber – General Manager Corporate
Peter Keane – Chief Executive Officer

PURPOSE OF REPORT

The report presents the *Benalla Rural City Council Financial Plan 2025/26 to 2034/35*.

BACKGROUND

The Council at its meeting on Wednesday 6 August 2025 resolved:

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.

Public notice of the draft *Benalla Rural City Council Financial Plan 2025/26 to 2034/35* was given on Council's website on Thursday 8 August 2025 and in the Benalla Ensign on Wednesday 13 August 2025.

Feedback was also sought via the Council's website and promoted on social media.

The submission period closed at 5pm Thursday 11 September 2025.

DISCUSSION

At the close of the submission period no submissions were received.

No other changes are recommended to the *Benalla Rural City Council Financial Plan 2025/26 to 2034/35*.

The *Benalla Rural City Council Financial Plan 2025/26 to 2034/35* is attached as **Appendix 1**.

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* community engagement was 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 the used
Consult	We will provide information and consider feedback prior to making a decision.	<ul style="list-style-type: none">▪ 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

As no submissions were received and no further amendments are proposed, it is recommended that the Council adopt the *Benalla Rural City Council Financial Plan 2025/26 to 2034/35*.

It is proposed that the Financial Plan be updated annually as part of the Council Budget development program.

Recommendation:

That the *Benalla Rural City Council Financial Plan 2025/26 to 2034/35* be adopted.



Benalla Rural City Council Financial Plan 2025/26 to 2034/35

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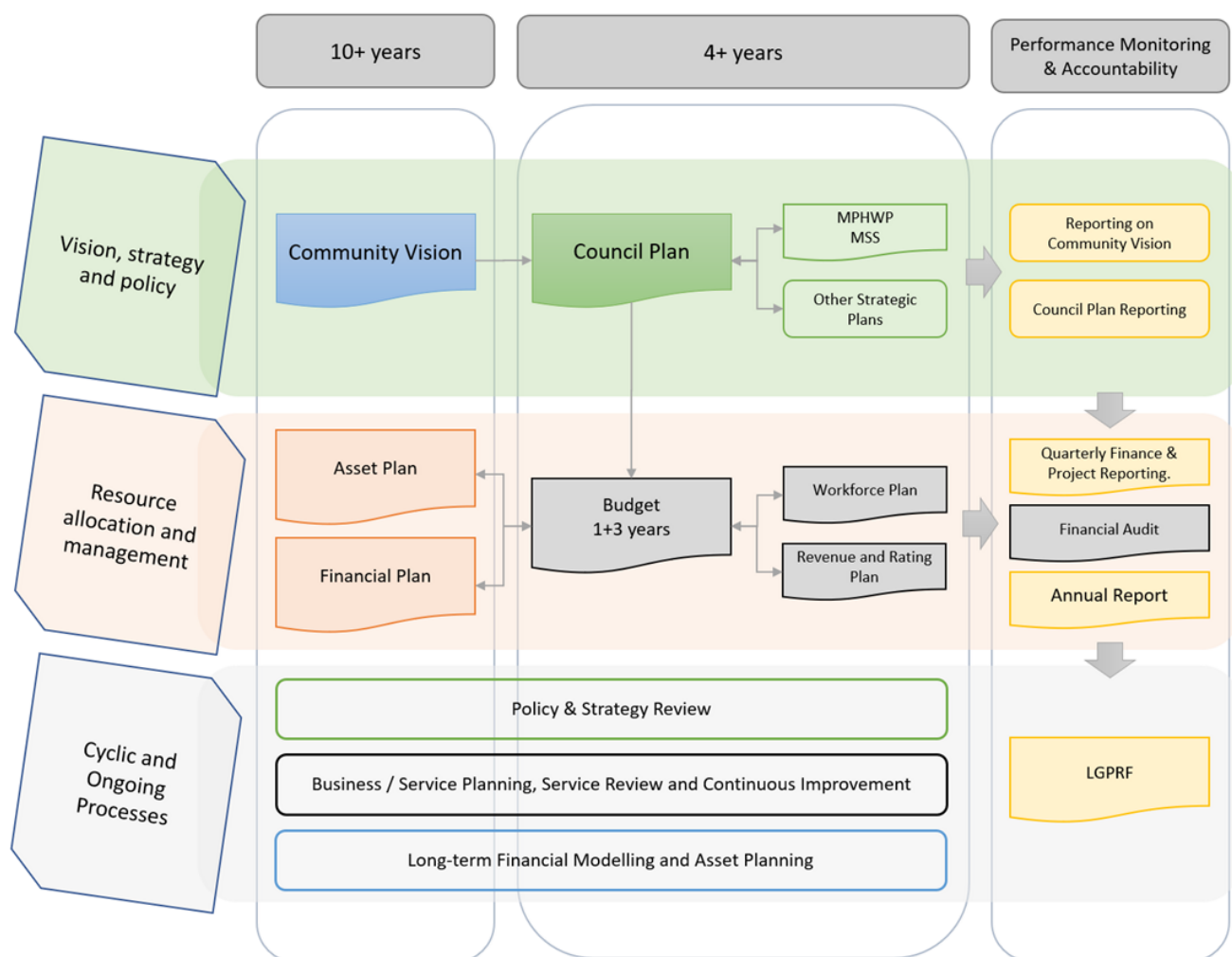
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1. Legislative Requirements

