



# AGENDA

## SCHEDULED MEETING OF COUNCIL

Tuesday, 20 June 2023

To be held Swan Hill Town Hall  
53-57 McCallum St, Swan Hill  
Commencing at 2pm

**COUNCIL:**

Cr LT McPhee – Mayor

Cr B Moar  
Cr A Young  
Cr C Jeffery  
Cr S King  
Cr N McKay  
Cr J Kelly

---

SECTION A – PROCEDURAL MATTERS .....3

SECTION B – REPORTS.....4

B.23.40 ADOPTION OF 2023/24 BUDGET .....4

B.23.41 DEPUTY MAYOR POSITION POLICY ..... 127

B.23.42 RISK MANAGEMENT POLICY..... 132

B.23.43 FENCING CONTRIBUTION POLICY .....136

B.23.44 LOCAL ROADS COMMUNITY INFRASTRUCTURE FUND  
ROUND 4 - PROPOSED PROJECTS ..... 140

B.23.45 PENTAL ISLAND CULTURAL MASTERPLAN 2023.....147

SECTION C – DECISIONS WHICH NEED ACTION/RATIFICATION .....252

C.23.8 SIGN & SEAL REPORT .....252

C.23.9 COUNCILLOR ASSEMBLIES - RECORD OF ATTENDANCE  
AND AGENDA ITEMS .....254

SECTION D – NOTICES OF MOTION .....259

D.23.5 PEDESTRIAN CROSSINGS .....259

D.23.6 COOL IT: HEAT VULNERABILITY MAPPING.....260

SECTION E – FORESHADOWED ITEMS .....262

SECTION F – URGENT ITEMS NOT INCLUDED IN AGENDA .....262

SECTION G – TO CONSIDER & ORDER ON COUNCILLOR REPORTS.....262

SECTION H – IN CAMERA ITEMS .....263

B.23.46 IN CAMERA CONSIDERATION OF CONFIDENTIAL REPORT .....263

**SECTION A – PROCEDURAL MATTERS**

- **Welcome**
  
- **Acknowledgement of Country**
  
- **Prayer**
  
- **Apologies/Leaves of Absence**
  
- **Directors/Officers Present**
  
- **Confirmation of Minutes**
  - 1) Scheduled Meeting Of Council held on 16 May 2023
  - 2) Unscheduled Meeting of Council held on 30 May 2023
  - 3) Unscheduled Meeting of Council held on 6 June 2023
  
- **Disclosures of Conflict of Interest**
  
- **Joint Letters and Reading of Petitions**
  
- **Public Question Time**
  
- **Open Forum**

## **SECTION B – REPORTS**

### **B.23.40 ADOPTION OF 2023/24 BUDGET**

**Responsible Officer:** Director Corporate Services  
**File Number:** S15-06-13  
**Attachments:** 1 [↓](#) Budget 2023/24

#### **Declarations of Interest:**

Bhan Pratap - as the responsible officer, I declare that I have no disclosable interests in this matter.

#### **Summary**

The purpose of this report is to present Council with the Swan Hill Rural City Council 2023/2024 Budget for consideration and adoption.

#### **Discussion**

At the close of the statutory advertising period, twelve (12) submissions were received. The submissions were formally received and heard at the Unscheduled Council Meeting on 30 May 2023. A response to the submissions was provided at the Unscheduled Council Meeting on 6 June 2023. Council formally considered the submissions at that meeting.

The points raised in the submissions do not require the Budget to be amended.

Council is now in a position to adopt the Budget.

Councillors' have been involved in the preparation of the Budget and are well informed as to its content however; highlights and significant issues are as follows:

#### **1. Rating Strategy**

The 2023/24 Budget proposes an average increase on the annualised 2022/23 Rates of 3.5%.

The proposed average rate rise is equal to the State Government's Rate Cap of 3.5%.

No changes to the Differential Rate types applied in 2022/23 are proposed.

#### **2. Waste Management**

The Budget reflects increased waste management charges at landfill sites in line with increased EPA levies and increasing cost of landfill management, kerbside collection, and processing of recyclable materials.

The fee for a 120 litre garbage bin will be \$370 (\$350 2022/23) and a 240 litre bin will be \$561 (\$530 2022/23). The optional green waste service charge will be increased for the first time in five years to \$100 (\$95 2022/23).

### **3. Operations**

The Budget maintains the current level of operational services except where Government Policy changes are occurring or a service can be better provided by the private sector. \$43.8 million (excluding depreciation) will be spent on these services primarily on Infrastructure maintenance and provision, Family, Youth and Aged services, Recreational facilities, Economic and Community Development, Tourism, Waste Management and Municipal administration costs.

### **4. Capital Works**

The Budget proposes a \$31.8 million capital works program focusing on infrastructure creation and replacement, which is dependent on receiving \$7.5 million in external funding.

Some of the major works to be undertaken include:

- \$5.9 million for road works,
- \$1.4 million for Centenary Park Nature Play Precinct,
- \$6.6 million for the Swan Hill Art Gallery redevelopment,
- \$5.0 million for the Cultural and Tourism Hub development,
- \$1.8 million for the continued development of the Tower Hill Estate,
- \$1.4 million to develop housing in Robinvale,
- \$0.5 million for the Robinvale Leisure Centre Splash Park,
- \$1.5 million for the establishment of a compost facility,
- \$0.3 million for the Robinvale Skate Park,
- \$0.5 million major maintenance to community buildings,
- \$0.3 million for the Missing Links Footpath Construction Strategy, and
- \$1.6 million for plant and equipment replacements.

### **5. Asset Management**

The Budget clearly focuses on asset management issues and the need to fund infrastructure and plant/equipment replacements.

\$11.3 million (subject to external funding) will be spent replacing Councils assets, primarily roads, footpaths, drains and plant & equipment.

## **6. Financial Management**

The Budget predicts an operating surplus of \$1.1 million and a rates surplus of \$79,000. Borrowings will decrease by \$272,000. Net assets are budgeted to increase by \$1.3 million. Cash and investments will decrease by \$15.2 million as cash carried forward from 2022/23 to fund capital works projects is expended during the 2023/24 financial year. Current assets will exceed current liabilities at 30 June 2024 by \$15.5 million.

### **Consultation**

A formal advertising and submission process has taken place. Twelve submissions were received. Suggestions for projects and programs from the community were also received during the year and considered as part of the Budget preparation process.

The Budget has been prepared with significant guidance from Councillors, the Executive Management Team, Managers and Officers.

### **Financial Implications**

The Local Government Act 2020 (Section 94) requires a Council to prepare and adopt a Budget before the statutory deadline of 30 June each year.

Adoption of the 2023/24 Budget authorises Council Officers to expend Council funds and raise revenue to implement the budgeted programs and projects.

### **Social Implications**

Council's Budget covers all aspects of Council operations and therefore impacts economic, social and environmental outcomes.

### **Economic Implications**

As above.

### **Environmental Implications**

As above.

### **Risk Management Implications**

Setting a Budget is a vital control that enables the organisation to track financial performance.

## **Council Plan Strategy Addressed**

**Leadership** - Excellent management and administration.

### **Options**

1. Adopt the 2023/24 Budget as advertised.
2. Adopt the 2023/24 Budget with minor amendments.

### **Recommendations**

#### **That Council:**

1. **Having considered the twelve submissions, adopt the Budget as advertised.**
2. **Declare that \$27,563,385 be raised in Rates for the 2023/24 financial year.**
3. **Declare a Differential Rate of 0.573017 cents in the dollar of Capital Improved Value for rateable Commercial properties within Residential 1, Business or Industrial zones of the Swan Hill Planning Scheme in the townships of Swan Hill and Robinvale.**
4. **Declare a Differential Rate of 0.458414 cents in the dollar of Capital Improved Value for rateable Residential and Industrial properties within the drainage districts of Swan Hill and Robinvale townships.**
5. **Declare a Differential Rate of 1.410503 cents in the dollar of Capital Improved Value for rateable Vacant Residential Land within the townships of Swan Hill and Robinvale that have remained as vacant land for a minimum of 5 years since it was last zoned as residential land or 3 years after its sale as a residential allotment, whichever is the latter.**
6. **Declare a Differential Rate of 0.352626 cents in the dollar of Capital Improved Value for rateable Farming properties without access to irrigation water infrastructure and which are primarily used for broad-acre grain/sheep production and are allocated an Australian Valuation Property Classification Code of 510, 520, 523, 524 or 530.**
7. **Declare a Differential Rate of 0.440782 cents in the dollar of Capital Improved Value for all other rateable land within the municipality.**
8. **Declare a Garbage Service Charge of \$370 for a 120 litre bin service and \$561 for a 240 litre bin service for Residential properties within the declared garbage service areas of the Municipality, for the year commencing 1 July 2023.**
9. **Declare an optional Green Waste Garbage Service Charge of \$100 for a 240 litre bin service for Residential properties within the declared garbage service area of Swan Hill City (collection area number 20) for the year commencing 1 July 2023.**
10. **Provide a payment equivalent to 50% of the applicable rates for Not-For-Profit Recreational properties, which would have been previously entitled to the lower Recreational Differential Rate.**
11. **Provide a payment equivalent to 50% of the difference between the Commercial Rate and Urban Rate in Swan Hill and Robinvale for**

- Commercial properties in Common Occupancy with a residence.**
- 12. Adopts the Fees and Charges Schedule as set out in Appendix A of the Budget.**





# Budget 2023/24



## Contents

	Page
Mayor and CEO introduction	3
<b>Budget reports</b>	
1. Link to the Council Plan	5
2. Services and service performance indicators	7
3. Financial statements	20
4. Notes to the financial statements	30
5. Financial performance indicators	52
Appendix A – Fees and charges schedule	54
Appendix B – Major projects (non-capitalised operating projects)	105
Glossary of terms	106

## Key dates and information

Council's main office can be contacted at:

45 Splatt St  
 (PO Box 488)  
 SWAN HILL VIC 3585  
 Phone: 03 5036 2333  
 Facsimile: 03 5036 2340  
 Email: [council@swanhill.vic.gov.au](mailto:council@swanhill.vic.gov.au)

### **Making a submission**

Submissions to Council's 2023/24 Budget will close at 4pm on Friday, 19 May (please indicate in your submission whether you wish to speak to Councillors about it).

### **Process to adopt the budget**

Council will receive, hear and consider submissions at a Special Council Meeting on Tuesday, 30 May at 1pm. If no submissions are received, Council will consider whether to amend or adopt the budget at this meeting.

If submissions are received, Council will consider whether to amend or adopt the budget at a Special Meeting on Tuesday, 6 June at 1pm.

The meeting to adopt the budget will be the Ordinary Council Meeting on Tuesday, 13 June at 2pm.

## Mayor and CEO introduction

We are pleased to present the 2023/24 budget to the Swan Hill Rural City community.

Our current budget follows a busy year of projects including the completion of stage one of the Ronald Street housing development in Robinvale, the commencement of Swan Hill and Robinvale Leisure Centre upgrades, Monash Avenue footpath and road reconstructions, McCallum Street shared path works, Aerodrome upgrades, Swan Hill Town Hall external face lift and much more.

This year's budget is committed to maintaining services through efficiency and strong financial management, while also providing a positive capital works program that we are proud of.

Our 2023/24 budget plans for a rate rise of 3.5%, and we will continue our focus of striving for efficient, high-quality services and facilities for our community, as well as delivering a superior capital works program.

This budget plans for a number of projects set to be delivered across our municipality, in partnership with the State and Federal government.

We are excited our 2023/24 budget will include:

- Robinvale Leisure Centre Splash Park (\$0.5M)
- Centenary Park Nature Play Precinct (\$1.4M)
- Art Gallery redevelopment (\$6.6M)
- Cultural and Tourism Hub development (\$5.0M)
- Waste management site compliance and improvements (\$3.86M)
- Empower Youth Initiative (\$0.21M)
- Swan Hill Stormwater Model & Strategy (\$0.16M)
- Street lighting upgrades (\$0.11M)
- Tower Hill Stage 16 (\$1.8M)
- Robinvale Skate Park (\$0.29M)
- Sealed Roads renewal works (\$4.8M)
- Unsealed Roads renewal works (\$1.1M)
- Renewal works to community buildings (\$0.44M)
- Footpath replacement (\$0.60M)
- Data & Technology Strategy (\$1.05M)
- Continued funding for Swan Hill Riverfront Masterplan projects (\$0.62M)
- Planning, design and consultation for Karinie Street Reconstruction (\$0.15M)
- Swan Hill Showgrounds Precinct - Master Planning (\$0.16M)
- and much more.

It's an exciting time for our Local Government with many projects on the horizon or set to commence soon - we encourage you to read our draft budget thoroughly.

Council would like the communities' feedback, regarding the draft budget.

All comments should be received by 4pm Friday 19 May 2023.

Please share your feedback on the draft budget online by visiting <https://letstalk.swanhill.vic.gov.au/> or by writing to: Chief Executive Officer, Swan Hill Rural City Council, PO Box 488, Swan Hill VIC 3585.

A special Council Meeting is scheduled for Tuesday, 30 May to hear and consider submissions.

If no submissions are received, Council will consider whether to amend or adopt the budget at this meeting.

If submissions are received, Council will consider whether to amend or adopt the budget at a Special Council Meeting on Tuesday, 6 June.

The meeting to adopt the budget will be the Ordinary Council Meeting on Tuesday, 13 June.

We look forward to continuing to deliver vital services for our communities, working alongside them, during the next 12 months.

Councillor Les McPhee  
Mayor

Scott Barber  
Chief Executive Officer

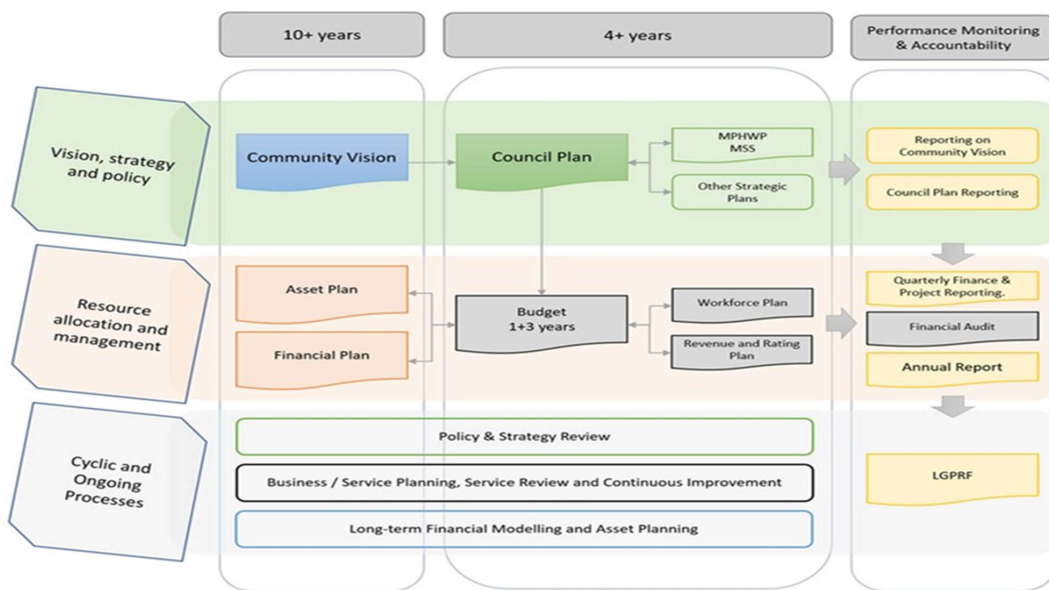
Key statistics	2022/23 Forecast \$'000	2023/24 Budget \$'000
Total operating expenditure	57,417	57,828
Comprehensive operating surplus	7,386	1,117
Underlying operating surplus/(deficit)	(4,504)	(1,557)
Rates determination result	896	79
Capital works program	32,854	31,841
Funding the capital works program:		
Grants	13,357	4,296
Contributions	3,208	3,253
Council cash	16,289	24,292

# 1. Link to the Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term, medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

## 1.1 Legislative planning and accountability framework

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



Source: Department of Environment, Land, Water and Planning

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

### 1.1.2 Key planning considerations

#### Service level planning

Although councils have a legal obligation to provide some services - such as animal management, local roads, food safety and statutory planning - most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change. Therefore, councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works.

## 1.2 Our purpose

### Our vision

Built on strong foundations that embrace our rich history and natural environment, our region will be a place of progression and possibility, we are a community that is happy, healthy & harmonious - we are empowered, we are respectful and we are proud.

### Our mission

We will lead, advocate, partner and provide efficient services and opportunities for growth and the wellbeing of our community and environment.

### Our values

Council values our residents and community and will be responsive to their needs. In pursuing our objectives, we believe in, and are committed to, the following values:

- **Community Engagement** – We will ensure that our communities are consulted, listened to and informed.
- **Leadership** – We will be at the centre of our community and by actively engaging our community we will form the collective view on strategic issues and will then express our views through strong advocacy.
- **Fairness** – We will value and embrace the diversity of our community and ensure that all people are treated equally.
- **Accountability** – We will be transparent and efficient in our activities and we will always value feedback.
- **Trust** – We will act with integrity and earn the community’s trust by being a reliable partner in delivering services and providing facilities.

## 1.3 Strategic objectives

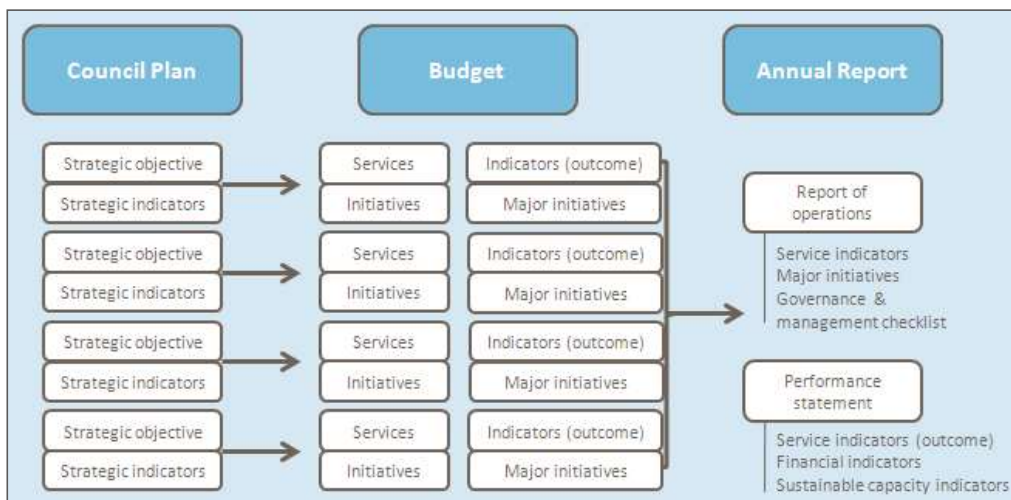
Council delivers services and initiatives under 23 major service categories. Each contributes to the achievement of strategic initiatives within the one of the four Strategic Pillars as set out in the Council Plan 2021-25. The following table lists the four Strategic Pillars as described in the Council Plan.

Strategic Objective	Description
1. Liveability	We will be a healthy, connected and growing community supported by a range of infrastructure and services.
2. Prosperity	We will continue to build and strengthen a prosperous local economy, through sustainable growth and education. We will focus on creating jobs and wealth through adding value to existing strengths in all areas of our economy.
3. Harmony	We will be a welcoming community for all, recognised by our maturity and respect for each other.
4. Leadership	We will ensure accountable leadership, advocacy and transparent decision making.

## 2. Services and initiatives and service performance outcome indicators

This section provides a description of the services and initiatives to be funded in the budget for the 2023/24 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations.

Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the budget and report against them in its Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Environment, Land, Water and Planning

## 2.1 Strategic Objective 1 – Liveability

We will be a healthy, connected and growing community supported by a range of infrastructure and services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

### Services

Service area	Description of services provided	2021/22 Actual \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
Building and planning statutory services	Provide <b>statutory planning</b> services including processing all planning applications, providing advice and making decisions about development proposals that require a planning permit. Represent Council at the Victorian Civil and Administrative Tribunal where necessary. Monitor Council's Planning Scheme and prepare major policy documents shaping the future of the municipality. Provide statutory building services to the community, including processing building permits, emergency management responsibilities, fire safety inspections, swimming pool barrier audits and complaints, and illegal building works investigations.			
		Operational Expenditure 1,025	1,134	1,301
		Capital Expenditure -	-	-
		Revenue (688)	(568)	(586)
		NET 337	566	715
Public health and regulatory services	Co-ordinate <b>food safety</b> , immunisations and management of public health concerns to ensure an acceptable state of physical, mental and social wellbeing is maintained within the community. This service also provides staff at school crossings throughout the municipality, <b>animal management</b> services, parking control and enforcement and provides education, regulation and enforcement of the general Local Law and relevant state legislation.			
		Operational Expenditure 1,415	1,489	1,565
		Capital Expenditure 27	92	70
		Revenue (696)	(891)	(833)
		NET 746	690	802
Environmental management	Advocate for, and assist to deliver environmental projects as part of Council's aim to become more sustainable in both built and natural environments. This service also provides emergency management planning and support ensuring the municipality is prepared in the event of an emergency.			
		Operational Expenditure 442	350	292
		Capital Expenditure -	-	-
		Revenue (183)	(1,635)	(80)
		NET 259	(1,285)	212



Service area	Description of services provided	2021/22 Actual \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000	
Waste management	Provide <b>waste collection</b> services, including kerbside collection of garbage, hard waste and green waste from households and some commercial properties. This service area aims to operate at a surplus in order to make provision for future waste management service and compliance costs, including the construction of new cells and compliance with environmental protection guidelines.				
		Operational Expenditure	3,855	4,318	6,750
		Capital Expenditure	109	1,829	1,845
		Revenue	(4,442)	(4,809)	(6,432)
		NET	(478)	1,338	2,163
Amenity and safety	Provide the community with well-maintained public areas with a focus on community access and safety. Maintain urban streets and public areas, including footpaths, in a clean and litter-free state and provide access to public conveniences and lighting of public areas. Provide and maintain efficient and effective open and underground drainage systems.				
		Operational Expenditure	2,911	3,227	3,464
		Capital Expenditure	697	212	77
		Revenue	(244)	(100)	(1)
		NET	3,364	3,339	3,540
Community buildings	Maintain and renew community buildings and facilities, including community centres, public halls and pre-schools.				
		Operational Expenditure	695	517	458
		Capital Expenditure	133	1077	583
		Revenue	(50)	(87)	(55)
		NET	778	1,507	986
Recreation	Maintain Council's parks, reserves, playgrounds and streetscapes in a functional and visually pleasing landscape.				
		Operational Expenditure	2,463	2,077	2,254
		Capital Expenditure	2,022	4,791	2,928
		Revenue	(1,265)	(2,515)	(1,399)
		NET	3,220	4,353	3,783
Swimming pools	Provide quality, accessible <b>aquatic facilities</b> that support a high quality of life for residents and visitors.				
		Operational Expenditure	601	484	469
		Capital Expenditure	-	-	-
		Revenue	(15)	(3)	(3)
		NET	586	481	466

Service area	Description of services provided	2021/22 Actual \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000	
Traffic and transportation services	Manage Council's <b>roads</b> and associated infrastructure assets. Ongoing maintenance and renewal work to municipal infrastructure assets including sealed roads, unsealed roads, footpaths and aerodromes.				
		Operational Expenditure	2,757	3,153	3,540
		Capital Expenditure	6,366	8,651	6,719
		Revenue	(4,894)	(2,850)	(3,750)
		NET	4,229	8,954	6,509
Leisure centres	A wide range of programs and services giving the community a chance to participate in cultural, health, education, and leisure activities that contribute to the community's general wellbeing.				
		Operational Expenditure	1,076	1,498	1,170
		Capital Expenditure	102	3,847	726
		Revenue	(315)	(886)	(77)
		NET	863	4,459	1,819
Residential Development	Facilitating the efficient development of Council owned land and the maximisation of economic returns to rate payers from its realisation.				
		Operational Expenditure	283	295	333
		Capital Expenditure	3,380	3,739	3,243
		Revenue	(2,081)	(5,008)	(3,650)
		NET	1,582	(974)	(74)
Cultural services	Performing arts, art gallery and <b>library</b> services. A customer-focused service that caters for the cultural, educational and recreational needs of residents, while offering a place for the community to meet, relax and enjoy the facilities and services. Includes the operation and maintenance of the Swan Hill Town Hall and Performing Arts Centre.				
		Operational Expenditure	2,229	2,667	3,182
		Capital Expenditure	163	290	208
		Revenue	(928)	(1,179)	(1,094)
		NET	1,464	1,778	2,296

## Major Initiatives

- 1) Tower Hill residential estate development (\$1,800,000).
- 2) Robinvale Leisure Centre Splash Park (\$500,000).
- 3) Centenary Park Nature Play Precinct (\$1,389,005).
- 4) Re-seal sealed roads (\$1,405,800).
- 5) Re-sheet unsealed gravel roads (\$744,700).
- 6) Complete road works funded by the Federal Roads to Recovery Program (\$1,434,160).
- 7) Ronald Street housing development (\$1,443,000).
- 8) Deliver the roadside weeds and pest management program (\$75,000).
- 9) Compost Facility establishment (\$1,556,625).

## Other Initiatives

- 10) Finalise and implement rural living / rural residential strategy
- 11) Continue to implement relevant actions of the Swan Hill Riverfront Masterplan
- 12) Commence implementation of the Robinvale Riverfront Masterplan
- 13) Develop Nyah Riverfront Masterplan
- 14) Develop Boundary Bend Riverfront Masterplan
- 15) Develop a Small Town Strategy
- 16) Explore the development or sale of Council and other government land in urban areas
- 17) Develop and build houses on Council owned property
- 18) Continue to Implement the Robinvale housing strategy
- 19) Continue development of Tower Hill stages
- 20) Assist South West Development Precinct developers
- 21) Review Swan Hill Town Bus route
- 22) Advocate for the completion of the Murray Basin Rail Project
- 23) Advocate for the continual improvement of the Murray Valley Highway and upgrade of the Robinvale Sea Lake Road
- 24) Actively participate in the Central Murray Regional Transport (CMRT) Forum
- 25) Implement relevant actions from the CMRT strategy
- 26) Support initiatives that align with policy such as the Circular Economy and provide tangible outcomes for the community.
- 27) Support, advocate for continued development of renewable energy resources
- 28) Develop drainage strategies for key urban areas in the municipality
- 29) Implement effective diversion and reuse of waste resources
- 30) Develop irrigation strategies for key urban areas in the municipality
- 31) Improve the condition of the Lake Boga foreshore and its environs in collaboration with the community
- 32) Prepare a Murray River and lakes access strategy for the municipality incorporating - camping / walking and bike tracks
- 33) Plan and construct open space development of the decommissioned Number 9 Channel
- 34) Continue to implement master plans for all recreation facilities
- 35) Develop detailed plans for the Lake Boga - Swan Hill trail
- 36) Support initiatives leading to better outcomes for children and families
- 37) Partner with agencies to address preventable illnesses and active lifestyles
- 38) Reinvigorate performance spaces across the area, including Robinvale Community Arts Centre
- 39) Incorporate child and family-friendly principles into development of outdoor spaces
- 40) Deliver creative industries projects across the region
- 41) Support local creatives in developing their businesses (Arts Action)
- 42) Enhance artistic outreach programs in smaller towns and communities, including Fairfax Youth Initiative and ACRE programs

## Service Performance Outcome Indicators\*

Service	Indicator	2021/22 Actual	2022/23 Forecast	2023/24 Budget
Waste collection	Waste diversion	30.92%	29.40%	30.50%
Statutory planning	Service standard	71.3%	58.5%	70%
Animal management	Health and safety	0%	100%	100%
Libraries	Participation	13.35%	14.00%	14.00%
Food safety	Health and safety	40%	100%	100%
Aquatic facilities	Utilisation	5.58	6.00	6.50
Roads	Condition	51	52	53

\*refer to table at end of section 2.4 for information on the calculation of Service Performance Outcome Indicators.

## 2.2 Strategic Objective 2 – Prosperity

We will continue to build and strengthen a prosperous local economy, through sustainable growth and education. We will focus on creating jobs and wealth through adding value to existing strengths in all areas of our economy. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

### Services

Service area	Description of services provided	2021/22 Actual \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000	
Economic development	Assist the organisation with economic development to facilitate an environment that is conducive to a sustainable and growing local business sector, and provide opportunities for local residents to improve their skill levels and access employment.				
		Operational Expenditure	2,850	5,298	1,552
		Capital Expenditure	2,719	4,186	11,754
		Revenue	(5,831)	(9,544)	(456)
		NET	(262)	(60)	12,850
Livestock exchange	Provide a livestock selling facility and associated services to primary producers, purchasers and stock agents.				
		Operational Expenditure	566	576	563
		Capital Expenditure	3	85	183
		Revenue	(446)	(595)	(672)
		NET	123	66	74
Pioneer Settlement	Care for and conserve the Pioneer Settlement and its collection. Market and promote the Settlement as a tourist destination, provide quality visitor programs and promote the sale of merchandise as an additional source of income.				
		Operational Expenditure	2,484	2,680	2,942
		Capital Expenditure	173	607	-
		Revenue	(2,128)	(1,906)	(2,189)
		NET	529	1,381	753
Caravan parks	Provide and maintain caravan park facilities to a standard that promotes local tourism and supports a high quality of life.				
		Operational Expenditure	123	274	131
		Capital Expenditure	194	60	80
		Revenue	(321)	(283)	(316)
		NET	(4)	51	(105)

## Major Initiatives

- 43) Pedestrian and Cycling Strategy (\$80,000).
- 44) Livestock Exchange cattle scanner (\$77,000), security cameras (\$40,000) and new sheep yards draft (\$66,000).
- 45) Art Gallery redevelopment (\$6,648,455).
- 46) Cultural and Tourism Hub development (\$5,000,000).

## Other Initiatives

- 47) Establish an effective relationship with the education sector through regular engagement
- 48) Advocate for the establishment of an education hub in Swan Hill
- 49) Support effective and responsive early years education opportunities in Manangatang, Woorinen South and Swan Hill
- 50) Assist youth with diverse employment pathways through the Empower and Engage Programs
- 51) Establish a Terms of Reference and develop an Annual Plan with the AgriBusiness Committee
- 52) Consider the establishment of an Industry Support Committee (manufacturing and other)
- 53) Review the Economic Development Strategy to ensure a targeted focus on key outcomes
- 54) Develop a strategic plan for future success of the Pioneer Settlement
- 55) Develop a new planning scheme that is clear in its intention, supports growth and builds confidence and certainty in land use
- 56) Continue to support existing businesses to grow through the implementation of the Better Approvals process
- 57) Actively pursue the establishment of a designated area migration agreement (DAMA)
- 58) Advocate for high speed broadband access to all businesses and residents
- 59) Seek innovative solutions for broadband and mobile connectivity
- 60) Complete road network services review, identify and pursue funding opportunities, focusing on the agricultural sector and industry
- 61) Deliver and review Councils capital works program and Major Projects Plan each year
- 62) Review current assets and identify future needs - create a program to bridge the gap and identify funding requirements.
- 63) Continue to plan and seek funding to implement the development of community infrastructure

## 2.3 Strategic Objective 3 – Harmony

We will be a welcoming community for all, recognised by our maturity and respect for each other. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

### Services

Service area	Description of services provided	2021/22 Actual \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
Aged and disability services	A range of home and community care services for the aged and people with a disability including home delivered meals, personal care, transport, dementia care, home maintenance, housing support and senior citizen clubs.			
		Operational Expenditure 2,344	2,458	2,484
		Capital Expenditure -	-	-
		Revenue (2,426)	(2,354)	(2,469)
		NET (82)	104	15
Family and children services	Family oriented support services including pre-schools, <b>maternal and child health</b> , youth services, out of school hours, and holiday programs.			
		Operational Expenditure 2,093	2,324	2,633
		Capital Expenditure -	-	-
		Revenue (1,277)	(1,423)	(1,269)
		NET 816	901	1,364
Community development	Effective and ongoing liaison with, and support to, community and recreation groups. Support for the development and implementation of Community Plans and liaison with our Indigenous community.			
		Operational Expenditure 612	810	818
		Capital Expenditure 690	130	150
		Revenue (419)	(12)	(187)
		NET 883	928	781

### Major Initiatives

- 64) Deliver the Empower Youth Initiative (\$210,195).
- 65) Coordinate the L2P Driver program in Swan Hill and Robinvale (\$39,675).
- 66) Youth Support – Engage Program (\$96,705)
- 67) Kindergarten Infrastructure Service Plan (KISP) (\$75,405)

### Other Initiatives

- 68) Engage with LGBTIQ+ community members to improve inclusion and community awareness through leadership of the Inclusion Network.
- 69) Support co-designed development of multicultural events and activities
- 70) All-abilities events and activities are well-planned and promoted
- 71) Continue to develop the annual Harmony Day and Lantern Festival events.
- 72) Improve Youth Support Services outreach to young people in Manangatang and Robinvale
- 73) Ensure young people are involved in co-design of annual events
- 74) Support and redevelop the Fairfax Youth Initiative to enhance leadership outcomes for rural and remote youth involved in creative pursuits
- 75) Undertake the youth wellbeing actions from the Youth Strategy, specifically mental and sexual health.

## Other Initiatives continued

- 76) Actively promote the benefits of Volunteering in all our communities, streamline the process to facilitate volunteering in Council activities and programs
- 77) Provide support and training (Governance, Leadership and Strategic Planning) for our small town progress/improvement groups
- 78) Improve engagement with community based special interest groups
- 79) Support the development of Residential Aged Care services
- 80) Determine Council's role in aged care services
- 81) Undertake actions in the Municipal Early to Middle Years Plan associated with improving services to greater assist vulnerable families
- 82) Actively engage with local support networks to assist with accessibility and inclusion initiatives
- 83) Review Community Access and Inclusion Strategy (CAIS).
- 84) Work in partnership with local agencies to prevent all forms of Family Violence.
- 85) Develop and implement a Gender Equality Action Plan (GEAP)
- 86) Ensure that we consider people of all abilities in the development of infrastructure and events
- 87) Develop a building safer communities program
- 88) Develop a Reconciliation Action Plan
- 89) Adequately resource Aboriginal Engagement
- 90) Support our Aboriginal community to work towards a treaty or treaties
- 91) Continue to offer Aboriginal scholarships and leadership opportunities
- 92) Continue to assist to develop Our Place identifying an Aboriginal language name and business model
- 93) Proactive support of our Aboriginal community
- 94) Investigate and seek funding for Aboriginal tourism opportunities
- 95) Formal inclusion of Aboriginal and Torres Strait Islander input in Art Gallery programming and cultural activities
- 96) Support NAIDOC week

## Service Performance Outcome Indicators\*

Service	Indicator	2021/22 Actual	2022/23 Forecast	2023/24 Budget
Maternal and child health	Participation in the MCH service	82.74%	85.95%	86%
	Participation in the MCH service by Aboriginal children	77.50%	77.27%	78%

\*refer to table at end of section 2.4 for information on the calculation of Service Performance Outcome Indicators.

## 2.4 Strategic Objective 4 – Leadership

We will ensure accountable leadership, advocacy and transparent decision making. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

### Services

Service area	Description of services provided	2021/22 Actual \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000	
Councillors and corporate management	<b>Governance</b> includes the Mayor, Councillors, Chief Executive Officer, Executive Leadership Team and associated support, which cannot easily be attributed to the direct service provision areas.				
		Operational Expenditure	1,918	2,083	2,167
		Capital Expenditure	-	-	-
		Revenue	(30)	(3)	(2)
		NET	1,888	2,080	2,165
Community relationships	Proactively communicate Council decisions, programs and events to the community using a range of methods, and assist the organisation to respond to community issues as they arise.				
		Operational Expenditure	282	246	265
		Capital Expenditure	-	-	-
		Revenue	-	-	-
		NET	282	246	265
Management of resources	Manage Council's offices along with human and financial resources to effectively and efficiently fulfil Council objectives. This includes rate raising and collection, customer service, human resource management, office site management, Council finances, information technology and records management.				
		Operational Expenditure	9,242	4,777	4,795
		Capital Expenditure	317	1,679	1,636
		Revenue	(33,392)	(29,457)	(34,393)
		NET	(23,833)	(23,001)	(27,962)
Infrastructure planning and management	Provide for the planning, design and project management of Council's capital works program. Management of Council's plant and fleet assets and depot operations.				
		Operational Expenditure	1,534	2,653	1,277
		Capital Expenditure	1,562	1,578	1,639
		Revenue	(936)	(685)	(989)
		NET	2,160	3,546	1,927

### Major Initiatives

- 97) Further develop Council IT processes as identified in the Data and Technology Strategy (\$1,051,000).
- 98) Municipal office alterations (\$450,000).



## Other Initiatives

- 99) Invest in the development of employees to enable a highly skilled and engaged workforce
- 100) Promote a culture of continuous improvement with a focus on efficiency and customer service
- 101) Embed rigor in our planning process to ensure long-term sustainability and continuity of Council's services
- 102) Implement a Workforce Development Plan
- 103) Implement a Project Management Framework and system
- 104) Develop and implement a Strategic Asset Management plan and supporting Asset Management plans
- 105) Provide Councillors with professional development and support to ensure effective governance
- 106) Work with Town Representative groups to better plan and deliver projects
- 107) Deliver projects on time, on budget and within scope
- 108) Working to budget and ensure future planning to meet financial needs
- 109) Review two service delivery areas in years 2 and 4 of this Council Plan to improve and ensure accessibility and consistency of our customer experience
- 110) Review our Community Engagement Strategy to ensure our engagement is meeting the needs of the community
- 111) Embed the Community Engagement principles and practices across the organisation
- 112) Build constructive relationships with special interest groups in our community
- 113) Maximising the opportunities for Councillors and senior staff to represent Council at relevant community meetings, functions and events
- 114) Continue quarterly Coffee with a Councillor around the municipality
- 115) Arrange structured tours of the municipality where Councillors and senior staff meet with key community groups
- 116) Create a culture where staff are ambassadors for the Council
- 117) Continue representation on community groups
- 118) Support Robinvale with its Committee for Robinvale Euston (C4RE)
- 119) Support the health and wellbeing partnerships that address preventable illnesses.
- 120) Continue to support and work with Swan Hill Incorporated
- 121) Continue to advocate on the following issues:
  - Improved Healthcare for our people, including a new hospital for Swan Hill
  - A new Murray River Bridge at Swan Hill and Tooleybuc
  - Complete the Murray Basin Rail Project
  - Housing and enabling infrastructure
  - Better use of environmental water and the development of a plan specific to the Murray River between Swan Hill and Robinvale.
- 122) Review Council's advocacy strategy on an annual basis
- 123) Positively promote our region as a great place
- 124) Continue to work with Murray River Tourism and Swan Hill Incorporated to promote the municipality

## Service Performance Outcome Indicators\*

Service	Indicator	2021/22 Actual	2022/23 Forecast	2023/24 Budget
Governance	Consultation and engagement	45	48	50

\*refer to table at end of section 2.4 for information on the calculation of Service Performance Outcome Indicators.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
Statutory planning	Service standard	Planning applications decided within required timeframes (percentage of regular and VicSmart planning application decisions made within legislated timeframes)	[Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made] x100
Animal management	Health and safety	Animal management prosecutions. (Percentage of animal management prosecutions which are successful)	Number of successful animal management prosecutions / Total number of animal management prosecutions
Libraries	Participation	Library membership (Percentage of the population that are registered library members)	[Number of registered library members / Population] x100
Food safety	Health and safety	Critical and major non-compliance outcome notifications (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100
Aquatic facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population
Roads	Condition	Sealed local roads below the intervention level (percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)	[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100 roads.
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
Governance	Satisfaction	Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100
			Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community

## 2.5 Reconciliation with budgeted operating result

Strategic Objectives	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
Strategic Objective 1 – Liveability	23,217	41,177	(17,960)
Strategic Objective 2 – Prosperity	13,572	17,205	(3,633)
Strategic Objective 3 – Harmony	2,160	6,085	(3,925)
Strategic Objective 4 – Leadership	(23,605)	11,779	(35,384)
<b>Total</b>	<b>15,344</b>	<b>76,246</b>	<b>(60,902)</b>
<b>Expenses added in:</b>			
Depreciation and amortisation	13,976		
Written down value of disposals	1,808		
<b>Deficit before capital items and additional funding sources</b>	<b>31,128</b>		
<b>Less capital items and additional funding sources</b>			
Capital expenditure and asset purchases	31,841		
Loan principal repayments	272		
Repayment of lease liabilities	132		
<b>Surplus funds</b>	<b>(1,117)</b>		

### 3. Financial statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2023/24 has been supplemented with projections to 2026/27.