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:

- Council has an integrated approach to planning, monitoring and performance reporting.
- 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.
- 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.
- 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.
- 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.

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
Amortisation - intangible assets	236	236	36	60	78	0	0	0	0	0	0
Amortisation – right of use assets	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
Finance costs - leases	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.

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5. 2025/26 Quick Response Grants Program

Ref: 1536132109-1007
Tom Arnold – Community Development and Recreation Coordinator
Jane Archbold – Manager Community

PURPOSE OF REPORT

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

BACKGROUND

The Quick Response grant program enables local community groups, clubs and organisations to seek funding to increase their capacity to work in partnership with the Council and others to address local needs and enhance the local community.

The program distributes grants up to \$750 allowing local clubs, groups and organisations the opportunity to seek funds when the need arises.

DISCUSSION

Applications for consideration under the 2025/26 Quick Response Grant program are detailed in the table below.

Applicant	Details	Amount Requested	Proposed Assistance
Benalla Men's Shed	<i>First Aid Station</i> The Benalla Men's shed are seeking funding to purchase equipment to create a First Aid Station for their members. The station will include general first aid equipment plus a pulse oximeter and a blood pressure machine.	\$695	\$700
Total		\$695	\$700

COUNCIL PLAN 2021-2025 IMPLICATIONS

Community

- *A healthy, Safe and resilient community.*
- *A connected, involved and inclusive community.*

Leadership

- *Engaged and informed community.*

FINANCIAL IMPLICATIONS

The 2025/26 Budget allocates \$15,000 to the Quick Response Grant program. To date \$4,900 in Quick Response Grant funds have been awarded, leaving \$10,100 in the funding pool.

Recipients of support throughout the financial year are detailed in the Annual Report.

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	<ul style="list-style-type: none">▪ 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.

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 \$700 grant from the 2025/2026 Quick Response Grant program be awarded to the Benalla Men's Shed.

6. Building and Planning Approvals – August 2025

Ref: 2005329054-540

Sarah Ford – Building Coordinator
Jole Ingham – Acting Manager Development

PURPOSE OF REPORT

The report details planning permit applications and building approvals for August 2025.

Planning Permit Applications Determined under Officer Delegation

Permit No.		Description	Property Address	Decision
1	P110-25	Construction of a carport	23 River Gum Avenue, Benalla	Approved
2	P105-25	Construction of a carport	16 Henry Street, Benalla	Approved
3	P101-25	Construction of a dwelling	14 Kookaburra Street, Benalla	Approved
4	P095-25	Construction of a dwelling	18 Honeyeater Street, Benalla	Approved
5	P094-25	Construction of a dwelling	29 Aquila Rise, Samaria	Approved
6	P093-25	Construction of a dwelling	20 Honeyeater Street, Benalla	Approved
7	P083-25	Construction of a dwelling	18 Kookaburra Street, Benalla	Approved
8	P079-25	Construction of a shed extension	12 Lucy Court, Benalla	Approved
9	P058-25	Two lot subdivision (Boundary realignment)	11 Bradley Court, Benalla	Approved
10	P057-25	Construction of a shed	12 Mayfair Drive, Benalla	Approved
11	P042-25	50 Lot subdivision and removal of native vegetation	Gay Street, Benalla	Approved
12	P0122-25	Construction of 13 story dwellings and to create access to a transport zone 2	68 Bridge Street West, Benalla	Approved
13	P0038-24	5 Lot subdivision	226 Murray Road, Benalla	Approved

Planning Permit Amendments Determined Under Officer Delegation

There were no planning permit amendments determined under officer delegation during the month of August 2025.