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

- 3.1 Comprehensive Income Statement
- 3.2 Balance Sheet
- 3.3 Statement of Changes in Equity
- 3.4 Statement of Cash Flows
- 3.5 Statement of Capital Works
- 3.6 Statement of Human Resources

Council also prepares a Rates Determination Statement as part of the budget process which is in section 3.7. The Rates Determination Statement is not one of the financial statements mandated by the Local Government Regulations. Council prepares this statement so we can determine the surplus based on the level of rates and charges raised and budgeted operational and capital transactions.

The Rates Determination Statement does not include profit/loss on sale of assets or depreciation, which are both non-cash. It shows both the income and expenses for capital projects and net monies transferred to/from reserves, such as loan principal to repay interest only loans when they mature.

### 3.1 Comprehensive Income Statement

For the four years ending 30 June 2027

		Forecast Actual	Budget	Projections		
	NOTES	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>Income</b>						
Rates and charges	4.1.1	30,489	<b>32,182</b>	34,745	36,096	37,245
Statutory fees and fines	4.1.2	1,054	<b>1,101</b>	1,150	1,197	1,233
User fees	4.1.3	4,588	<b>5,421</b>	4,963	5,174	5,381
Grants - operating	4.1.4	8,753	<b>11,572</b>	10,954	11,438	11,477
Grants - capital	4.1.4	13,011	<b>3,973</b>	5,323	7,570	7,631
Contributions - monetary	4.1.5	313	<b>135</b>	597	456	299
Net gain on disposal of property, infrastructure, plant and equipment		400	<b>452</b>	527	445	415
Other income	4.1.6	6,195	<b>4,109</b>	5,697	5,888	5,983
<b>Total income</b>		<b>64,803</b>	<b>58,945</b>	<b>63,956</b>	<b>68,264</b>	<b>69,664</b>
<b>Expenses</b>						
Employee costs	4.1.7	21,217	<b>22,215</b>	21,619	22,787	23,851
Materials and services	4.1.8	22,267	<b>20,526</b>	21,672	20,557	20,554
Depreciation	4.1.9	12,299	<b>13,849</b>	15,515	16,052	16,679
Amortisation – right of use assets	4.1.10	277	<b>127</b>	55	25	10
Bad and doubtful debts		22	<b>22</b>	21	17	18
Borrowing costs		70	<b>64</b>	58	50	23
Finance Costs - leases		21	<b>9</b>	3	1	1
Other expenses	4.1.11	1,244	<b>1,016</b>	1,054	1,091	1,126
<b>Total expenses</b>		<b>57,417</b>	<b>57,828</b>	<b>59,997</b>	<b>60,580</b>	<b>62,262</b>
<b>Surplus for the year</b>		<b>7,386</b>	<b>1,117</b>	<b>3,959</b>	<b>7,684</b>	<b>7,402</b>
<b>Other comprehensive income items that will not be reclassified to surplus or deficit in future periods</b>						
Net asset revaluation increment		5,797	<b>78</b>	7,454	3,521	2,009
<b>Total comprehensive result</b>		<b>13,183</b>	<b>1,195</b>	<b>11,413</b>	<b>11,205</b>	<b>9,411</b>

### 3.2 Balance Sheet

For the four years ending 30 June 2027

	NOTES	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	2024/25 \$'000	Projections 2025/26 \$'000	2026/27 \$'000
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents		40,643	25,412	25,980	26,983	26,984
Trade and other receivables		4,025	4,312	3,679	3,945	4,043
Inventories		307	174	174	174	174
Other assets		300	333	333	333	332
<b>Total current assets</b>	4.2.1	45,275	30,231	30,166	31,435	31,533
<b>Non-current assets</b>						
Trade and other receivables		50	50	51	50	50
Property, infrastructure, plant and equipment		596,416	612,600	622,542	631,945	641,318
Right-of-use assets		235	108	53	29	19
Intangible assets		3,917	3,995	3,995	3,995	3,995
<b>Total non-current assets</b>	4.2.1	600,618	616,753	626,641	636,019	645,382
<b>Total assets</b>		645,893	646,984	656,806	667,454	676,915
<b>Liabilities</b>						
<b>Current liabilities</b>						
Trade and other payables		4,025	3,932	2,347	2,265	2,283
Trust funds and deposits		468	468	468	468	468
Unearned income/revenue		4,276	4,276	4,362	4,449	4,538
Provisions		5,200	5,445	5,690	5,935	6,180
Interest-bearing liabilities	4.2.3	404	530	789	298	306
Lease Liabilities		132	60	26	11	11
<b>Total current liabilities</b>	4.2.2	14,505	14,711	13,682	13,426	13,786
<b>Non-current liabilities</b>						
Provisions		3,239	3,246	3,253	3,260	3,267
Interest-bearing liabilities	4.2.3	1,943	1,545	1,004	707	401
Lease Liabilities		121	61	33	22	11
<b>Total non-current liabilities</b>	4.2.2	5,303	4,852	4,290	3,989	3,679
<b>Total liabilities</b>		19,808	19,563	17,972	17,415	17,465
<b>Net assets</b>		626,085	627,421	638,834	650,039	659,450
<b>Equity</b>						
Accumulated surplus		305,477	322,018	324,578	331,079	338,584
Reserves		320,608	305,403	314,256	318,960	320,866
<b>Total equity</b>		626,085	627,421	638,834	650,039	659,450

### 3.3 Statement of Changes in Equity

For the four years ending 30 June 2027

	NOTES	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2023 Forecast Actual</b>					
Balance at beginning of the financial year		612,604	285,352	281,442	45,810
Surplus for the year		7,386	7,386	-	-
Net asset revaluation increment		5,797	-	5,797	-
Transfer to/(from) reserves		298	12,739	-	(12,441)
<b>Balance at end of the financial year</b>		<b>626,085</b>	<b>305,477</b>	<b>287,239</b>	<b>33,369</b>
<b>2024 Budget</b>					
Balance at beginning of the financial year		626,085	305,477	287,239	33,369
Surplus for the year		1,117	1,117	-	-
Net asset revaluation increment		78	-	78	-
Transfer to/(from) reserves		141	15,424	-	(15,283)
<b>Balance at end of the financial year</b>	4.3.1	<b>627,421</b>	<b>322,018</b>	<b>287,317</b>	<b>18,086</b>
<b>2025</b>					
Balance at beginning of the financial year		627,421	322,018	287,317	18,086
Surplus for the year		3,959	3,959	-	-
Net asset revaluation increment		7,454	-	7,454	-
Transfer to/(from) reserves		-	(1,400)	-	1,400
<b>Balance at end of the financial year</b>		<b>638,834</b>	<b>324,578</b>	<b>294,771</b>	<b>19,486</b>
<b>2026</b>					
Balance at beginning of the financial year		638,834	324,578	294,771	19,486
Surplus for the year		7,684	7,684	-	-
Net asset revaluation increment		3,521	-	3,521	-
Transfer to/(from) reserves		-	(1,183)	-	1,183
<b>Balance at end of the financial year</b>		<b>650,039</b>	<b>331,079</b>	<b>298,292</b>	<b>20,668</b>
<b>2027</b>					
Balance at beginning of the financial year		650,039	331,079	298,292	20,668
Surplus for the year		7,402	7,402	-	-
Net asset revaluation increment		2,009	-	2,009	-
Transfer to/(from) reserves		-	103	-	(103)
<b>Balance at end of the financial year</b>		<b>659,450</b>	<b>338,584</b>	<b>300,301</b>	<b>20,565</b>

### 3.4 Statement of Cash Flows

For the four years ending 30 June 2027

	NOTES	Forecast	Budget	Projections		
		2022/23	2023/24	2024/25	2025/26	2026/27
		\$'000	\$'000	\$'000	\$'000	\$'000
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>						
Rates and charges		30,378	<b>31,873</b>	35,300	36,107	37,277
Statutory fees and fines		1,054	<b>1,101</b>	1,283	1,315	1,355
User fees		5,047	<b>5,963</b>	5,538	5,684	5,913
Grants – operating		8,753	<b>11,572</b>	11,113	11,422	11,486
Grants - capital		13,011	<b>3,973</b>	5,400	7,455	7,636
Contributions - monetary		313	<b>135</b>	597	456	299
Interest received		1,571	<b>1,110</b>	1,154	1,194	1,145
Trust funds and deposits taken		344	<b>149</b>	-	-	-
Other receipts		4,773	<b>3,164</b>	5,140	5,215	5,359
Net GST refund / payment		1,275	<b>1,283</b>	653	732	708
Employee costs		(21,028)	<b>(21,963)</b>	(21,565)	(22,519)	(23,584)
Materials and services		(24,497)	<b>(23,533)</b>	(26,385)	(23,910)	(23,846)
<b>Net cash provided by operating activities</b>	4.4.1	20,994	<b>14,827</b>	18,228	23,151	23,748
<b>Cash flows from investing activities</b>						
Payments for property, infrastructure, plant and equipment		(32,854)	<b>(31,841)</b>	(19,685)	(23,572)	(25,748)
Proceeds from sale of property, infrastructure, plant and equipment		1,998	<b>2,260</b>	2,429	2,291	2,333
<b>Net cash used in investing activities</b>	4.4.2	(30,856)	<b>(29,581)</b>	(17,256)	(21,281)	(23,415)
<b>Cash flows from financing activities</b>						
Finance costs		(70)	<b>(64)</b>	(58)	(50)	(23)
Interest paid – lease liability		(21)	<b>(9)</b>	(3)	(1)	(1)
Repayment of lease liabilities		(277)	<b>(132)</b>	(62)	(27)	(10)
Repayment of borrowings		(271)	<b>(272)</b>	(281)	(789)	(298)
<b>Net cash provided by / (used in) financing activities</b>	4.4.3	(639)	<b>(477)</b>	(404)	(867)	(332)
<b>Net increase/(decrease) in cash and cash equivalents</b>		(10,501)	<b>(15,231)</b>	568	1,003	1
Cash and cash equivalents at the beginning of the financial year		51,144	<b>40,643</b>	25,412	25,980	26,983
<b>Cash and cash equivalents at the end of the financial year</b>		40,643	<b>25,412</b>	25,980	26,983	26,984



### 3.5 Statement of Capital Works

For the four years ending 30 June 2027

	NOTES	Forecast	Budget	Projections		
		Actual 2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>Property</b>						
Land		4,268	<b>3,242</b>	1,573	1,614	1,655
Buildings		7,328	<b>12,841</b>	3,198	9,097	2,913
<b>Total property</b>		11,596	<b>16,083</b>	4,771	10,711	4,568
<b>Plant and equipment</b>						
Plant, machinery and equipment		1,582	<b>1,930</b>	1,871	1,646	1,728
Fixtures, fittings and furniture		1,210	<b>50</b>	34	34	34
Computers and telecommunications		2,131	<b>1,186</b>	135	140	140
<b>Total plant and equipment</b>		4,923	<b>3,166</b>	2,040	1,820	1,902
<b>Infrastructure</b>						
Sealed roads		6,242	<b>4,983</b>	9,061	5,217	5,055
Unsealed roads		2,407	<b>1,140</b>	1,180	1,646	1,380
Footpaths and cycleways		874	<b>597</b>	107	107	346
Drainage		234	<b>77</b>	892	1,238	901
Recreational, leisure and community facilities		168	<b>718</b>	253	447	7,088
Waste management		1,623	<b>1,650</b>	66	-	2,006
Parks, open space and streetscapes		2,986	<b>2,734</b>	1,050	2,094	2,186
Other infrastructure		1,535	<b>525</b>	100	125	144
<b>Total infrastructure</b>		16,069	<b>12,424</b>	12,709	10,874	19,106
<b>Cultural and heritage</b>						
Library books		266	<b>168</b>	165	167	172
<b>Total cultural and heritage</b>		266	<b>168</b>	165	167	172
<b>Total capital works expenditure</b>	4.5.1	32,854	<b>31,841</b>	19,685	23,572	25,748
<b>Expenditure types represented by:</b>						
New asset expenditure		12,728	<b>19,672</b>	4,194	4,243	14,827
Asset renewal expenditure		15,352	<b>11,261</b>	14,199	12,436	10,468
Asset expansion expenditure		-	-	-	-	-
Asset upgrade expenditure		4,774	<b>908</b>	1,292	6,893	453
<b>Total capital works expenditure</b>	4.5.1	32,854	<b>31,841</b>	19,685	23,572	25,748
<b>Funding sources represented by:</b>						
Grants		13,357	<b>4,296</b>	5,323	7,570	7,631
Contributions		3,208	<b>3,253</b>	330	175	-
Council cash		16,289	<b>24,292</b>	14,032	15,827	18,117
<b>Total capital works expenditure</b>	4.5.1	32,854	<b>31,841</b>	19,685	23,572	25,748

### 3.6 Statement of Human Resources

For the four years ending 30 June 2027

	Forecast	Budget	Projections		
	Actual 2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>Staff expenditure</b>					
Employee costs – operating	21,217	<b>22,215</b>	21,619	22,787	23,851
Employee costs - capital	838	<b>636</b>	658	696	708
<b>Total staff expenditure</b>	<b>22,055</b>	<b>22,851</b>	<b>22,277</b>	<b>23,483</b>	<b>24,559</b>
	FTE	FTE	FTE	FTE	FTE
<b>Staff numbers</b>					
Employees	220.4	<b>223.8</b>	208.0	208.0	208.0
<b>Total staff numbers</b>	<b>220.4</b>	<b>223.8</b>	<b>208.0</b>	<b>208.0</b>	<b>208.0</b>

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

Department	Budget 2023/24 \$'000	Comprises	
		Permanent Full time \$'000	Permanent Part Time \$'000
Corporate services	<b>6,007</b>	4,369	1,638
Infrastructure	<b>5,614</b>	5,426	188
Development and planning	<b>4,756</b>	2,796	1,960
Community and cultural services	<b>5,477</b>	1,885	3,592
Total permanent staff expenditure	<b>21,854</b>		
Temporary agency staff	<b>361</b>		
Capitalised labour costs	<b>636</b>		
<b>Total Expenditure</b>	<b>22,851</b>		

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

Department	Budget FTE	Comprises	
		Permanent Full time	Permanent Part Time
Corporate services	<b>46.8</b>	34	12.8
Infrastructure	<b>81.7</b>	79	2.7
Development and planning	<b>45.9</b>	27	18.9
Community and cultural services	<b>49.4</b>	17	32.4
<b>Total permanent staff</b>	<b>223.8</b>	157	66.8

## 3.6.1 Summary of Planned Human Resources Expenditure

	Budget	Projections		
	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>Corporate Services</b>				
Permanent – Full time	<b>4,369</b>	4,666	4,920	5,151
Female	2,955	3,156	3,328	3,485
Male	1,414	1,510	1,592	1,666
Permanent – Part time	<b>1,638</b>	1,750	1,845	1,931
Female	1,561	1,668	1,758	1,840
Male	77	82	87	91
<b>Total Corporate Services</b>	<b>6,007</b>	6,416	6,765	7,082
<b>Infrastructure</b>				
Permanent – Full time	<b>5,426</b>	5,796	6,111	6,397
Female	756	807	851	891
Male	4,670	4,989	5,260	5,506
Permanent – Part time	<b>188</b>	200	211	222
Female	56	59	63	66
Male	132	141	148	156
<b>Total Infrastructure</b>	<b>5,614</b>	5,996	6,322	6,619
<b>Development and Planning</b>				
Permanent – Full time	<b>2,796</b>	2,986	3,149	3,296
Female	1,243	1,327	1,399	1,465
Male	1,553	1,659	1,750	1,831
Permanent – Part time	<b>1,960</b>	2,094	2,207	2,311
Female	1,514	1,617	1,705	1,785
Male	446	477	502	526
<b>Total Development and Planning</b>	<b>4,756</b>	5,080	5,356	5,607
<b>Community and Cultural Services</b>				
Permanent – Full time	<b>1,885</b>	1,460	1,539	1,612
Female	1,109	781	823	862
Male	776	679	716	750
Permanent – Part time	<b>3,592</b>	2,293	2,417	2,530
Female	3,220	1,896	1,998	2,092
Male	372	397	419	438
<b>Total Community and Cultural Services</b>	<b>5,477</b>	3,753	3,956	4,142
Temporary agency staff	<b>361</b>	374	388	401
Capitalised labour costs	<b>636</b>	658	696	708
<b>Total staff expenditure</b>	<b>22,851</b>	22,277	23,483	24,559

	Budget 2023/24 FTE	2024/25 FTE	Projections 2025/26 FTE	2026/27 FTE
<b>Corporate Services</b>				
Permanent – Full time	34.0	34.0	34.0	34.0
Female	23.0	23.0	23.0	23.0
Male	11.0	11.0	11.0	11.0
Permanent – Part time	12.8	12.8	12.8	12.8
Female	12.2	12.2	12.2	12.2
Male	0.6	0.6	0.6	0.6
<b>Total Corporate Services</b>	<b>46.8</b>	46.8	46.8	46.8
<b>Infrastructure</b>				
Permanent – Full time	79.0	79.0	79.0	79.0
Female	11.0	11.0	11.0	11.0
Male	68.0	68.0	68.0	68.0
Permanent – Part time	2.7	2.7	2.7	2.7
Female	0.8	0.8	0.8	0.8
Male	1.9	1.9	1.9	1.9
<b>Total Infrastructure</b>	<b>81.7</b>	81.7	81.7	81.7
<b>Development and Planning</b>				
Permanent – Full time	27.0	27.0	27.0	27.0
Female	12.0	12.0	12.0	12.0
Male	15.0	15.0	15.0	15.0
Permanent – Part time	18.9	18.9	18.9	18.9
Female	14.6	14.6	14.6	14.6
Male	4.3	4.3	4.3	4.3
<b>Total Development and Planning</b>	<b>45.9</b>	45.9	45.9	45.9
<b>Community and Cultural Services</b>				
Permanent – Full time	17.0	13.0	13.0	13.0
Female	10.0	7.0	7.0	7.0
Male	7.0	6.0	6.0	6.0
Permanent – Part time	32.4	20.6	20.6	20.6
Female	29.0	17.2	17.2	17.2
Male	3.4	3.4	3.4	3.4
<b>Total Community and Cultural Services</b>	<b>49.4</b>	33.6	33.6	33.6
<b>Total staff numbers</b>	<b>223.8</b>	208.0	208.0	208.0

### 3.7 Rates Determination Statement

For the four years ending 30 June 2027

	Forecast	Budget	Projections		
	Actual	2023/24	2024/25	2025/26	2026/27
	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>					
Rates and charges	30,489	<b>32,182</b>	34,745	36,096	37,245
Statutory fees and fines	1,054	<b>1,101</b>	1,150	1,197	1,233
User fees	4,588	<b>5,421</b>	4,963	5,174	5,381
Grants - operating	8,753	<b>11,572</b>	10,954	11,438	11,477
Grants – capital	13,011	<b>3,973</b>	5,323	7,570	7,631
Contributions - monetary	313	<b>135</b>	597	456	299
Proceeds from disposal of property, infrastructure, plant and equipment	1,998	<b>2,260</b>	2,208	2,083	2,121
Other income	6,195	<b>4,109</b>	5,698	5,889	5,984
<b>Total income</b>	<b>66,401</b>	<b>60,753</b>	<b>65,638</b>	<b>69,903</b>	<b>71,371</b>
<b>Expenses</b>					
Employee costs	21,217	<b>22,215</b>	21,367	22,535	23,599
Materials and services	22,267	<b>20,526</b>	21,672	20,557	20,554
Bad and doubtful debts	22	<b>22</b>	21	17	18
Borrowing costs	70	<b>64</b>	58	50	23
Other expenses	1,244	<b>1,016</b>	1,054	1,091	1,126
<b>Total expenses</b>	<b>44,820</b>	<b>43,843</b>	<b>44,172</b>	<b>44,250</b>	<b>45,320</b>
<b>Net operating result</b>	<b>21,581</b>	<b>16,910</b>	<b>21,466</b>	<b>25,653</b>	<b>26,051</b>
<b>Less capital items/loans</b>					
Capital expenditure and asset purchases	(32,854)	<b>(31,841)</b>	(19,685)	(23,572)	(25,748)
Loan principal redemption	(271)	<b>(272)</b>	(281)	(789)	(298)
<b>Rates determination result</b>	<b>(33,125)</b>	<b>(32,113)</b>	<b>(19,966)</b>	<b>(24,361)</b>	<b>(26,046)</b>
<b>Reserve transfers (net)</b>	<b>12,440</b>	<b>15,282</b>	<b>(1,400)</b>	<b>(1,183)</b>	<b>103</b>
<b>Budget result surplus</b>	<b>896</b>	<b>79</b>	<b>100</b>	<b>109</b>	<b>108</b>

## 4. Notes to the financial statements

### 4.1 Comprehensive Income Statement

#### 4.1.1 Rates and charges

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

In developing the Budget, rates and charges were identified as a significant source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2023/24 the FGRS cap has been set at 3.50%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rates will increase by the rate cap of 3.50%. Council does not have a municipal charge applicable to each property. The kerbside waste collection will increase by 6.14% and the cost for the green waste increases by \$5 to \$100 per service.

This will raise total rates and charges for 2023/24 of \$32.18 million.

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

	Forecast	Budget	Change	
	Actual 2022/23 \$'000	2023/24 \$'000	\$'000	%
General rates*	26,193	27,563	1,370	5.2%
Waste management charge	3,806	4,051	245	6.4%
Special marketing rate	381	390	9	2.4%
Rate agreements – Electricity Industry Act	82	94	12	14.6%
Supplementary rates and rate adjustments	76	132	56	73.7%
Rates abandonments and other adjustments	(49)	(48)	1	2.0%
<b>Total rates and charges</b>	<b>30,489</b>	<b>32,182</b>	<b>1,693</b>	<b>5.6%</b>

\*These items are subject to the rate cap established under the FGRS.

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

Type or class of land	2022/23	2023/24	Change
	cents/\$CIV	cents/\$CIV	
Residential – Swan Hill	0.493760	<b>0.458414</b>	<b>(7.2%)</b>
Residential – Robinvale	0.493760	<b>0.458414</b>	<b>(7.2%)</b>
Residential vacant land – Swan Hill and Robinvale	1.519259	<b>1.410503</b>	<b>(7.2%)</b>
Urban – other	0.474769	<b>0.440782</b>	<b>(7.2%)</b>
Commercial – Swan Hill	0.617199	<b>0.573017</b>	<b>(7.2%)</b>
Commercial – Robinvale	0.617199	<b>0.573017</b>	<b>(7.2%)</b>
Industrial – Swan Hill	0.493760	<b>0.458414</b>	<b>(7.2%)</b>
Industrial – Robinvale	0.493760	<b>0.458414</b>	<b>(7.2%)</b>
Industrial and commercial – other	0.474769	<b>0.440782</b>	<b>(7.2%)</b>
Recreational	0.474769	<b>0.440782</b>	<b>(7.2%)</b>
Farm – irrigation and non-irrigation	0.474769	<b>0.440782</b>	<b>(7.2%)</b>
Farm – dry land	0.379815	<b>0.352626</b>	<b>(7.2%)</b>

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

Type or class of land	2022/23	2023/24	Change	
	\$'000	\$'000	\$'000	%
Residential – Swan Hill	7,318	<b>7,446</b>	128	<b>1.7%</b>
Residential – Robinvale	879	<b>908</b>	29	<b>3.3%</b>
Residential vacant land – Swan Hill and Robinvale	77	<b>116</b>	39	<b>50.6%</b>
Urban – other	2,863	<b>3,196</b>	333	<b>11.6%</b>
Commercial – Swan Hill	1,483	<b>1,463</b>	(20)	<b>(1.3%)</b>
Commercial – Robinvale	127	<b>124</b>	(3)	<b>(2.4%)</b>
Industrial – Swan Hill	460	<b>465</b>	5	<b>1.1%</b>
Industrial – Robinvale	67	<b>66</b>	(1)	<b>(1.5%)</b>
Industrial and commercial – other	344	<b>469</b>	125	<b>36.3%</b>
Recreational	17	<b>16</b>	(1)	<b>(5.9%)</b>
Farming – irrigation and non-irrigation	8,325	<b>8,181</b>	(144)	<b>(1.7%)</b>
Farming – dry land	4,233	<b>5,113</b>	880	<b>20.8%</b>
<b>Total amount to be raised by general rates</b>	<b>26,193</b>	<b>27,563</b>	<b>1,370</b>	<b>5.2%</b>

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

Type or class of land	2022/23	2023/24	Change	
	Number	Number	Number	%
Residential – Swan Hill	4,635	<b>4,618</b>	(17)	<b>(0.4%)</b>
Residential – Robinvale	777	<b>782</b>	5	<b>0.6%</b>
Residential vacant land – Swan Hill and Robinvale	36	<b>52</b>	16	<b>44.4%</b>
Urban – other	2,614	<b>2,638</b>	24	<b>0.9%</b>
Commercial – Swan Hill	405	<b>404</b>	(1)	<b>(0.2%)</b>
Commercial – Robinvale	90	<b>89</b>	(1)	<b>(1.1%)</b>
Industrial – Swan Hill	241	<b>242</b>	1	<b>0.4%</b>
Industrial – Robinvale	49	<b>50</b>	1	<b>2.0%</b>
Industrial and commercial – other	107	<b>111</b>	4	<b>3.7%</b>
Recreational	8	<b>8</b>	-	<b>0.0%</b>
Farming – irrigation and non-irrigation	2,005	<b>2,018</b>	13	<b>0.6%</b>
Farming – dry land	1,215	<b>1,219</b>	4	<b>0.3%</b>
<b>Total number of assessments</b>	<b>12,182</b>	<b>12,231</b>	<b>49</b>	<b>0.4%</b>

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

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

Type or class of land	2022/23	2023/24	Change	
	\$'000	\$'000	\$'000	%
Residential – Swan Hill	1,481,471	1,624,373	142,317	9.6%
Residential – Robinvale	178,017	198,042	20,025	11.2%
Residential vacant land – Swan Hill and Robinvale	5,643	8,216	3,158	45.6%
Urban – other	602,971	724,972	122,001	20.2%
Commercial – Swan Hill	240,214	255,395	15,181	6.3%
Commercial – Robinvale	20,575	21,713	1,138	5.5%
Industrial – Swan Hill	93,119	101,499	8,380	9.0%
Industrial – Robinvale	13,542	14,357	815	6.0%
Industrial and commercial – other	72,659	106,289	33,630	46.3%
Recreational	3,654	3,677	23	0.6%
Farming – irrigation and non-irrigation	1,753,526	1,855,999	102,473	5.8%
Farming – dry land	1,114,312	1,450,023	335,711	30.1%
<b>Total value of land</b>	<b>5,579,703</b>	<b>6,364,555</b>	<b>784,852</b>	<b>14.1%</b>

4.1.1(g) The municipal charge under Section 159 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2022/23	Per Rateable Property 2023/24	Change	
	\$	\$	\$	%
Municipal	-	-	-	-

4.1.1(h) The estimated total amount to be raised by municipal charges compared with the previous financial year

Type of Charge	2022/23	2023/24	Change	
	\$	\$	\$	%
Municipal	-	-	-	-

4.1.1(i) The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2022/23	Per Rateable Property 2023/24	Change	
	\$	\$	\$	%
120 litre garbage bin and 240 litre recycling bin	350	370	20	5.7%
240 litre garbage bin and 240 litre recycling bin	530	561	31	5.8%
240 litre green waste bin	95	100	5	5.2%

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

Type of Charge	2022/23	2023/24	Change	
	\$	\$	\$	%
120 litre garbage bin and 240 litre recycling bin	1,870,750	1,952,140	81,390	4.4%
240 litre garbage bin and 240 litre recycling bin	1,764,370	1,939,225	174,855	9.9%
240 litre green waste bin	136,705	160,300	23,595	17.3%
<b>Total</b>	<b>3,771,825</b>	<b>4,051,665</b>	<b>279,840</b>	<b>7.4%</b>



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

	Forecast	Budget	Change	
	2022/23 \$'000	2023/24 \$'000	\$'000	%
General rates	26,193	<b>27,563</b>	1,174	<b>4.5%</b>
Kerbside collection and recycling	3,806	<b>4,051</b>	245	<b>6.4%</b>
Special marketing rate	381	<b>390</b>	9	<b>2.4%</b>
Rate agreements – Electricity Industry Act	82	<b>94</b>	12	<b>14.6%</b>
Supplementary rates and charges	76	<b>132</b>	56	<b>73.7%</b>
<b>Total Rates and charges</b>	<b>30,538</b>	<b>32,230</b>	<b>1,496</b>	<b>4.9%</b>

4.1.1(l) Fair Go Rates System Compliance

Swan Hill Rural City Council is fully compliant with the State Government's Fair Go Rates System.

	2022/23	2023/24
Total Rates (annualised)	\$25,747,873	<b>\$26,631,294</b>
Number of rateable properties	12,160	<b>12,231</b>
Base Average Rate	\$2,117.42	<b>\$2,177.36</b>
Maximum Rate Increase (set by the State Government)	1.75%	<b>3.50%</b>
Capped Average Rate	\$2,154.47	<b>\$2,253.57</b>
Budgeted Average Rate	\$2,154.47	<b>\$2,253.57</b>
Maximum General Rates and Municipal Charges Revenue	\$26,198,355	<b>\$27,563,385</b>
Budgeted General Rates and Municipal Charges Revenue	\$26,198,355	<b>\$27,563,385</b>

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

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

- The making of supplementary valuations
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa
- Changes in rating from CIV to rate agreements (solar farms).

4.1.1(n) Differential rates

The rate and amount of rates payable in relation to land in each category of differential are:

- A general rate of 0.440782 per cent (0.00440782 cents in the dollar of CIV) for all rateable properties not covered by a specific differential rate.
- An urban rate of 0.458414 per cent (0.00458414 cents in the dollar of CIV) for all rateable residential and industrial properties serviced with Council provided drainage infrastructure.
- A vacant residential land rate of 1.410503 per cent (0.01410503 cents in the dollar of CIV) for vacant residential land within the townships of Swan Hill and Robinvale that does not have a permanent dwelling established on it five years after it was last zoned residential or three years after it was last sold as a subdivided residential allotment.
- A commercial rate of 0.573017 per cent (0.00573017 cents in the dollar of CIV) for land used for commercial purposes within the Swan Hill and Robinvale townships serviced by Council provided drainage infrastructure.
- A dry land farming rate of 0.352626 per cent (0.00352626 cents in the dollar of CIV) for farmland without access to irrigation infrastructure that is primarily used for broadacre cropping and sheep production with an allocated Australia Valuation Property Classification Codes (AVPCC) of 510, 520, 523, 524 or 530.

Each differential rate will be determined by multiplying the CIV of rateable land (categorised by the characteristics described below) by the relevant percentages indicated above.

Council believes each differential rate will contribute to the equitable and efficient carrying out of Council functions. Details of the objectives of each differential rate, the types of classes of land which are subject to each differential rate and the uses of each differential rate are set out below.

#### Urban rate

- a. **Objective** – The differential is to help reflect the easier access to any additional services, such as drainage and kerb and channel for properties in Swan Hill and Robinvale.
- b. **Types and classes of land** – Residential and industrial land serviced with Council provided drainage infrastructure.
- c. **Geographic location** – Swan Hill and Robinvale townships.
- d. **Use of land** – Residential or industrial.
- e. **Planning scheme zone** – Residential or industrial zoned land.
- f. **Types of buildings** – Any including vacant land unless specifically covered by the vacant land rate.
- g. **Rate** – The rate is set at 4 per cent higher than the general rate.

#### Vacant residential land

- a. **Objective** – To discourage land banking and speculation, encourage the construction of residences and help offset the additional infrastructure costs incurred to service residential land.
- b. **Types and classes of land** – Vacant residential land within the townships of Swan Hill and Robinvale that does not have a permanent dwelling established on it five years after it was last zoned residential or three years after it was last sold as a subdivided residential allotment.
- c. **Geographic location** – Swan Hill and Robinvale townships.
- d. **Use of land** – Residential.
- e. **Planning scheme zone** – All residential zones.
- f. **Types of buildings** – Vacant land and land without a permanent dwelling.
- g. **Rate** – The rate is set at 320 per cent of the general rate (307.7 per cent of the urban rate), where applicable.

#### Commercial rate

- a. **Objective** – The differential is set to help reflect the higher level of services and infrastructure to commercial properties in the serviced areas of Swan Hill and Robinvale townships and to help reflect the lower level in movement in commercial property values compared to other properties over the last 20 years.
- b. **Types and classes of land** – Land used for commercial purposes within the Swan Hill and Robinvale townships serviced by Council provided drainage infrastructure.
- c. **Geographic location** – Swan Hill and Robinvale townships.
- d. **Use of Land** – Commercial.
- e. **Planning scheme zoning** – Business, industrial or residential 1 zones.
- f. **Types of buildings** – Any building used for a commercial purpose and vacant business land.
- g. **Rate** – The rate is set 30 per cent higher than the general rate, and 25 per cent higher than the urban rate, where applicable.

**Dry land farming rate**

- a. **Objective** – The differential rate is to help reflect the increased difficulty in accessing the full range of Council services that dry land farming properties face, the disproportionate increase in property values over the last several years and the increased risk of seasonal income variations than faced by other properties.
- b. **Types and classes of land** – Farmland without access to irrigation infrastructure that is primarily used for broadacre cropping and sheep production within AVPCC of 510, 520, 523, 524 or 530.
- c. **Geographic location** – Anywhere in the municipality.
- d. **Use of land** – Broadacre cropping and sheep production with AVPCC of 510, 520, 523, 524 or 530.
- e. **Planning scheme zoning** – Farmland.
- f. **Types of buildings** – Any or none.
- g. **Rate** – The rate is set 20 per cent below the general rate.

**4.1.2 Statutory fees and fines**

	Forecast	Budget	Change	
	Actual 2022/23	2023/24	\$'000	%
	\$'000	\$'000	\$'000	%
Infringements and costs	120	134	14	11.7%
Building and planning fees	572	607	35	6.1%
Animal registration / release fees	145	146	1	0.7%
Health registration fees	139	156	17	12.2%
Other fees and fines	78	58	(20)	(25.6%)
<b>Total statutory fees and fines</b>	<b>1,054</b>	<b>1,101</b>	<b>47</b>	<b>4.5%</b>

Statutory fees and fines relate mainly to charges levied in accordance with legislation and include animal registrations, *Public Health and Wellbeing Act 2008* registrations and parking fines. Increases in statutory fees and fines are made in accordance with legislative requirements.

Statutory fees and fines are forecast to increase by 4.5 per cent compared to 2022/23. An increase in building and planning activity will result in increased income. Infringements and costs income is expected to return to pre-pandemic levels.

A detailed listing of statutory fees is included in Appendix A.

### 4.1.3 User fees

	Forecast	Budget	Change	
	Actual 2022/23 \$'000	2023/24 \$'000	\$'000	%
Aged and health services	663	762	99	14.9%
Child care / children's programs	127	146	19	15.0%
Parking	265	270	5	1.9%
Sales – admissions	1,322	1,448	126	9.5%
Sales – merchandise, catering, other sales	568	740	172	30.3%
Hire and leasing fees	872	905	33	3.8%
Livestock exchange	577	654	77	13.3%
Other fees and charges	178	134	(44)	(24.7%)
Waste management services	16	362	346	2162.5%
<b>Total user fees</b>	<b>4,588</b>	<b>5,421</b>	<b>833</b>	<b>18.2%</b>

User charges relate mainly to the recovery of service delivery costs through charging fees to Council service users. This includes use of leisure, entertainment and other community facilities and the provision of human services such as family day care and home care services. In setting the budget, the key principle for determining the level of user charges has been to ensure that increases do not exceed CPI increases or market levels. User charges are projected to increase by 18.2 per cent or \$0.83 million from 2023/24. The 2022/23 forecast result still had a number of services that were yet to return to pre COVID-19 pandemic levels. The budget for 2023/24 assumes that services will return to pre COVID-19 service levels. The increase in the Waste management services is due to an increase in the commercial and industrial waste levy. A detailed listing of fees and charges is included in Appendix A.