Planning Permits Issued Under VicSmart

Permit No.		Description	Property Address	Decision
1	VS018-25	Construction of an agricultural shed	1868 Kilfeera Road, Molyullah	Approved
2	VS017-25	Construction of a rural shed within 100m of a Waterway	635 Baddaginnie-Warrenbayne Road, Warrenbayne	Approved
3	VS015-25	Setback within 150m of watercourse, construction of a swimming pool	213 Baddaginnie Benalla Road, Benalla	Approved
4	VS014-25	Construction of a shed	701 Lake Mokoan Road, Chesney	Approved
5	VS013-25	Non-Compliant shed built which sits 1 metre from the adjoining farmland requires further works to become compliant	32 Hossack Road, Baddaginnie	Approved

Planning Permit Applications Determined by the Council

There were no planning permit applications determined by the Council during the month of August 2025.

Planning Permit Amendments Determined by the Council

There were no planning permit amendments determined by the Council during the month of August 2025.

Planning Permit Applications Withdrawn or Lapsed

There were no planning permit applications withdrawn or lapsed during the month of August 2025.

Notices of Decision

There were no Notice of Decisions issued during the month of August 2025.

A Notice of Decision (NOD) is issued when Council has decided to grant a planning permit when objection(s) are received regarding the application.

An objector may appeal to Victorian Civil and Administrative Tribunal (VCAT) against the decision to grant the permit within 21 days of a Notice of Decision being issued. After 28 days if no appeal has been lodged Council will issue the Planning Permit.

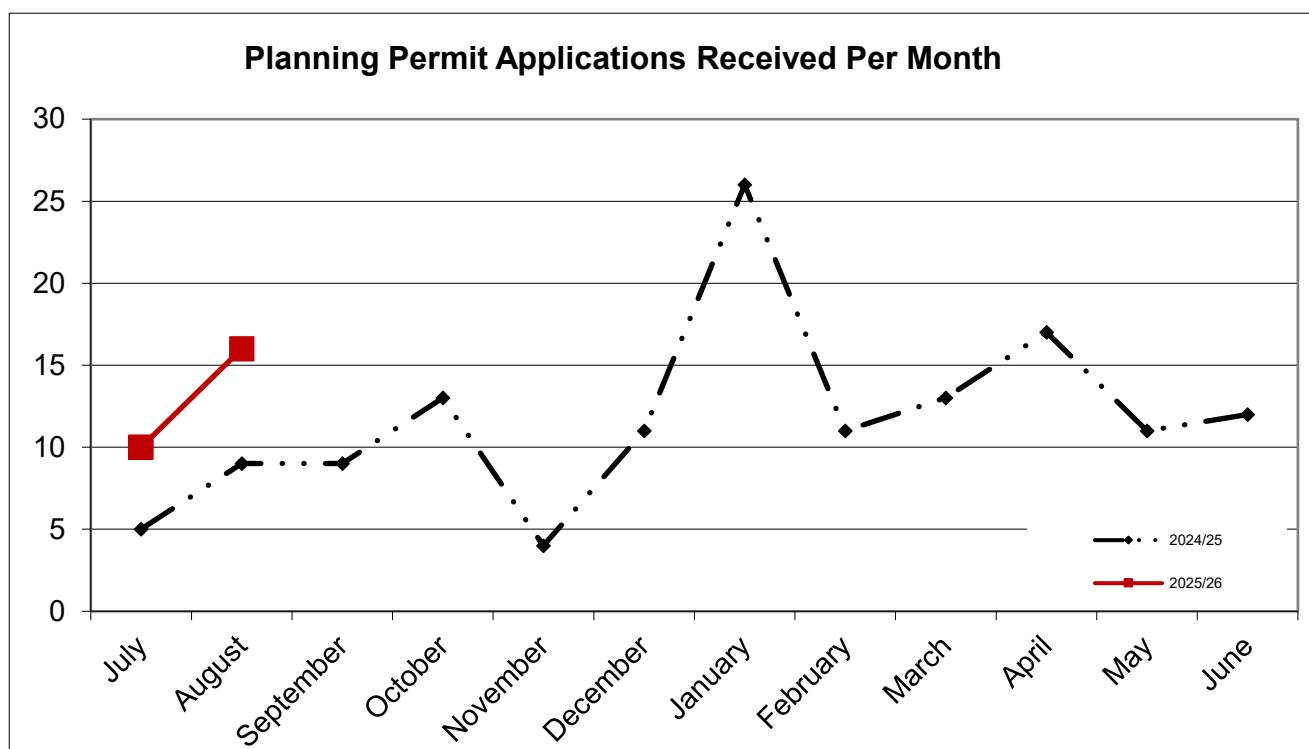
Planning Permit Applications Determined by VCAT