### 4.1.4 Grants

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

	Forecast	Budget	Change	
	Actual 2022/23 \$'000	2023/24 \$'000	\$'000	%
<b>Grants to be received in respect of the following:</b>				
Summary of grants				
Commonwealth funded grants	16,429	11,161	(5,268)	(32.1%)
State funded grants	5,335	4,384	(951)	(17.8%)
<b>Total grants received</b>	<b>21,764</b>	<b>15,545</b>	<b>(6,219)</b>	<b>(28.6%)</b>
<b>(a) Operating Grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Victoria Grants Commission – general purpose	1,344	5,328	3,984	296.4%
Victoria Grants Commission – local roads	749	2,614	1,865	249.0%
Out of school hours care	252	285	33	13.1%
Home and community care	1,392	1,415	23	1.7%
<b>Recurrent - State Government</b>				
Home and community care	168	172	4	2.4%
Public Health	55	35	(20)	(36.4%)
Art gallery and performing arts	150	150	-	-
School crossing supervisors	49	49	-	-
Libraries	218	219	1	0.5%
Maternal and child health	574	574	-	-
Other	107	115	8	7.5%
<b>Total recurrent operating grants</b>	<b>5,058</b>	<b>10,956</b>	<b>5,898</b>	<b>116.6%</b>

	Forecast	Budget	Change	
	Actual 2022/23 \$'000	2023/24 \$'000	\$'000	%
<b>Non-recurrent - Commonwealth Government</b>				
Our Region Our Rivers – Regional Growth Fund	1,368	-	(1,368)	(100.0%)
<b>Non-recurrent - State Government</b>				
Community projects	-	100	100	100.0%
Environmental protection	85	75	(10)	(11.8%)
Cultural and heritage	17	65	48	282.4%
Emergency Management	1,500	-	(1,500)	(100.0%)
Economic development	90	25	(65)	(72.2%)
Home and community care	171	111	(60)	(35.1%)
Recreation	65	-	(65)	(100.0%)
Family and children	380	240	(140)	(36.8%)
Other	19	-	(19)	(100.0%)
<b>Total non-recurrent operating grants</b>	<b>3,695</b>	<b>616</b>	<b>(3,079)</b>	<b>(83.3%)</b>
<b>Total operating grants</b>	<b>8,753</b>	<b>11,572</b>	<b>2,819</b>	<b>32.2%</b>
<b>(b) Capital Grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Roads to recovery	1,434	1,434	-	-
<b>Total recurrent capital grants</b>	<b>1,434</b>	<b>1,434</b>	<b>-</b>	<b>-</b>
<b>Non-recurrent – Commonwealth Government</b>				
Our Region Our Rivers – Regional Growth Fund	5,333	-	(5,333)	(100.0%)
Building Better Regions Funding	1,565	85	(1,480)	(94.6%)
Local Roads and Community Infrastructure	2,296	-	(2,296)	(100.0%)
Regional Airports Program	696	-	(696)	(100.0%)
<b>Non-recurrent – State Government</b>				
Roads	147	-	(147)	(100.0%)
Footpaths and cycleways	50	-	(50)	(100.0%)
Parks, playgrounds and street beautification	421	1,258	837	198.8%
Recreation and leisure	592	30	(562)	(94.9%)
Cultural and heritage	106	7	(99)	(93.4%)
Other infrastructure	191	-	(191)	(100.0%)
Waste management	180	1,159	979	543.9%
<b>Total non-recurrent capital grants</b>	<b>11,577</b>	<b>2,539</b>	<b>(9,038)</b>	<b>(78.1%)</b>
<b>Total capital grants</b>	<b>13,011</b>	<b>3,973</b>	<b>(9,038)</b>	<b>(69.5%)</b>
<b>Total Grants</b>	<b>21,764</b>	<b>15,545</b>	<b>(6,219)</b>	<b>(26.9%)</b>

**Operating grants** - include all monies received from State and Federal sources for the purposes of delivering Council services to ratepayers.

Overall, the level of operating grants is projected to increase by 32.2 per cent or \$2.8 million compared to 2022/23. The 2022/23 grants commission allocation had 75% of the allocation prepaid in the 2021/22 year. The 2023/24 allocation is budgeted to be received in full in the year it's due.

**Capital grants** - include all monies received from State, Federal and community sources for the purposes of funding the capital works program.

Overall the level of capital grants has decreased by 26.9 per cent or \$6.2 million compared to 2022/23. Refer to Section 4.5 for a detailed analysis of the capital grants and contributions expected to be received during the 2023/24 year.

### 4.1.5 Contributions - monetary

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change	
			\$'000	%
Community projects	-	5	5	100.0%
Community care	11	-	(11)	(100.0%)
Cultural and heritage	163	112	(51)	(31.3%)
Recreational, leisure and community facilities	111	5	(106)	(95.5%)
Sealed roads	13	13	-	0.0%
Waste management services	15	-	-	(100.0%)
<b>Total contributions</b>	313	135	(178)	(56.9%)

Monetary contributions relate to money paid by developers for public resort and recreation, drainage and car parking in accordance with planning permits issued for property development. Community and user groups also pay contributions towards capital projects for assets at their sporting facility or community organisation.

Contributions are projected to decrease by \$0.18 million or 56.7 per cent compared to 2022/23.

### 4.1.6 Other income

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change	
			\$'000	%
Interest	1,571	1,110	(461)	(29.3%)
Reimbursements	963	1,075	112	11.6%
Tower Hill land sales	3,409	1,800	(1,609)	(47.2%)
Other	252	124	(128)	(50.8%)
<b>Total other income</b>	6,195	4,109	(2,086)	(33.7%)

Other income relates to a range of items that do not fit the earlier classifications. The majority of this income is represented by land sales at Tower Hill, interest and reimbursements.

Interest income of \$1.11 million and Tower Hill land sales of \$1.80 million is forecast for 2023/24.

### 4.1.7 Employee costs

	Forecast Actual 2022/23	Budget 2023/24	Change	
	\$'000	\$'000	\$'000	%
Wages and salaries	17,175	17,880	705	4.1%
WorkCover	281	328	47	16.7%
Agency staff	684	361	(323)	(47.2%)
Long service leave	464	643	179	38.6%
Staff training	166	220	54	32.5%
Superannuation	2,250	2,567	317	14.1%
Fringe benefits	37	39	2	5.4%
Other	160	177	17	10.6%
<b>Total employee costs</b>	<b>21,217</b>	<b>22,215</b>	<b>998</b>	<b>4.7%</b>

Employee costs include all direct labour related expenditure such as wages, salaries and indirect costs (overheads) such as staff training, leave entitlements, employer superannuation and WorkCover. It also includes temporary staff employed through agencies. It does not include direct labour associated with capital projects (\$0.64 million). See Section 3.6.

Employee costs are forecast to increase by 4.7 per cent or \$1 million compared to 2022/23 forecast actuals or 3 per cent increase compared to the 2022/23 budget. Key factors of this movement are:

- Filling a number of vacant permanent positions. These positions were vacant for part of 2022/23 resulting in savings during the year.
- Increase in the superannuation guarantee.
- Council's Enterprise Bargaining Agreement increase.
- A reduction in temporary staff employed through employment agencies, resulting in a saving of \$0.32 million.
- Merit based salary movements paid in addition to the general EBA increase.

### 4.1.8 Materials and services

	Forecast Actual 2022/23	Budget 2023/24	Change	
	\$'000	\$'000	\$'000	%
Contract payments	7,111	9,311	2,200	30.9%
Community grants sponsorship & contributions	1,657	1,250	(407)	(24.6%)
Building maintenance	864	816	(48)	(5.6%)
General maintenance	1,967	2,182	215	10.9%
Utilities	1,562	1,781	219	14.0%
Office administration	859	919	60	7.0%
Information technology	932	963	31	3.3%
Insurance	1,114	1,257	143	12.8%
Consultants	1,176	904	(272)	(23.1%)
Our Region Our Rivers grant distribution	2,826	-	(2,826)	(100.0%)
Emergency response	1,132	291	(841)	(74.3%)
Other materials and services	1,067	852	(215)	(20.1%)
<b>Total materials and services</b>	<b>22,267</b>	<b>20,526</b>	<b>(1,741)</b>	<b>(7.8%)</b>

Materials and services include the purchase of consumables, payments to contractors for the provision of services, utility costs and non-recurrent major operational projects. Non-recurrent major projects are those operational projects identified via Council's Major Projects Plan. Budgeted major project expenditure in 2023/24 is \$2.74 million. A full list of non-capitalised major projects is provided in Appendix B. Materials and services are forecast to decrease by 7.8 per cent or \$1.74 million compared to 2022/23.

### 4.1.9 Depreciation

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change	
			\$'000	%
Property	1,374	1,575	201	14.6%
Plant and equipment	1,411	2,298	887	62.9%
Infrastructure	9,274	9,733	459	4.9%
Cultural and heritage	240	243	3	1.3%
<b>Total depreciation</b>	<b>12,299</b>	<b>13,849</b>	<b>1,550</b>	<b>12.6%</b>

Depreciation is an accounting measure that attempts to allocate the value (consumption) of an asset over its useful life for Council's property, plant and equipment and infrastructure assets such as roads and drains. The increase of \$1.23 million for 2023/24 is due mainly to the completion of the 2022/23 capital works program and the full year effect of depreciation on these capital projects, along with the effects of the revaluation performed in 2022/23 on footpaths, sealed roads and unsealed roads. Refer to Section 4.5 for a more detailed analysis of Council's capital works program for the 2023/24 year.

### 4.1.10 Amortisation – right of use assets

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change	
			\$'000	%
Property	277	127	(150)	(54.2%)
<b>Total amortisation – right of use assets</b>	<b>277</b>	<b>127</b>	<b>(150)</b>	<b>(54.2%)</b>

Amortisation is the decline in value of a right of use asset over the period of a lease.

### 4.1.11 Other expenses

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change	
			\$'000	%
Auditors remuneration	120	110	(10)	(8.3%)
Vehicle registrations	93	95	2	2.2%
Bank charges	62	67	5	8.1%
Legal costs	69	56	(13)	(18.8%)
Fire services levy	83	79	(4)	(4.8%)
Councillor allowances	257	321	64	24.9%
Operating lease rentals	464	194	(270)	(58.2%)
Other	96	94	(2)	(2.1%)
<b>Total other expenses</b>	<b>1,244</b>	<b>1,016</b>	<b>(228)</b>	<b>(18.3%)</b>

Other expenses include audit fees, Councillor allowances, legal costs, bank charges, fire service levy on Council properties, operating lease rentals and vehicle registrations.



## 4.2 Balance Sheet

### 4.2.1 Assets

#### Current Assets (\$15.04 million decrease) and Non-Current Assets (\$16.14 million increase)

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash, and the value of investments in term deposits or other highly liquid investments with short term maturities. Current asset balances are projected to decrease by \$15.04 million during the year as new and carried forward capital works projects are completed.

Trade and other receivables are monies owed to Council. Short term debtors are not expected to change significantly in the budget. Long term debtors (non-current) also remain unchanged as the outstanding debt to Council is yet to fall due. Other assets include items such as prepayments for expenses that Council has paid in advance of service delivery and accrued income.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles and equipment that Council has built up over many years. The \$16.14 million increase in this balance is attributable to the net result of the capital works program (\$31.84 million of capital works) and the revaluation of infrastructure assets (\$0.08 million), less the depreciation of assets (\$13.85 million) and the sale of property, plant and equipment (\$0.45 million).

### 4.2.2 Liabilities

#### Current Liabilities (\$0.21 million increase) and Non-Current Liabilities (\$0.45 million decrease)

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to remain consistent with 2022/23 levels.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements are expected to decrease marginally due to more active management of leave entitlements despite factoring in an increase for Collective Agreement outcomes.

Interest-bearing liabilities are borrowings of Council. Council is budgeting to repay loan principal of \$0.27 million over the year. No new borrowings are required to help fund our future capital works programs.

### 4.2.3 Borrowings

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

	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$
Amount borrowed as at 30 June of the prior year	2,617,858	2,347,088	2,074,709	1,792,530	1,003,507
Amount proposed to be borrowed	-	-	-	-	-
Amount projected to be redeemed	270,770	272,379	282,179	789,023	297,001
Amount of borrowings as at 30 June	2,347,088	2,074,709	1,792,530	1,003,507	706,506

Council also sets aside cash to fund the principal repayment of interest only loans when they mature. The repayment of this loan will occur in 2025/26 (\$0.5 million). As at 30 June 2023 Council will have \$0.2 million in cash reserves to fund these repayments. Therefore net borrowings will be \$2,147,088 at 30 June 2023.

## 4.2.4 Leases by category

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

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000
<b>Right-of-use assets</b>		
Property	235	108
<b>Total right-of-use assets</b>	<b>235</b>	<b>108</b>
<b>Lease liabilities</b>		
<b>Current lease liabilities</b>		
Land and buildings	132	60
<b>Total current lease liabilities</b>	<b>132</b>	<b>60</b>
<b>Non-current lease liabilities</b>		
Land and buildings	121	61
<b>Total non-current lease liabilities</b>	<b>121</b>	<b>61</b>
<b>Total lease liabilities</b>	<b>253</b>	<b>121</b>

Where the interest rate applicable to a lease is not expressed in the lease agreement, Council applies the average incremental borrowing rate in the calculation of lease liabilities. The current incremental borrowing rate is 4.43%.

## 4.3 Statement of changes in Equity

### 4.3.1 Equity

#### Equity (\$1.3 million increase)

Total equity always equals net assets and is made up of the following components:

- Accumulated surplus, which is the value of all net assets less reserves that have accumulated over time. The increase is due to the budgeted operational surplus and asset revaluations.
- Reserves, including the asset revaluation reserve, represents the difference between the previously recorded value of assets and their current valuations, as well as other reserves that Council wishes to set aside to meet a specific purpose in the future and to which there is no existing liability.

## 4.4 Statement of Cash Flows

### 4.4.1 Net cash flows provided by operating activities

**Operating activities (\$6.17 million decrease)**

The net cash flows from operating activities refer to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for service provision to the community might be available for investment in capital works or repayment of debt. Operating activities will generate \$14.83 million during 2023/24. This is a 29.4 per cent decrease on the forecast \$20.99 million generated in 2022/23.

### 4.4.2 Net cash flows used in investing activities

**Investing activities (\$1.28 million decrease)**

The significant value of payments for investing activities represents the capital works expenditure detailed in Section 4.5 of this budget report. Proceeds from sale of assets are forecast to increase by \$0.26 million.

### 4.4.3 Net cash flows used in financing activities

**Financing activities (\$0.16 million decrease)**

For 2023/24 the total of principal repayments is projected to be \$0.27 million and finance charges to be \$0.06 million. Repayment of lease liabilities is forecasts to be \$0.13 million with interest on the lease liabilities to be \$0.01 million. No new borrowings are forecast.

### 4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken in 2023/24, classified by expenditure type and funding source. Works are also disclosed as current budget (4.5.2) or carried forward projects from prior year (4.5.3).

#### 4.5.1 Summary

	Forecast	Budget	Change	
	Actual 2022/23	2023/24	\$'000	%
Property	11,596	16,084	4,488	38.7%
Plant and equipment	4,923	3,166	(1,757)	(35.7%)
Infrastructure	16,069	12,423	(3,646)	(22.7%)
Culture and Heritage	266	168	(98)	(36.8%)
<b>Total</b>	<b>32,854</b>	<b>31,841</b>	<b>(1,013)</b>	<b>(3.1%)</b>

	Project Cost \$'000	New \$'000	Asset expenditure types				Summary of Funding Sources			
			Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000	
Property	16,084	14,891	1,193	-	-	-	-	(16,084)	-	
Plant and equipment	3,166	146	3,020	-	-	-	-	(3,166)	-	
Infrastructure	12,423	4,735	6,880	808	-	(3,966)	(5)	(8,452)	-	
Culture and Heritage	168	-	168	-	-	(7)	(6)	(155)	-	
<b>Total</b>	<b>31,841</b>	<b>19,772</b>	<b>11,261</b>	<b>808</b>	<b>-</b>	<b>(3,973)</b>	<b>(11)</b>	<b>(27,857)</b>	<b>-</b>	

4.5.2 – 2023/24 Budget

Capital Works Area	Project Cost \$'000	New \$'000	Asset expenditure types			Summary of Funding sources			
			Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>PROPERTY</b>									
<b>Land</b>									
Ronald Street housing development	1,443	1,443	-	-	-	-	-	(1,443)	-
Tower Hill – Stage 16 Development	1,800	1,800	-	-	-	-	-	(1,800)	-
<b>Total Land</b>	<b>3,243</b>	<b>3,243</b>						<b>(3,243)</b>	
<b>Buildings</b>									
Renewal & Refurbishment of Council Buildings	443	-	443	-	-	-	-	(443)	-
Municipal Office Alterations	450	-	450	-	-	-	-	(450)	-
Swan Hill Town Hall – Building and equipment renewal	10	-	10	-	-	-	-	(10)	-
Robinvale Community Arts Centre – Suspended Ceiling Renewal	130	-	130	-	-	-	-	(130)	-
Swan Hill Showgrounds & Sports Recreation Precinct – Master Planning	160	-	160	-	-	-	-	(160)	-
<b>Total Buildings</b>	<b>1,193</b>		<b>1,193</b>					<b>(1,193)</b>	
<b>TOTAL PROPERTY</b>	<b>4,436</b>	<b>3,243</b>						<b>(4,436)</b>	
<b>PLANT AND EQUIPMENT</b>									
<b>Plant, Machinery and Equipment</b>									
Replacement of Irrigation Pump at Robinvale	108	-	108	-	-	-	-	(108)	-
Cattle Yards Scanner	77	-	77	-	-	-	-	(77)	-
Sheep Yards – New Draft Section E	66	66	-	-	-	-	-	(66)	-
Sheep Yards – Ramp security camera	40	40	-	-	-	-	-	(40)	-
Plant & Equipment acquisitions	1,639	-	1,639	-	-	-	-	(1,639)	-
<b>Total Plant, Machinery and Equipment</b>	<b>1,930</b>	<b>106</b>	<b>1,824</b>					<b>(1,930)</b>	
<b>Furniture and Equipment</b>									
Parking Ticket Machine Installation & Replacement	10	-	10	-	-	-	-	(10)	-
Radio Frequency ID Installation in Libraries	40	40	-	-	-	-	-	(40)	-
<b>Total Furniture and Equipment</b>	<b>50</b>	<b>40</b>	<b>10</b>					<b>(50)</b>	
<b>Computers and Telecommunications</b>									
IT equipment replacement	135	-	135	-	-	-	-	(135)	-
Data & Technology Strategy	1,051	-	1,051	-	-	-	-	(1,051)	-
<b>Total Computers and Telecommunications</b>	<b>1,186</b>		<b>1,186</b>					<b>(1,186)</b>	
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>3,166</b>	<b>146</b>	<b>3,020</b>					<b>(3,166)</b>	

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>INFRASTRUCTURE</b>									
<b>Sealed Roads</b>									
Sealed roads reseals	1,406	-	1,406	-	-	-	-	(1,406)	-
Sealed roads reconstruction	1,162	-	1,162	-	-	-	-	(1,162)	-
Sealed roads shoulder resheeting	229	-	229	-	-	-	-	(229)	-
Roads to Recovery (R2R) - shoulder resheeting	210	-	210	-	-	(210)	-	-	-
R2R – Road reconstructions	929	-	929	-	-	(929)	-	-	-
Karriie Street Reconstruction - design & consultation	150	-	150	-	-	-	-	(150)	-
<b>Total Sealed Roads</b>	<b>4,086</b>	-	<b>4,086</b>	-	-	<b>(1,139)</b>	-	<b>(2,947)</b>	-
<b>Unsealed Roads</b>									
R2R - gravel roads resheeting program	295	-	295	-	-	(295)	-	-	-
Gravel roads resheeting program	745	-	745	-	-	-	-	(745)	-
Unsealed Roads Resilience Program	100	-	100	-	-	-	-	(100)	-
<b>Total Unsealed Roads</b>	<b>1,140</b>	-	<b>1,140</b>	-	-	<b>(295)</b>	-	<b>(845)</b>	-
<b>Kerb and Channel</b>									
Kerb and channel capital renewal	897	-	897	-	-	-	-	(897)	-
<b>Total Kerb and Channel</b>	<b>897</b>	-	<b>897</b>	-	-	-	-	<b>(897)</b>	-
<b>Footpaths and Cycleways</b>									
Disabled Kerb Crossings, Swan Hill & Robinvale	36	-	-	36	-	-	-	(36)	-
Footpath replacement program	221	-	-	221	-	-	-	(221)	-
Footpath replacement program – Missing links	310	310	-	-	-	-	-	(310)	-
Bicycle Patch Construction Program	29	29	-	-	-	-	-	(29)	-
<b>Total Footpaths and Cycleways</b>	<b>596</b>	<b>339</b>	-	<b>221</b>	<b>36</b>	-	-	<b>(596)</b>	-
<b>Drainage</b>									
Upgrade Stormwater Network - Swan Hill	57	-	-	57	-	-	-	(57)	-
<b>Total Drainage</b>	<b>57</b>	-	-	<b>57</b>	-	-	-	<b>(57)</b>	-
<b>Recreational, Leisure and Community Facilities</b>									
Replace Swan Hill's Outdoor Pool – design	66	66	-	-	-	-	-	(66)	-
Ken Harrison's Sporting Complex-Little Athletics	39	39	-	-	-	-	-	(34)	-
Sports Lighting Plan	88	88	-	-	-	(60)	(5)	(28)	-
Robinvale John James Oval Lighting	25	25	-	-	-	(25)	-	-	-
Robinvale Leisure Centre Splash Park	500	-	-	500	-	(30)	-	(470)	-
<b>Total Recreational, Leisure and Community Facilities</b>	<b>718</b>	<b>218</b>	-	<b>500</b>	-	<b>(115)</b>	<b>(5)</b>	<b>(598)</b>	-

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>Parks, Open Space and Streetscapes</b>									
Art Gallery Redevelopment – Bush Tucker Garden	106	106	-	-	-	-	-	(106)	-
Playground Equipment Renewal & Upgrade	92	-	92	-	-	-	-	(92)	-
Robinvale Skate Park	295	295	-	-	-	-	-	(270)	(25)
Renewal Irrigation Systems	120	-	120	-	-	-	-	(120)	-
Centenary Park Nature Play Precinct	1,389	1,389	-	-	-	-	-	(540)	(849)
Swan Hill Riverfront Masterplan - Implementation	617	617	-	-	-	-	-	(309)	(308)
Shade Sails - George Lay Exercise Equipment	27	27	-	-	-	-	-	(27)	-
Shade Sails - Tower Hill Playground	27	27	-	-	-	-	-	(27)	-
<b>Total Parks, Open Space and Streetscapes</b>	<b>2673</b>	<b>2461</b>	<b>212</b>	<b>-</b>	<b>-</b>	<b>(1,182)</b>	<b>-</b>	<b>(1,491)</b>	<b>-</b>
<b>Waste Management</b>									
Design New Cells – Robinvale Landfill	66	-	66	-	-	-	-	(66)	-
Site Fence Construction & Replacement	28	-	28	-	-	-	-	(28)	-
Compost Facility Establishment Stage 2	1,387	1,387	-	-	-	-	-	(496)	(891)
<b>Total Waste Management</b>	<b>1,481</b>	<b>1,387</b>	<b>94</b>	<b>-</b>	<b>-</b>	<b>(891)</b>	<b>-</b>	<b>(590)</b>	<b>-</b>
<b>Other Infrastructure</b>									
Caravan Park - assets renewal Lake Boga	20	-	20	-	-	-	-	(20)	-
Caravan Park - assets renewal Robinvale	20	-	20	-	-	-	-	(20)	-
Caravan Park – assets renewal Swan Hill	40	-	40	-	-	-	-	(40)	-
Implementation of Community Plans	150	-	150	-	-	-	-	(75)	(75)
Boat Mooring Platform – Milloo Street	100	100	-	-	-	-	-	(100)	-
<b>Total Other Infrastructure</b>	<b>330</b>	<b>100</b>	<b>230</b>	<b>-</b>	<b>-</b>	<b>(75)</b>	<b>-</b>	<b>(255)</b>	<b>-</b>
<b>TOTAL INFRASTRUCTURE</b>	<b>11,978</b>	<b>4,505</b>	<b>6,880</b>	<b>593</b>	<b>-</b>	<b>(3,697)</b>	<b>(5)</b>	<b>(8,276)</b>	<b>-</b>
<b>CULTURE AND HERITAGE</b>									
<b>Library books</b>									
Library collection purchases	155	-	155	-	-	-	-	(155)	-
Public Libraries Book Bonanza - book purchases	7	-	7	-	-	-	-	(7)	-
Murray River Council library book purchases	6	-	6	-	-	-	-	(6)	-
<b>TOTAL CULTURE AND HERITAGE</b>	<b>168</b>	<b>-</b>	<b>168</b>	<b>-</b>	<b>-</b>	<b>(7)</b>	<b>(6)</b>	<b>(155)</b>	<b>-</b>
<b>TOTAL NEW CAPITAL WORKS 2023/24</b>	<b>19,748</b>	<b>7,894</b>	<b>11,261</b>	<b>593</b>	<b>-</b>	<b>(3,704)</b>	<b>(11)</b>	<b>(16,033)</b>	<b>-</b>

4.5.3 Works carried forward from the 2022/23 year

Capital Works Area	Project Cost \$'000	New \$'000	Asset expenditure types				Summary of Funding sources				
			Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000		
<b>PROPERTY</b>											
<b>Buildings</b>											
Art Gallery Redevelopment	6,648	6,648	-	-	-	-	-	-	(6,648)	-	-
Tourism & Cultural Hub	5,000	5,000	-	-	-	-	-	-	(5,000)	-	-
<b>Total Buildings</b>	<b>11,648</b>	<b>11,648</b>	-	-	-	-	-	-	<b>(11,648)</b>	-	-
<b>TOTAL PROPERTY</b>	<b>11,648</b>	<b>11,648</b>	-	-	-	-	-	-	<b>(11,648)</b>	-	-
<b>Drainage</b>											
Drainage Improvements – Buterworth St, Berrybank Dr & Graemar Dr	20	-	-	20	-	-	-	-	-	(20)	-
<b>Total Drainage</b>	<b>20</b>	-	-	<b>20</b>	-	-	-	-	-	<b>(20)</b>	-
<b>Parks, open space and streetscapes</b>											
Swan Hill Off Leash Dog Park – Stage 2	60	60	-	-	-	-	-	-	-	(60)	-
<b>Total Parks, open space and streetscapes</b>	<b>60</b>	<b>60</b>	-	-	-	-	-	-	-	<b>(60)</b>	-
<b>Waste Management</b>											
Mattress Processing & Recycling Facility	195	-	-	195	-	-	(147)	-	(48)	-	-
Compost Facility Establishment	170	170	-	-	-	(120)	-	(50)	-	-	-
<b>Total Waste Management</b>	<b>365</b>	<b>170</b>	-	<b>195</b>	-	<b>(267)</b>	-	<b>(98)</b>	-	-	-
<b>TOTAL INFRASTRUCTURE</b>	<b>445</b>	<b>230</b>	-	<b>215</b>	-	<b>(267)</b>	-	<b>(178)</b>	-	-	-
<b>TOTAL CARRIED FORWARD CAPITAL WORKS FROM 2022/23</b>	<b>12,093</b>	<b>11,878</b>	-	<b>215</b>	-	<b>(268)</b>	-	<b>(11,825)</b>	-	-	-



### 4.5.4 Summary of planned capital works expenditure

For the years ended 30 June 2025, 2026 and 2027

	2024/25	Project Cost \$'000	Asset expenditure types					Summary of Funding sources			
			New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000	
<b>PROPERTY</b>											
Land	1,573	1,573	-	-	-	-	-	-	(1,573)	-	-
Buildings	3,198	1,320	1,083	795	-	-	(150)	(80)	(2,968)	-	-
<b>Total Property</b>	<b>4,771</b>	<b>2,893</b>	<b>1,083</b>	<b>795</b>	<b>-</b>	<b>-</b>	<b>(150)</b>	<b>(80)</b>	<b>(4,541)</b>	<b>-</b>	<b>-</b>
<b>Plant and equipment</b>											
Plant, machinery and equipment	1,871	-	1,871	-	-	-	-	-	(1,871)	-	-
Furniture and equipment	34	-	34	-	-	-	-	-	(34)	-	-
Computer and telecommunications	135	-	135	-	-	-	-	-	(135)	-	-
<b>Total Plant and equipment</b>	<b>2,040</b>	<b>-</b>	<b>2,040</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,040)</b>	<b>-</b>	<b>-</b>
<b>Infrastructure</b>											
Sealed Roads	9,061	-	9,061	-	-	-	(4,376)	-	(4,685)	-	-
Unsealed Roads	1,180	-	1,080	100	-	-	(295)	-	(885)	-	-
Footpaths and Cycleways	107	-	70	37	-	-	-	-	(107)	-	-
Drainage	892	485	350	57	-	-	(220)	(30)	(672)	-	-
Recreational, Leisure and Community Facilities	253	-	-	253	-	-	(120)	(30)	(103)	-	-
Parks, Open Space and Streetscapes	1,050	750	270	30	-	-	(375)	-	(675)	-	-
Other Infrastructure	100	-	80	20	-	-	-	-	(100)	-	-
Waste Management	66	66	-	-	-	-	-	-	(66)	-	-
<b>Total Infrastructure</b>	<b>12,709</b>	<b>1,301</b>	<b>10,911</b>	<b>497</b>	<b>-</b>	<b>-</b>	<b>(5,166)</b>	<b>(250)</b>	<b>(7,293)</b>	<b>-</b>	<b>-</b>
<b>Culture and heritage</b>											
Library Books	165	-	165	-	-	-	(7)	-	(158)	-	-
<b>Total Culture and Heritage</b>	<b>165</b>	<b>-</b>	<b>165</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(7)</b>	<b>-</b>	<b>(158)</b>	<b>-</b>	<b>-</b>
<b>TOTAL CAPITAL WORKS EXPENDITURE</b>	<b>19,685</b>	<b>4,194</b>	<b>14,199</b>	<b>1,292</b>	<b>-</b>	<b>-</b>	<b>(5,323)</b>	<b>(330)</b>	<b>(14,032)</b>	<b>-</b>	<b>-</b>

	Project Cost \$'000	Asset expenditure types					Summary of Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000	
<b>PROPERTY</b>										
Land	1,614	1,614	-	-	-	-	-	(1,614)	-	
Buildings	9,097	1,719	1,840	5,538	-	(4,810)	(175)	(4,112)	-	
<b>Total Property</b>	<b>10,711</b>	<b>3,333</b>	<b>1,840</b>	<b>5,538</b>	<b>-</b>	<b>(4,810)</b>	<b>(175)</b>	<b>(5,726)</b>	<b>-</b>	
<b>Plant and equipment</b>	<b>1,646</b>	<b>-</b>	<b>1,646</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,646)</b>	<b>-</b>	
Plant, machinery and equipment	34	-	34	-	-	-	-	(34)	-	
Furniture and equipment	140	-	140	-	-	-	-	(140)	-	
Computer and telecommunications	140	-	140	-	-	-	-	(140)	-	
<b>Total Plant and equipment</b>	<b>1,820</b>	<b>-</b>	<b>1,820</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,820)</b>	<b>-</b>	
<b>Infrastructure</b>	<b>5,217</b>	<b>10</b>	<b>4,532</b>	<b>675</b>	<b>-</b>	<b>(1,814)</b>	<b>-</b>	<b>(3,403)</b>	<b>-</b>	
Sealed Roads	1,646	-	1,336	310	-	(295)	-	(1,351)	-	
Unsealed Roads	107	-	70	37	-	-	-	(107)	-	
Footpaths and Cycleways	1,238	-	950	288	-	-	-	(1,238)	-	
Drainage	447	27	420	-	-	-	-	(447)	-	
Recreational, Leisure and Community Facilities	2,094	873	1,221	-	-	(644)	-	(1,450)	-	
Parks, Open Space and Streetscapes	125	-	80	45	-	-	-	(125)	-	
<b>Total Infrastructure</b>	<b>10,874</b>	<b>910</b>	<b>8,609</b>	<b>1,355</b>	<b>-</b>	<b>(2,753)</b>	<b>-</b>	<b>(8,121)</b>	<b>-</b>	
<b>Culture and heritage</b>	<b>167</b>	<b>-</b>	<b>167</b>	<b>-</b>	<b>-</b>	<b>(7)</b>	<b>-</b>	<b>(160)</b>	<b>-</b>	
Library Books	167	-	167	-	-	(7)	-	(160)	-	
<b>Total Culture and Heritage</b>	<b>167</b>	<b>-</b>	<b>167</b>	<b>-</b>	<b>-</b>	<b>(7)</b>	<b>-</b>	<b>(160)</b>	<b>-</b>	
<b>TOTAL CAPITAL WORKS EXPENDITURE</b>	<b>23,572</b>	<b>4,243</b>	<b>12,436</b>	<b>6,893</b>	<b>-</b>	<b>(7,570)</b>	<b>(175)</b>	<b>(15,827)</b>	<b>-</b>	

	Project Cost \$'000	Asset expenditure types					Summary of Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000	
<b>PROPERTY</b>										
Land	1,655	1,655	-	-	-	-	-	(1,655)	-	
Buildings	2,913	2,068	570	275	-	(305)	-	(2,608)	-	
<b>Total Property</b>	<b>4,568</b>	<b>3,723</b>	<b>570</b>	<b>275</b>	<b>-</b>	<b>(305)</b>	<b>-</b>	<b>(4,263)</b>	<b>-</b>	
<b>Plant and equipment</b>										
Plant, machinery and equipment	1,728	-	1,728	-	-	-	-	(1,728)	-	
Furniture and equipment	34	-	34	-	-	-	-	(34)	-	
Computer and telecommunications	140	-	140	-	-	-	-	(140)	-	
<b>Total Plant and equipment</b>	<b>1,902</b>	<b>-</b>	<b>1,902</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,902)</b>	<b>-</b>	
<b>Infrastructure</b>										
Sealed Roads	5,055	152	4,903	-	-	(1,139)	-	(3,916)	-	
Unsealed Roads	1,380	-	1,380	-	-	(295)	-	(1,085)	-	
Footpaths and Cycleways	346	233	75	38	-	-	-	(346)	-	
Drainage	901	-	825	76	-	(901)	-	(901)	-	
Recreational, Leisure and Community Facilities	7,088	7,088	-	-	-	(5,250)	-	(1,838)	-	
Parks, Open Space and Streetscapes	2,186	1,625	561	-	-	(635)	-	(1,551)	-	
Other Infrastructure	144	-	80	64	-	-	-	(144)	-	
Waste Management	2,006	2,006	-	-	-	-	-	(2,006)	-	
<b>Total Infrastructure</b>	<b>19,106</b>	<b>11,104</b>	<b>7,824</b>	<b>178</b>	<b>-</b>	<b>(7,319)</b>	<b>-</b>	<b>(11,787)</b>	<b>-</b>	
<b>Culture and heritage</b>										
Library Books	172	-	172	-	-	(7)	-	(165)	-	
<b>Total Culture and Heritage</b>	<b>172</b>	<b>-</b>	<b>172</b>	<b>-</b>	<b>-</b>	<b>(7)</b>	<b>-</b>	<b>(165)</b>	<b>-</b>	
<b>TOTAL CAPITAL WORKS EXPENDITURE</b>	<b>25,748</b>	<b>14,827</b>	<b>10,468</b>	<b>453</b>	<b>-</b>	<b>(7,631)</b>	<b>-</b>	<b>(18,117)</b>	<b>-</b>	

5a. Targeted performance indicators

The following tables highlight Council's current and projected performance across a selection of targeted service and financial performance indicators. These indicators provide a useful analysis of Council's intentions and performance and should be interpreted in the context of the organisation's objectives. The targeted performance indicators below are the prescribed performance indicators contained in Schedule 4 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators and targets will be reported in Council's Performance Statement included in the Annual Report.

Targeted performance indicators - Service

Indicator	Measure	Notes	Actual	Forecast	Target	Target Projections			Trend
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	+/-
<b>Governance</b>									
Satisfaction with community consultation and engagement	Community satisfaction rating out of 100 with the consultation and engagement efforts of Council		48	49	50	51	52	53	+
<b>Roads</b>									
Sealed local roads below the intervention level	Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads		99.37%	99.10%	99.20%	99.30%	99.40%	99.40%	+
<b>Statutory planning</b>									
Planning applications decided within the relevant required time	Number of planning application decisions made within the relevant required time / Number of decisions made		71.28%	58.51%	70.00%	71.46%	72.83%	74.28%	+
<b>Waste management</b>									
Kerbside collection waste diverted from landfill	Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins		30.92%	29.40%	30.50%	32.00%	33.00%	33.30%	+

Targeted performance indicators – Financial

Indicator	Measure	Notes	Actual 2021/22	Forecast 2022/23	Target 2023/24	Target Projections 2024/25	2025/26	2026/27	Trend +/-
<b>Liquidity</b>									
Working Capital	Current assets / current liabilities	4	418%	312%	204%	219%	233%	227%	+
<b>Obligations</b>									
Asset renewal	Asset renewal and upgrade expense / Asset depreciation		95%	164%	88%	100%	120%	65%	-
<b>Stability</b>									
Rates concentration	Rate revenue / adjusted underlying revenue		53.38%	57.50%	55.90%	57.30%	57.50%	57.80%	+
<b>Efficiency</b>									
Expenditure level	Total expenses / no. of property assessments		\$4,309	\$4,694	\$4,704	\$4,861	\$4,889	\$5,006	+

**Key to Forecast Trend:**

- + Increase in Council's overall targets
- o maintaining Council's overall targets
- decrease in Council's overall targets

**Notes to indicators**

5a

1. **Roads** - Sealed local roads below the intervention level decreases in 2023 and 2024, due to the flood impacts from the October 2022 flood event. The renewal percentage will return to expected levels once flood repairs are complete.
2. **Statutory planning** - The percentage of planning applications decided within the required time, decreases in 2023 due to the inability to recruit qualified staff. Improvements in future years assumes staffing levels return to normal.
3. **Waste management** - The introduction of Food Organics Garden Organics (FOGO) service in 2025, results in an increasing percentage of kerbside collection waste diverted from landfill.
4. **Liquidity** – Council has held unspent cash primarily from government stimulus programs which has improved our liquidity position. The ratio is forecast to decrease as these funds are spent and projects delivered.

5b. Financial performance indicators

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

Indicator	Measure	Notes	Actual	Forecast	Budget	Projections			Trend
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	+/-
<b>Operating position</b>									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	5.9%	(8.5%)	(2.8%)	(0.7%)	2.0%	1.7%	-
<b>Liquidity</b>									
Unrestricted cash	Unrestricted cash / current liabilities	2	270%	277%	170%	176%	178%	174%	-
<b>Obligations</b>									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	9%	8%	7%	5%	3%	2%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		18%	1%	1%	1%	2%	1%	o
Indebtedness	Non-current liabilities / own source revenue		15%	12%	11%	9%	8%	7%	-
<b>Stability</b>									
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.6%	0.5%	0.6%	0.7%	0.7%	0.7%	+
<b>Efficiency</b>									
Revenue level	Total rate revenue / no. of property assessments	4	\$2,114	\$2,151	\$2,254	\$2,326	\$2,386	\$2,445	+

**Key to Forecast Trend:**

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

Notes to indicators  
5b

1. **Adjusted underlying result**  
An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance expected over the period, although continued losses means reliance on Council's cash reserves or increased debt to maintain services.
2. **Unrestricted cash**  
Unrestricted cash is cash and cash equivalents that are available for use and free of obligations. Higher unrestricted cash relative to current liabilities suggest that a council can pay its bills on time.
3. **Loans and borrowings**  
Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt.
4. **Rates concentration**  
Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will become more reliant on rate revenue compared to all other revenue sources.

## Appendices

### Appendix A

#### Fees and charges schedule

This appendix presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the 2023/24 year.