There were no planning permit applications determined by VCAT during the month of August 2025.

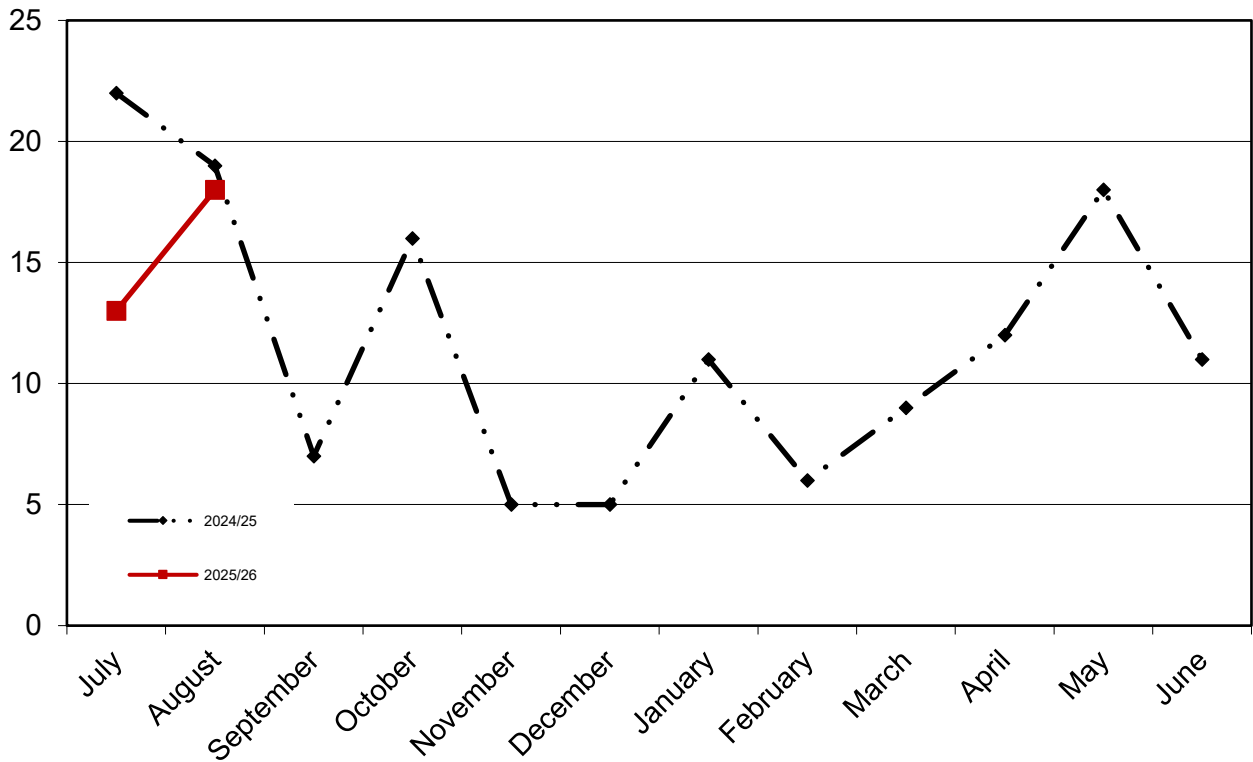
Matters Before VCAT

There are currently no planning matters before VCAT.

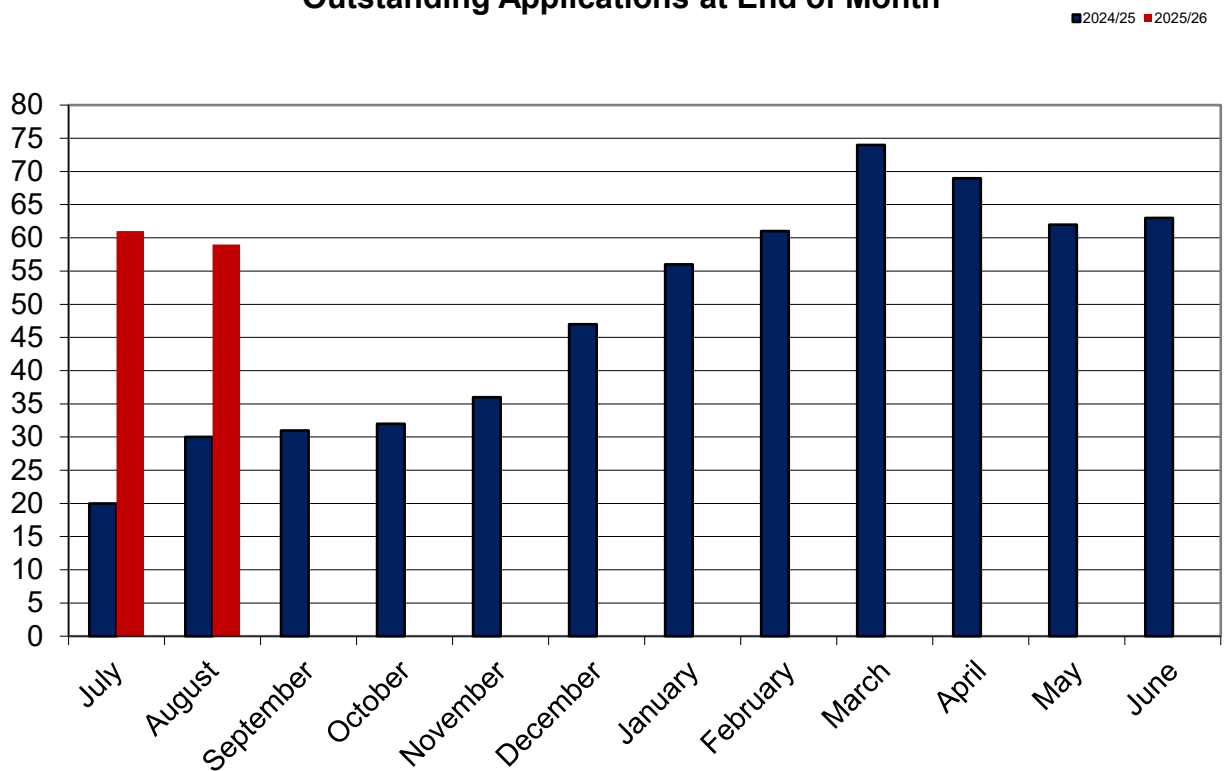
Planning Permit Applications