Fees & Charges

---

Swan Hill Rural City Council

## Swan Hill Rural City Council

### Aerodrome

#### Aerodrome – Robinvale

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Annual Landing Fee - Lease Holders	Current lease holders - Annual landing fee for private individuals per aircraft	\$154.00	\$163.00	5.84%	\$9.00	Y
Annual Landing Fee - Pilot Training Aircraft	Current Aerodrome lease holders - Annual landing fee for individual pilot training per aircraft	\$360.00	\$382.00	6.11%	\$22.00	Y
Landing Fee - Touch & Go	Visiting aircraft landing fee - Touch & Go	\$15.40	\$16.40	6.49%	\$1.00	Y
Parking Fee	Parking fee for visiting aircraft	\$0.00	\$0.00	0.00%	\$0.00	Y

#### Pavement Concession Charge

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Landing Fee - MTOW <5,700kg	Landing fee for visiting aircraft (per aircraft) with MTOW <5,700kg	\$10.25	\$10.85	5.85%	\$0.60	Y
Per tonne maximum take-off mass of aircraft	Per tonne maximum take-off mass of aircraft (CPI Increase)	\$12.40	\$13.15	6.05%	\$0.75	Y

#### Aerodrome – Swan Hill

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Annual Landing Fee - Lease Holders	Current lease holders - Annual landing fee for private individuals per aircraft	\$154.00	\$163.00	5.84%	\$9.00	Y
Annual Landing Fee - Pilot Training Aircraft	Current Aerodrome lease holders - Annual landing fee for individual pilot training per aircraft	\$360.00	\$382.00	6.11%	\$22.00	Y
Fuel Facility Lease			\$200 per annum - September CPI			Y
			Min. Fee excl. GST: \$223.02			
Landing Fee - Touch & Go	Visiting aircraft landing fee - Touch & Go	\$15.40	\$16.40	6.49%	\$1.00	Y
Parking Fee	Visiting aircraft parking fee	\$0.00	\$0.00	0.00%	\$0.00	Y

#### Bureau of Meterology

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Site Lease	Per annum. Met Bureau, weather station. No increase in CPI is charged.	\$110.00	\$110.00	0.00%	\$0.00	Y

#### Pavement Concession Charge

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Landing Fee - MTOW <5,700kg	Landing fee for visiting aircraft (per aircraft) with MTOW <5,700kg	\$10.25	\$10.85	5.85%	\$0.60	Y
Fee per tonne	Per tonne maximum take-off mass of aircraft (CPI Increase)	\$12.40	\$13.15	6.05%	\$0.75	Y

### Art Gallery

#### Admission

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
General Admission	Entry by donation. Entry fee may apply for specific exhibitions.	\$0.00	\$0.00	0.00%	\$0.00	N

### Equipment Hire

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Grand Piano	Fee additional to gallery hire charge, bookings required, must only be played by experienced pianists.	\$180.00	\$191.00	6.11%	\$11.00	Y

### Floor talks

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Guided Tour	Bookings required per person	\$6.30	\$6.70	6.35%	\$0.40	Y
Non Local Schools	Bookings required per person	\$6.90	\$7.30	5.80%	\$0.40	Y
Local Schools	Bookings required per person	\$0.00	\$0.00	0.00%	\$0.00	Y

### Gallery Hire

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Commercial Hire	Bookings required and Director retains the right to determine suitability of activity. Venue staff required to be present if Gallery is hired after official opening hours	\$714.00	\$757.00	6.02%	\$43.00	Y
Community Groups	Bookings required and Director retains the right to determine suitability of activity	\$360.00	\$382.00	6.11%	\$22.00	Y
Commercial Hire up to 3 hours	Booking required and Director retains the right to determine suitability of activity	\$360.00	\$382.00	6.11%	\$22.00	Y
Community Groups/Youth Groups	Bookings required. Per hour.	\$58.00	\$61.50	6.03%	\$3.50	Y
Community Groups up to 3 hours	Booking required and Director retains the right to determine suitability of activity	\$174.50	\$185.00	6.02%	\$10.50	Y
Lock up/security – Per Hour	Required if Gallery is hired outside official opening hours	\$68.50	\$72.50	5.84%	\$4.00	Y

### Aged Care

#### Brokered Works

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Brokered Domestic Assistance	Fee charged per hour – domestic assistance (including unassisted shopping shifts)	\$66.00	\$70.00	6.06%	\$4.00	Y
Brokered Personal Care & Flexible Respite	Fee charged per hour – within core hours	\$66.00	\$70.00	6.06%	\$4.00	Y
Brokered Personal Care & Flexible Respite	Fee charged per hour – outside core hours and weekends. As documented in CCS Agency letter (to be used as reference only)	\$127.50	\$135.00	5.88%	\$7.50	Y
Brokered Personal Care & Flexible Respite	Fee charged per hour – public holidays	\$170.50	\$180.50	5.87%	\$10.00	Y
Brokered Delivered Meals	Fee charged per meal delivered	\$17.40	\$18.40	5.75%	\$1.00	Y
Brokered Social Support - Individual	Fee charged per hour of service for assisted shopping shifts	\$74.00	\$78.50	6.08%	\$4.50	Y
Brokered Social Support - Group	Fee charged per hour of Social Support or individually negotiated per activity	\$23.50	\$25.00	6.38%	\$1.50	Y
Brokered Travel Reimbursement	Applicable to all services at per kilometre rate	\$2.70	\$2.90	7.41%	\$0.20	Y
Brokered Transport (Through Taxis)	As charged by taxi plus \$10 administration – fee per booking		As charged by taxi plus \$10 administration – fee per booking			Y
Fee charged per hour of Case Management provided	As documented in CCS Agency letter	\$95.50	\$101.00	5.76%	\$5.50	Y

### CHSP / HACC Services

DSS client contribution framework / DHHS Fees Policy

## CHSP / HACC Services [continued]

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
CHSP / HACC Domestic Assistance	Fee charged per hour of service for Domestic Assistance (including unassisted shopping shifts)	\$7.80	\$7.80	0.00%	\$0.00	N
CHSP / HACC Personal Care	Fee charged per hour of Personal Care service (minimum charge per visit 1 hour)	\$5.70	\$5.70	0.00%	\$0.00	N
CHSP / HACC Flexible Respite	Fee charged per hour of Respite provided	\$4.35	\$4.35	0.00%	\$0.00	N
CHSP / HACC Delivered Meals	Fee charged per meal delivered	\$12.05	\$12.05	0.00%	\$0.00	N
CHSP / HACC Social Support – Individual	Fee charged per hour of service for assisted shopping shifts	\$7.80	\$7.80	0.00%	\$0.00	N
CHSP / HACC Social Support – Group	Fee charged per session. Additional costs for meals, travel and entrance costs where applicable.				Per Activity Cost	N

## Senior Citizens Centre – Robinvale

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Bond (no alcohol)		\$162.00	\$171.50	5.86%	\$9.50	N
Bond (alcohol)		\$535.00	\$567.00	5.98%	\$32.00	N
Meeting / Gathering	First 2 hours	\$47.50	\$50.00	5.26%	\$2.50	Y
Meeting / Gathering	Every hour thereafter	\$20.50	\$21.50	4.88%	\$1.00	Y
Half Day		\$54.00	\$57.00	5.56%	\$3.00	Y
Full Day		\$102.50	\$108.50	5.85%	\$6.00	Y
Party / Large Function		\$164.00	\$174.00	6.10%	\$10.00	Y
Public Liability Insurance	If the user does not have their own insurance, this will be charged to provide the hirer their mandatory cover.	\$31.00	\$35.00	12.90%	\$4.00	Y

## Senior Citizens Centre – Swan Hill

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Bond (no alcohol)		\$162.00	\$171.50	5.86%	\$9.50	N
Bond (alcohol)		\$535.00	\$567.00	5.98%	\$32.00	N
Meeting / Gathering	First 2 hours	\$46.50	\$49.50	6.45%	\$3.00	Y
Meeting / Gathering	Every hour thereafter	\$20.50	\$21.50	4.88%	\$1.00	Y
Half Day		\$60.50	\$64.00	5.79%	\$3.50	Y
Full Day		\$105.00	\$111.50	6.19%	\$6.50	Y
Party / Large Function		\$169.00	\$179.00	5.92%	\$10.00	Y
Public Liability Insurance	If the user does not have their own insurance, this will be charged to provide the hirer their mandatory cover.	\$31.00	\$35.00	12.90%	\$4.00	Y

## Building Department

## Building Act Sec 29A

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Report & Consent – Demolition	Fee set by Legislation (5.75 fee units)*	\$87.90	\$91.40	3.98%	\$3.50	N

## Building Enforcement Administration Fee

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Domestic		\$1,285.00	\$1,360.00	5.84%	\$75.00	N
Commercial		\$1,665.00	\$1,765.00	6.01%	\$100.00	N

### Building Permit - Commercial / Industrial

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Building Inspection Fee	If applicable	\$250.00	\$261.00	4.40%	\$11.00	Y
Building Permit Amendment Fee		Dependent on extent of works \$450 minimum \$1,000 maximum				Y
Building Permit - Pool	Per Application	\$0.00	\$1,871.80	∞	\$1,871.80	Y
Combined Allotment Statements Fee - Commercial	A combined allotment statement is a legal consent from the Municipal Building Surveyor to treat multiple allotments as one under Division 8 of the Building Regulations 2018 for the purpose of simplifying siting and other regulatory requirements in lieu of being individual allotments.	\$0.00	\$350.00	∞	\$350.00	Y
Construction costs up to \$100,000		\$697.00	\$971.80	39.43%	\$274.80	Y
Construction costs exceeding \$100,000	Permit fee determined by Municipal Building Surveyor (MBS)	0.75% of \$cost + GST + Lodgement Fee				Y

### Building Permit - Extend Time

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Domestic	Extension of time and permit	\$205.50	\$220.00	7.06%	\$14.50	Y
Commercial	Extension of time and permit	\$442.00	\$469.00	6.11%	\$27.00	Y

### Building Permit - Domestic

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Building Inspection Fee	If applicable	\$160.00	\$170.00	6.25%	\$10.01	Y
Building Permit Amendment Fee		\$165.00	\$175.00	6.06%	\$10.00	Y
Building Permit - Pool	Per Application	\$0.00	\$671.80	∞	\$671.80	Y
Combined Allotment Statements Fee - Domestic	A combined allotment statement is a legal consent from the Municipal Building Surveyor to treat multiple allotments as one under Division 8 of the Building Regulations 2018 for the purpose of simplifying siting and other regulatory requirements in lieu of being individual allotments.	\$0.00	\$250.00	∞	\$250.00	Y
Houses (class 1) & Outbuildings (class 10) Construction value up to \$75,000		\$491.25	\$531.80	8.25%	\$40.55	Y
Houses (class 1) & Outbuildings (class 10) Construction value over \$75,000	Permit fee determined by Municipal Building Surveyor (MBS)	0.70% of \$cost + GST + Lodgement Fee				Y

### Building Regulation & Modification

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Preparation of Report		\$205.50	\$218.00	6.08%	\$12.50	N

### Checks (Structural, Mechanical, Electrical & Hydraulic)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Fee	Checking of specialist system designs where necessary and/or where an appropriate design certificate is not provided is charged on a cost recovery basis.			Charged on a 'cost recovery basis'		N

## House Relocation Deposit

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Bond / Bank Guarantee	Fee set by Legislation	\$10,000.00	\$10,000.00	0.00%	\$0.00	N

## Information Requests

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Property Information Certificates - Residential & Commercial	Fee set by Legislation (3.19 fee units)*	\$48.75	\$50.70	4.00%	\$1.95	N
Record Search Fee		\$0.00	\$25.00	∞	\$25.00	Y
Retrieval fee of building records (per file)		\$87.50	\$93.00	6.29%	\$5.50	N
Archive retrieval fee for building records beyond 10 years (per file)		\$154.00	\$163.00	5.84%	\$9.00	N

## Lodgement Fee

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Building Permit Documents – Commercial & Residential	Fee set by Legislation (8.23 fee units)*	\$125.80	\$130.85	4.01%	\$5.05	N

## Place of Public Entertainment Permits (POPE)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Permit Fee		\$668.00	\$708.00	5.99%	\$40.00	Y

## Report &amp; Consent

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Report & Consent Siting Variations – Domestic	Fee set by Legislation (19.61 fee units)*	\$299.80	\$311.75	3.99%	\$11.95	N
Septic regulation 132(1)	Fee set by Legislation (19.61 fee units)*	\$299.80	\$311.75	3.99%	\$11.95	N
Protection of Public (Reg 116)	Fee set by Legislation (19.9 fee units)*	\$304.25	\$316.40	3.99%	\$12.15	N

## State Government Building Permit Levy

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
All building works exceeding \$10,000 value	Fee set by Legislation		0.128% of construction value over \$10,000			N

## Stormwater Discharge Information

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Report for Discharge Point	Fee set by Legislation (9.77 fee units)*	\$149.35	\$155.30	3.98%	\$5.95	N

## Swimming Pool &amp; Spa

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Registration (when lodging a new building permit application)		\$31.85	\$31.85	0.00%	\$0.00	N
Registration	Includes Pool or Spa Registration Fee of \$31.85 and Information Search Fee of \$47.25.	\$79.10	\$79.10	0.00%	\$0.00	N

## Swimming Pool &amp; Spa [continued]

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Compliance (up to)	Failure to register swimming pool or spa within relevant timeframe	\$1,652.20	\$1,652.20	0.00%	\$0.00	N
Lodgement Certificate of Barrier Compliance		\$20.45	\$20.45	0.00%	\$0.00	N
Lodgement of Certificate of Barrier Non-Compliance		\$385.05	\$385.05	0.00%	\$0.00	N
Failure to Lodge Certificate of Barrier Compliance (up to)		\$1,652.20	\$1,652.20	0.00%	\$0.00	N
Failure to Lodge Certificate of Barrier Non-Compliance (up to)		\$1,652.20	\$1,652.20	0.00%	\$0.00	N
Failure to Comply with Barrier Improvement Notice by date specified (up to)		\$1,652.20	\$1,652.20	0.00%	\$0.00	N
Pool Audit Fee - Including 2 inspections		\$339.00	\$405.00	19.47%	\$66.00	Y
Pool Audit Fee - Third and subsequent inspections		\$113.00	\$120.00	6.19%	\$7.00	Y

## Children's Services

## Children's Services – After School Care

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Per Session (3 hours)		\$32.00	\$35.00	9.38%	\$3.00	N
Pick Up Fee		\$3.00	\$3.00	0.00%	\$0.00	N

## Children's Services – Swan Hill Vacation Care

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Per Session		\$105.00	\$115.00	9.52%	\$10.00	N
Excursion Fee	Need to cost each excursion and charge for full cost recovery.			Calculated for each excursion		N

## Youth Services

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Youth Inc Building Rental – Weekly	Rental fee per office space	\$169.50	\$179.50	5.90%	\$10.00	Y

## Community Centres

## Community Centre – Lake Boga

## Bin Hire

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Skip Bin Hire – 1.5 m3	As per contractor price plus 10%			Contractor price plus 10%		Y
Skip Bin Hire – 3 m3	As per contractor price plus 10%			Contractor price plus 10%		Y
240L Wheelie Bin	As per contractor price plus 10%			Contractor price plus 10%		Y

## Bond

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
No alcohol		\$162.00	\$171.50	5.86%	\$9.50	N
Alcohol		\$535.00	\$567.00	5.98%	\$32.00	N

## Catering Facilities

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Kitchen – Commercial	Full use	\$82.00	\$87.00	6.10%	\$5.00	Y
Kitchen – Community/Charities	Full use	\$49.00	\$52.00	6.12%	\$3.00	Y

## Foyer

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Commercial – Foyer or one room full day		\$107.50	\$114.00	6.05%	\$6.50	Y
Community – Foyer or one room full day		\$82.00	\$87.00	6.10%	\$5.00	Y
Community – Foyer or one room half day		\$44.00	\$46.50	5.68%	\$2.50	Y

## Hall Hire

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Commercial hire rate	Per day	\$195.00	\$206.50	5.90%	\$11.50	Y
Community/Charities hire rate	Per day	\$137.50	\$146.00	6.18%	\$8.50	Y
Commercial set-up rate	Full day set up fees – 50% of the applicable hire rate	\$97.50	\$103.25	5.90%	\$5.75	Y
Community/Charities set-up rate	Full day set up fees – 50% of the applicable hire rate	\$68.75	\$73.00	6.18%	\$4.25	Y

## Meetings

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Community and NFP	Per hour	\$13.80	\$14.60	5.80%	\$0.80	Y

## Public Liability Insurance

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Public Liability Insurance	If the hirer does not have own insurance, this will be charged to provide the hirer their mandatory cover.	\$31.00	\$35.00	12.90%	\$4.00	Y

## Stadium Hire

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Stadium hire	Per hour	\$34.00	\$36.00	5.88%	\$2.00	Y

## Community Centre – Nyah

## Bin Hire

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Skip Bin Hire – 1.5 m3	As per contractor price plus 10%			Contractor price plus 10%		Y
Skip Bin Hire – 3 m3	As per contractor price plus 10%			Contractor price plus 10%		Y
240L Wheelie Bin	As per contractor price plus 10%			Contractor price plus 10%		Y



## Bond

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
No alcohol		\$162.00	\$171.50	5.86%	\$9.50	N
Alcohol		\$535.00	\$567.00	5.98%	\$32.00	N

## Catering Facilities

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Kitchen – Commercial	Full use	\$82.00	\$87.00	6.10%	\$5.00	Y
Kitchen – Community/Charities	Full use	\$49.00	\$52.00	6.12%	\$3.00	Y

## Foyer

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Commercial – Foyer or one room full day		\$107.50	\$114.00	6.05%	\$6.50	Y
Community – Foyer or one room full day		\$82.00	\$87.00	6.10%	\$5.00	Y
Community – Foyer or one room half day		\$44.00	\$46.50	5.68%	\$2.50	Y

## Hall Hire

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Commercial hire rate	Per day	\$195.00	\$206.50	5.90%	\$11.50	Y
Community/Charities hire rate	Per day	\$137.50	\$146.00	6.18%	\$8.50	Y
Commercial set-up rate	Full day set up fees – 50% of the applicable hire rate	\$97.50	\$103.25	5.90%	\$5.75	Y
Community/Charities set-up rate	Full day set up fees – 50% of the applicable hire rate	\$68.75	\$73.00	6.18%	\$4.25	Y

## Meetings

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Community and NFP	Per hour	\$13.80	\$14.60	5.80%	\$0.80	Y

## Public Liability Insurance

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Public Liability Insurance	If the hirer does not have own insurance, this will be charged to provide the hirer their mandatory cover.	\$31.00	\$35.00	12.90%	\$4.00	Y

## Community Centre – Manangatang

## Bin Hire

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Skip Bin Hire – 1.5 m3	As per contractor price plus 10%				Contractor price plus 10%	Y
Skip Bin Hire – 3 m3	As per contractor price plus 10%				Contractor price plus 10%	Y
240L Wheelie Bin	As per contractor price plus 10%				Contractor price plus 10%	Y

## Bond

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
No alcohol		\$162.00	\$171.50	5.86%	\$9.50	N
Alcohol		\$535.00	\$567.00	5.98%	\$32.00	N

## Hall Hire

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Commercial hire rate	Per day	\$37.00	\$39.00	5.41%	\$2.00	Y
Community/Charities hire rate	Per day	\$26.50	\$28.00	5.66%	\$1.50	Y
Commercial set-up rate	Full day set up fees – 50% of the applicable hire rate	\$18.50	\$19.50	5.41%	\$1.00	Y
Community/Charities set-up rate	Full day set up fees – 50% of the applicable hire rate	\$13.25	\$14.00	5.66%	\$0.75	Y

## Meetings

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Community and NFP	Per hour	\$13.20	\$14.00	6.06%	\$0.80	Y