Planning Permit Applications Decided Per Month



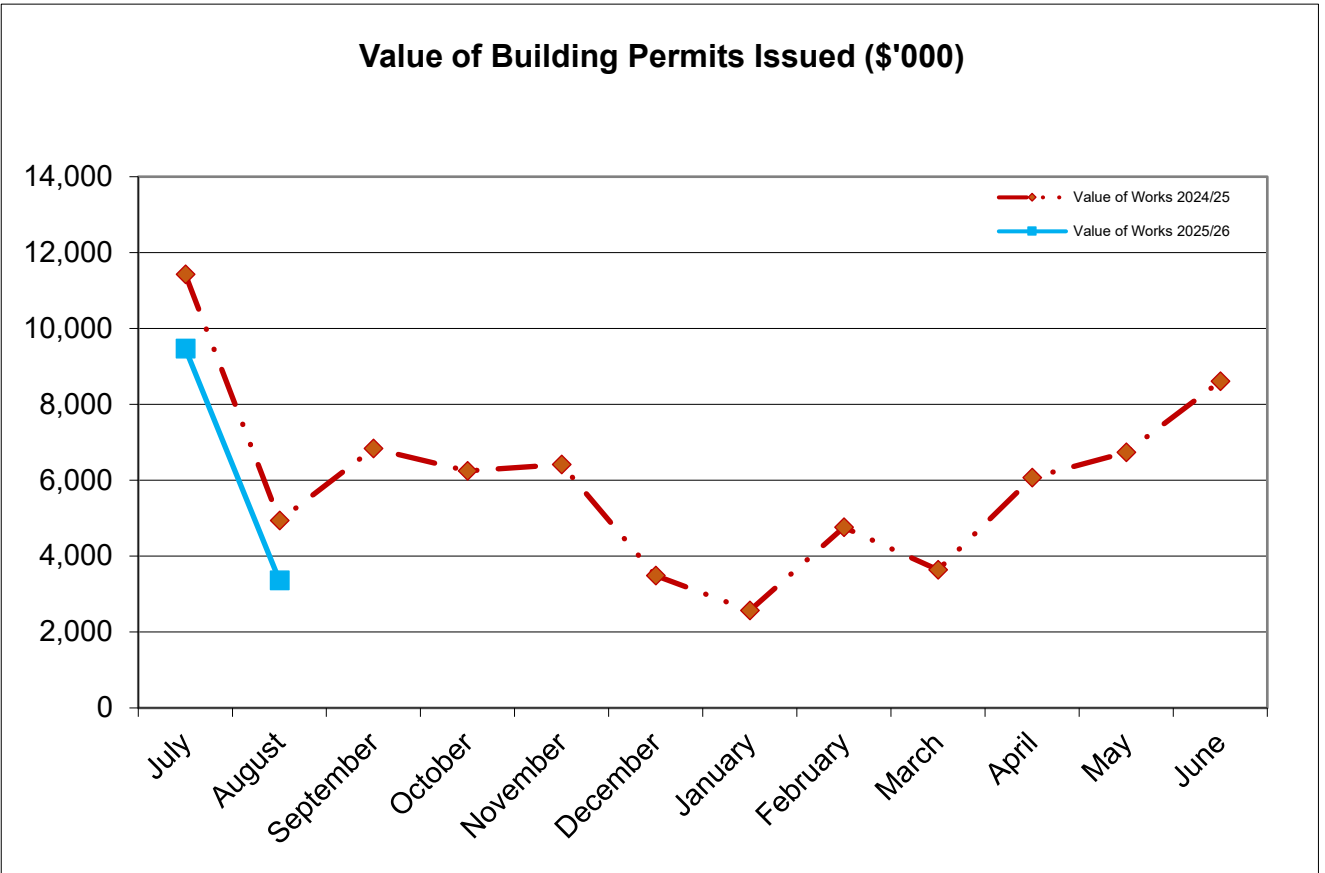
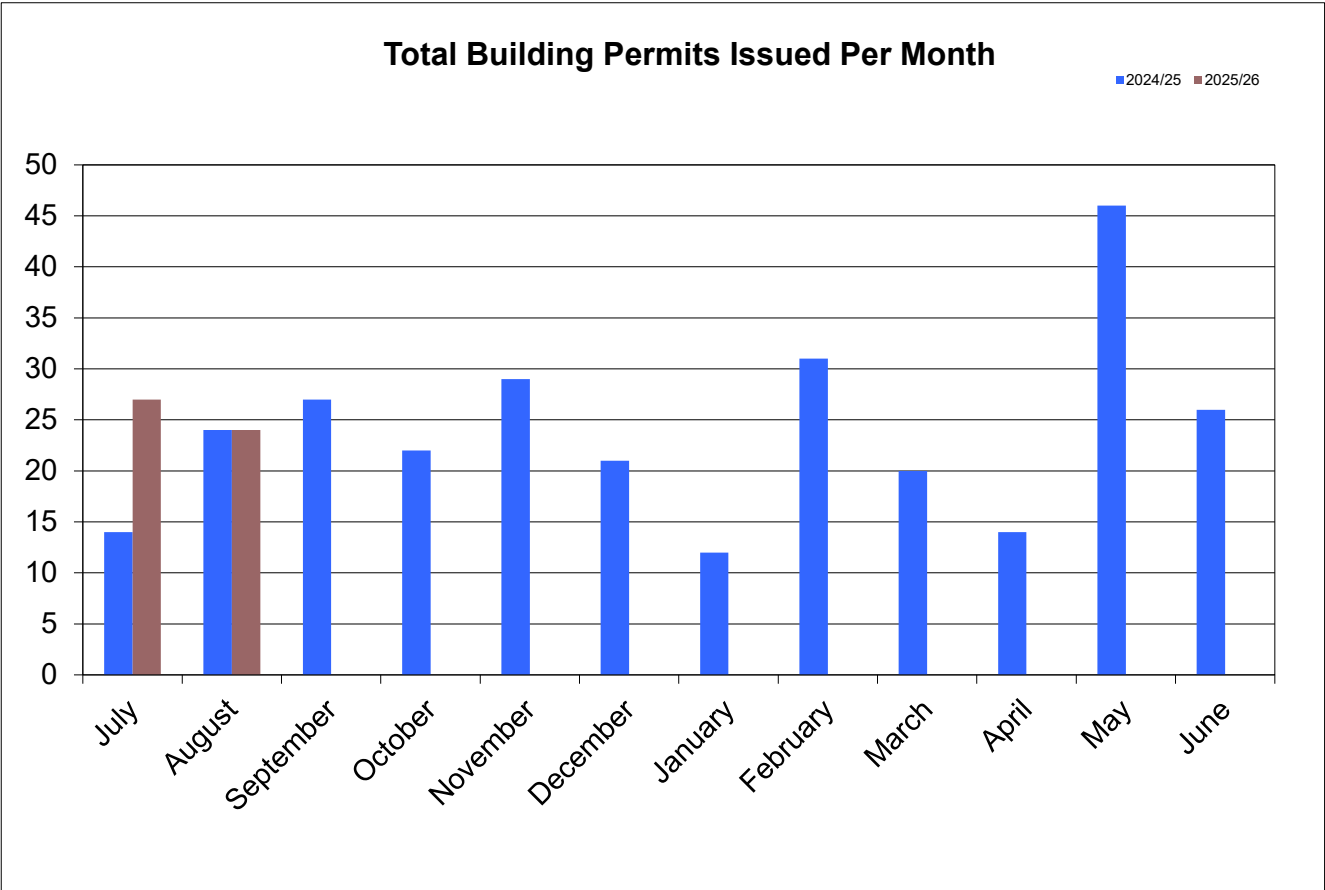
Outstanding Applications at End of Month

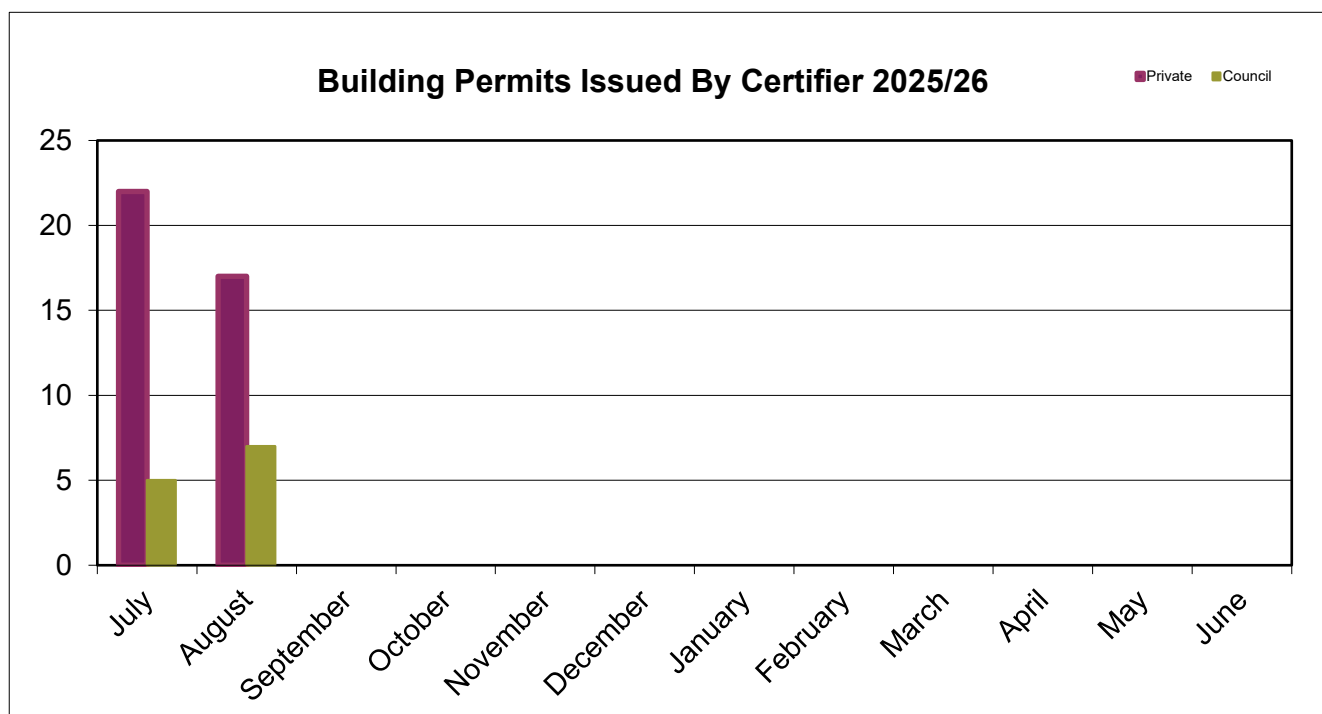


Building Approvals Issued by Council and Private Practitioners

Permit No.		Description	Property Address	Value
1	BLD2500017	Construction of a dwelling	51 North Road, Benalla	\$75,000
2	BLD2500035	Construction of deck and verandah	1-5 Byrne Street, Benalla	\$14,000
3	BLD2500038	Construction of a carport	62 Clarke Street, Benalla	\$10,968
4	BLD2500040	Construction of a commercial shed	635 Basin Road, Tarnook	\$38,321
5	BLD2500041	Restump existing building	26 Benson Street, Benalla	\$9,800
6	BLD2500042	Construction of a commercial shed	128 Castle Hill Road, Moorngag	\$55,199
7	BLD2500043	Construction of a commercial shed	21 Bowers Road, Winton	\$38,658
8	PBLD2500127	Alterations and extensions to existing building and attached carport	37 Clarendon Street, Baddaginnie	\$171,982
9	PBLD2500155	Completion of storage shed (frame and final)	32 Hossack Road, Baddaginnie	\$14,000
10	PBLD2500181	Construction of a carport	23 McNulty Drive, Benalla	\$10,000
11	PBLD2500202	Construction of dwelling and garage	628 Sawyer Road, Tatong	\$571,031
12	PBLD2500203	Construction of a shed	6 Riverview Road, Benalla	\$32,040
13	PBLD2500205	Construction of dwelling and garage	14 Kookaburra Street, Benalla	\$395,950
14	PBLD2500206	Construction of dwelling and garage	41 Senator Drive, Benalla	\$382,150
15	PBLD2500208	Construction of a shed	635 Baddaginnie-Warrenbayne Road, Warrenbayne	\$87,720
16	PBLD2500209	Construction of dwelling and garage	4 Everly Court, Benalla	\$376,750
17	PBLD2500210	Construction of an alfresco	34 Garden Street, Benalla	\$50,000
18	PBLD2500211	Construction of a dwelling and garage	86 Inglis Road, Benalla	\$536,671
19	PBLD2500212	Construction of a shed	37 Samaria Road, Benalla	\$65,200
20	PBLD2500213	Construction of a shed and carport	68 Bungeet Road, Goorambat	\$92,198
21	PBLD2500214	Change of use and internal alterations	157 Bridge Street East, Benalla	\$86,464
22	PBLD2500218	Construction of a shed	1319 Mansfield Road, Benalla	\$60,000
23	PBLD2500222	Construction of a carport	55 Olivers Road, Benalla	\$33,632
24	PBLD2500223	Construction of a dwelling and garage	3 Kookaburra Street, Benalla	\$396,550
Total				\$3,604,284

Building Permits Issued by Certifier by Month





COUNCIL PLAN 2021-2025 IMPLICATIONS

Community

- A healthy, Safe and resilient community.
- A connected, involved and inclusive community.

Livability

- Vibrant public spaces and places.
- Connected and accessible roads, footpaths, transport and parking.

Economy

- Population growth.

Environment

- Healthy and protected natural environment.

Leadership

- Good governance.

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 the report be noted.

7. Urgent Business

Closure of Meeting