## Public Liability Insurance

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Public Liability Insurance	If the hirer does not have own insurance, this will be charged to provide the hirer their mandatory cover.	\$31.00	\$35.00	12.90%	\$4.00	Y

## Community Centre – Woorinen

## Bin Hire

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Skip Bin Hire – 1.5 m3	As per contractor price plus 10%				Contractor price plus 10%	Y
Skip Bin Hire – 3 m3	As per contractor price plus 10%				Contractor price plus 10%	Y
240L Wheelie Bin	As per contractor price plus 10%				Contractor price plus 10%	Y

## Bond

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
No alcohol		\$162.00	\$171.50	5.86%	\$9.50	N
Alcohol		\$535.00	\$567.00	5.98%	\$32.00	N

## Hall Hire

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Commercial hire rate	Per day	\$37.00	\$39.00	5.41%	\$2.00	Y
Community/Charities hire rate	Per day	\$26.50	\$28.00	5.66%	\$1.50	Y
Commercial set-up rate	Full day set up fees – 50% of the applicable hire rate	\$18.50	\$19.50	5.41%	\$1.00	Y
Community/Charities set-up rate	Full day set up fees – 50% of the applicable hire rate	\$13.25	\$14.00	5.66%	\$0.75	Y

## Meetings

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Community and NFP	Per hour	\$13.20	\$14.00	6.06%	\$0.80	Y

## Public Liability Insurance

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Public Liability Insurance	If the hirer does not have own insurance, this will be charged to provide the hirer their mandatory cover.	\$31.00	\$35.00	12.90%	\$4.00	Y

## Community Arts Centre – Robinvale

## Bin Hire

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
2.6m3 Skip Bin	As per contractor price plus 10%			Contractor price plus 10%		Y

## Bond

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
No alcohol		\$162.00	\$250.00	54.32%	\$88.00	N
Alcohol		\$535.00	\$800.00	49.53%	\$265.00	N

## Catering Facilities

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Kitchen – Commercial	Full use	\$158.00	\$201.00	27.22%	\$43.00	Y
Kitchen – Community/Charities	Full use	\$133.50	\$151.00	13.11%	\$17.50	Y

## Foyer

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Commercial	Foyer or one room full day	\$137.50	\$172.00	25.09%	\$34.50	Y
Community	Foyer or one room full day	\$79.00	\$100.00	26.58%	\$21.00	Y
Community	Foyer or one room half day	\$52.50	\$80.50	53.33%	\$28.00	Y

## Hall Hire

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Commercial hire rate	Per day	\$550.00	\$600.00	9.09%	\$50.00	Y
Community/Charities hire rate	Per day	\$355.00	\$400.00	12.68%	\$45.00	Y
Commercial set-up rate	Full day set up fees – 50% of the applicable hire rate	\$275.00	\$300.00	9.09%	\$25.00	Y
Community/Charities set-up rate	Full day set up fees – 50% of the applicable hire rate	\$177.50	\$200.00	12.68%	\$22.50	Y

## Meetings

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Community and NFP	Per hour	\$16.50	\$20.00	21.21%	\$3.50	Y

## Public Liability Insurance

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Public Liability Insurance		\$31.00	\$35.00	12.90%	\$4.00	Y

## Theatre

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Commercial		\$470.00	\$600.00	27.66%	\$130.00	Y
Community		\$353.00	\$400.00	13.31%	\$47.00	Y

## Customer Service &amp; Revenue Control

## Community Tree (Kiosk)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Public Liability Insurance	If the hirer does not have their own insurance, this will be charged to provide the hirer mandatory cover.	\$31.00	\$35.00	12.90%	\$4.00	Y
Bond		\$113.00	\$120.00	6.19%	\$7.00	N
Per Event		\$31.00	\$33.00	6.45%	\$2.00	Y

## Copy Rate Notice

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Copy Rate Notice		\$12.50	\$13.00	4.00%	\$0.50	N

## Garbage Service Charge Fee

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
For upsizing garbage bins or removing green waste service	Per service	\$56.50	\$56.50	0.00%	\$0.00	N

## Land Information Certificate

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Land Information Certificate	Set by Legislation but indexed annually (1.82 fee units)*	\$27.80	\$28.90	3.96%	\$1.10	N
Urgent requests incur additional fee	Certificate completed within 24 hours	\$128.00	\$135.50	5.86%	\$7.50	N

## Engineering Services

## Municipal road where max speed limit at any time is 50kmph or less

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Other than minor works - On, or partly on the roadway, shoulder or pathway	Fee set by Legislation (23.5 fee units)*	\$359.30	\$373.65	3.99%	\$14.35	N
Other than minor works - Not on the roadway, shoulder or pathway	Fee set by Legislation (6 fee units)*	\$91.70	\$95.40	4.03%	\$3.70	N
Minor works - On, or partly on the roadway, shoulder or pathway	Fee set by Legislation (9.3 fee units)*	\$142.15	\$147.85	4.01%	\$5.70	N
Minor works - Not on the roadway, shoulder or pathway	Fee set by Legislation (6 fee units)*	\$91.70	\$95.40	4.03%	\$3.70	N

### Municipal road where max speed limit at any time is more than 50kmph

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Other than minor works - On, or partly on the roadway, shoulder or pathway	Fee set by Legislation (43.1 fee units)*	\$658.95	\$685.25	3.99%	\$26.30	N
Other than minor works - Not on the roadway, shoulder or pathway	Fee set by Legislation (23.5 fee units)*	\$359.30	\$373.65	3.99%	\$14.35	N
Minor works - On, or partly on the roadway, shoulder or pathway	Fee set by Legislation (9.3 fee units)*	\$142.15	\$147.85	4.01%	\$5.70	N
Minor works - Not on the roadway, shoulder or pathway	Fee set by Legislation (6 fee units)*	\$91.70	\$95.40	4.03%	\$3.70	N

### Road Closure – Temporary

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Advertisement			Cost as invoiced from relevant publisher			N

### Road Opening Application Fees

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
1 fee unit \$15.90 set by Legislation	1 fee unit (currently \$15.90) fee set by legislation (Monetary Units Act 2004)	\$15.29	\$15.90	3.99%	\$0.61	N

### Traffic Management Plan Preparation

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Plan	Set rate plus disbursements, to a maximum of 3 hours.	\$473.00	\$501.00	5.92%	\$28.00	Y

### Information Management Services

#### Documents Copied to CD/USB

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Documents Copied to USB		\$8.20	\$8.70	6.10%	\$0.50	Y

#### Freedom of Information

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Application Fee	Fee set by Legislation in May	\$30.60	\$30.60	0.00%	\$0.00	N
Search Fee	Fee set by Legislation (1.5 fee units)*	\$22.90	\$23.85	4.15%	\$0.95	N
Photocopying – A4	Fee set by Legislation	\$0.20	\$0.20	0.00%	\$0.00	N

#### Historic Information Request

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Application Fee (Inc 1hr search)	FOI application fee plus GST	\$34.50	\$36.50	5.80%	\$2.00	Y
Hourly Rate (after 1st hour)		\$52.50	\$55.50	5.71%	\$3.00	Y

### Leisure Centres

#### Leisure Centre – Robinvale

Fees Collected and Retained by Contractor

## General Admission (Aquatics)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Adult		\$3.90	\$4.20	7.69%	\$0.30	Y
Child/Concession		\$3.10	\$3.40	9.68%	\$0.30	Y
Spectator		\$1.95	\$2.10	7.69%	\$0.15	Y
Aqua Aerobics	Per class	\$3.30	\$3.60	9.09%	\$0.30	Y
Family		\$17.40	\$19.00	9.20%	\$1.60	Y
Infants Under 5 years old		\$1.95	\$2.10	7.69%	\$0.15	Y
Lane Hire	Per hour	\$12.60	\$13.90	10.32%	\$1.30	Y
Pool Hire	Per hour	\$123.50	\$134.40	8.83%	\$10.90	Y
User Group – Pool entry fees	Per entry	\$2.70	\$2.95	9.26%	\$0.25	Y
Swim teacher hire	Per hour	\$40.50	\$43.80	8.15%	\$3.30	Y
Additional lifeguard	User group	\$37.00	\$40.00	8.11%	\$3.00	Y

## Facility Membership

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
3 Month Membership	Up front	\$216.00	\$236.50	9.49%	\$20.50	Y
6 Month Membership	Up front	\$349.00	\$378.00	8.31%	\$29.00	Y
12 Month Membership	Up front	\$514.00	\$556.50	8.27%	\$42.50	Y

## Health Club

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Casual	Per session	\$6.20	\$6.75	8.87%	\$0.55	Y
Concession	Per session	\$5.10	\$5.65	10.78%	\$0.55	Y
Youth Hour 12-16 years		\$3.00	\$3.25	8.33%	\$0.25	Y
10 Visit passes	Adult	\$54.50	\$58.90	8.07%	\$4.40	Y
20 Visit passes	Adult	\$107.00	\$116.25	8.64%	\$9.25	Y
50 Visit passes	Adult	\$267.00	\$290.00	8.61%	\$23.00	Y

## Season Ticket

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Family of 4	\$10 extra per child	\$180.00	\$195.00	8.33%	\$15.00	Y
Adult		\$113.00	\$123.00	8.85%	\$10.00	Y
Child/concession		\$92.50	\$100.00	8.11%	\$7.50	Y

## Sports Hall

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Casual hire	Per hour	\$4.70	\$5.15	9.57%	\$0.45	Y
Full court hire (peak) per hour	Peak hours 4pm to 9pm Mon-Fri & Weekends	\$51.50	\$55.65	8.06%	\$4.15	Y
1/2 court hire (peak) per hour	Peak hours 4pm to 9pm Mon-Fri & Weekends	\$25.50	\$28.15	10.39%	\$2.65	Y
Full court hire (non peak) per hour	Peak hours 4pm to 9pm Mon-Fri & Weekends	\$31.50	\$34.15	8.41%	\$2.65	Y
1/2 court hire (non peak) per hour	Peak hours 4pm to 9pm Mon-Fri & Weekends	\$21.50	\$23.30	8.37%	\$1.80	Y
Out of Hours Staffing per hour		\$37.00	\$40.00	8.11%	\$3.00	Y

## Swimming Multi Passes – 10 Visits

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Adult – Pool only		\$36.00	\$39.00	8.33%	\$3.00	Y
Child/concession – Pool only		\$25.50	\$28.00	9.80%	\$2.50	Y

## Water Safety Lessons

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Preschool and School Age	Per lesson	\$14.20	\$14.10	-0.70%	-\$0.10	N

## Leisure Centre – Swan Hill

Fees Collected and Retained by Contractor

## Birthday Parties

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Non-Catered	Per child	\$12.20	\$12.80	4.92%	\$0.60	Y
Catered	Per child	\$17.80	\$18.80	5.62%	\$1.00	Y

## Badminton

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Badminton	Per hour/ per court	\$15.60	\$16.40	5.13%	\$0.80	Y

## General Admission

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Adult		\$6.60	\$7.00	6.06%	\$0.40	Y
Child		\$4.60	\$4.80	4.35%	\$0.20	Y
Concession		\$4.60	\$4.80	4.35%	\$0.20	Y
Infant	Under 4	\$2.10	\$2.30	9.52%	\$0.20	Y
Family	All immediate	\$19.00	\$20.00	5.26%	\$1.00	Y
10 Visit passes	Adult	\$59.00	\$61.80	4.75%	\$2.80	Y
10 Visit passes	Child / Concession	\$39.50	\$41.80	5.82%	\$2.30	Y
Swim Club	Per person	\$7.40	\$7.80	5.41%	\$0.40	Y
Schools	Per student	\$2.90	\$3.10	6.90%	\$0.20	Y

## Group Fitness

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Casual	Per class	\$10.00	\$10.70	7.00%	\$0.70	Y
Concession	Per class	\$7.50	\$7.90	5.33%	\$0.40	Y

## Health Club

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Casual	Gymnasium only	\$14.50	\$15.50	6.90%	\$1.00	Y
Concession	Gymnasium only	\$11.00	\$11.70	6.36%	\$0.70	Y
10 Visit passes	Adult - Gymnasium only	\$122.00	\$130.00	6.56%	\$8.00	Y
Youth Hour 12-16 years	Members	\$6.60	\$5.20	-21.21%	-\$1.40	Y

## Learn to Swim

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
1st Child	Per lesson	\$14.30	\$15.20	6.29%	\$0.90	N
2nd Child	Per lesson	\$13.00	\$13.90	6.92%	\$0.90	N
1st Child < 3 years	Per lesson	\$12.50	\$13.30	6.40%	\$0.80	N
2+ Child < 3 years	Per lesson	\$11.20	\$11.90	6.25%	\$0.70	N

## Learn to Swim [continued]

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Private	One on one	\$34.50	\$36.40	5.51%	\$1.90	N

## Platinum Membership

Includes gym, pool and group fitness classes

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
12 months	Up front	\$955.00	\$1,008.00	5.55%	\$53.00	Y
12 months concession	Up front	\$750.00	\$787.50	5.00%	\$37.50	Y
6 months	Up front	\$555.00	\$588.00	5.95%	\$33.00	Y
6 months concession	Up front	\$410.00	\$430.50	5.00%	\$20.50	Y
3 months	Up front	\$320.00	\$336.00	5.00%	\$16.00	Y
12 months – Direct debit per week + joining fee		\$18.00	\$19.10	6.11%	\$1.10	Y
12 month concession – Direct debit per week + joining fee		\$15.00	\$15.75	5.00%	\$0.75	Y
Joining Fee		\$61.00	\$63.00	3.28%	\$2.00	Y

## Premium Membership

Includes gym and pool

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
12 months	Up front	\$790.00	\$829.50	5.00%	\$39.50	Y
12 months concession	Up front	\$625.00	\$661.50	5.84%	\$36.50	Y
6 months	Up front	\$440.00	\$462.00	5.00%	\$22.00	Y
6 months concession	Up front	\$355.00	\$378.00	6.48%	\$23.00	Y
3 months	Up front	\$277.00	\$294.00	6.14%	\$17.00	Y
12 months – Direct debit per week + joining fee		\$16.00	\$16.90	5.63%	\$0.90	Y
12 months – Concession direct debit per week + joining fee \$60		\$12.00	\$12.60	5.00%	\$0.60	Y
Joining Fee		\$61.00	\$63.00	3.28%	\$2.00	Y

## Sports Hall Room Hire

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Sports Hall Room Hire	Per hour	\$53.00	\$56.20	6.04%	\$3.20	Y

## Stadium – Casual Use

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Stadium – Casual Use	Per hour	\$5.30	\$5.70	7.55%	\$0.40	Y

## Library Service

## Computer Bookings

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Per hour		\$6.00	\$6.40	6.67%	\$0.40	Y



## Copying of Oral History Discs

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Including disc		\$10.80	\$11.40	5.56%	\$0.60	Y

## Fax

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Fax (sending within Australia)	First page - Only available to fax numbers within Australia	\$5.50	\$5.80	5.45%	\$0.30	Y
Fax (sending)	Subsequent pages - Per page	\$1.65	\$1.75	6.06%	\$0.10	Y
Faxes Incoming	Per page	\$1.65	\$1.75	6.06%	\$0.10	Y

## Headphones

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Per set		\$4.00	\$4.20	5.00%	\$0.20	Y

## Inter Library Loans

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
From Public Libraries	Per item	\$5.10	\$5.40	5.88%	\$0.30	Y
From Tertiary Institutions	Per item	\$22.50	\$31.50	40.00%	\$9.00	Y

## Internet Bookings

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Per 15 minutes	Per booking	\$1.60	\$1.70	6.25%	\$0.10	Y
Per half hour	Per booking	\$3.10	\$3.30	6.45%	\$0.20	Y
Per hour	Per booking	\$6.00	\$6.40	6.67%	\$0.40	Y

## Invigilator for Exams

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Per hour	Library staff member to act as invigilator for exams	\$50.00	\$53.00	6.00%	\$3.00	Y

## Library Bags

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Per bag		\$2.40	\$2.50	4.17%	\$0.10	Y

## Lost Books

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Per Item					Cost + \$6.00	Y

## Lost Magazines

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Per Item					Cost + \$3.00	Y

## Meeting Room – Commercial

Fees apply for bookings by Commercial and Government bodies

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Per hour	Per booking. Booking required.	\$14.50	\$15.00	3.45%	\$0.50	Y
Per day	Per booking.	\$81.50	\$86.50	6.13%	\$5.00	Y

## Membership Cards

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Replacement of lost library card	Per card	\$6.00	\$6.00	0.00%	\$0.00	N

## Photocopying / Printing

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
A4 Single Black	Per page	\$0.30	\$0.40	33.33%	\$0.10	Y
A4 Single Colour	Per page	\$2.00	\$2.10	5.00%	\$0.10	Y
A4 Double sided Black	Per page	\$0.60	\$0.80	33.33%	\$0.20	Y
A4 Double sided Colour	Per page	\$4.00	\$4.20	5.00%	\$0.20	Y
A3 Single Black	Per page	\$0.60	\$0.70	16.67%	\$0.10	Y
A3 Single Colour	Per page	\$4.00	\$4.20	5.00%	\$0.20	Y
A3 Double sided Black	Per page	\$1.20	\$1.40	16.67%	\$0.20	Y
A3 Double sided Colour	Per page	\$8.00	\$8.40	5.00%	\$0.40	Y

## USB

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Per USB stick purchased		\$9.00	\$9.50	5.56%	\$0.50	Y

## Livestock Exchange

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Call Out Fee		\$100.00	\$100.00	0.00%	\$0.00	Y
Cattle Weigh Fee - Per lot during sale	Cattle sold in prime market	\$3.30	\$3.50	6.06%	\$0.20	Y
Sheep Yard - Per head per day	Stock not sold through yard	\$5.30	\$5.60	5.66%	\$0.30	Y
Cattle Yard - Per head per day	Stock not sold through yard	\$10.60	\$11.20	5.66%	\$0.60	Y
Stock removed from sale - sheep	For drafting, per head.	\$1.05	\$1.10	4.76%	\$0.05	Y
Stock removed from sale - cattle	For drafting, per head.	\$5.40	\$5.70	5.56%	\$0.30	Y
Private Weigh Cattle – Per head	Occurs when cattle are weighed but not in a sale	\$6.90	\$7.30	5.80%	\$0.40	Y
Sheep	For sheep sold through the yards on sale days. Based on sale price.				1.10%	Y
Cattle	For cattle sold through the yards on sale days. Based on sale price.				1.20%	Y

## Dead Stock Removal

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Sheep destroyed and disposed from yards	Presented to yards in condition deemed not fit for sale	\$75.00	\$79.50	6.00%	\$4.50	Y
Cattle destroyed and disposed from yards	Presented to yards in condition deemed not fit for sale	\$250.00	\$265.00	6.00%	\$15.00	Y

### NLIS Tags

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Cattle - Faulty / Non reader tag assigned with transport number.	Per tag	\$5.30	\$5.60	5.66%	\$0.30	Y
Untagged Cattle. Fee to Agent/Vendor.	Per tag	\$15.75	\$15.75	0.00%	\$0.00	Y
Untagged Sheep	Fee to agent/vendor	\$5.30	\$5.60	5.66%	\$0.30	Y

### Stock Feeding

Staff and machinery resource only. Agent/Vendor to supply feed.

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Stock not sold through yards	Per bale fed out	\$53.00	\$56.00	5.66%	\$3.00	Y
Post Sale	Per bale fed out	\$53.00	\$56.00	5.66%	\$3.00	Y

### Truck Wash

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Per minute		\$0.75	\$0.80	6.67%	\$0.05	Y
Access Key	Per key	\$41.50	\$44.00	6.02%	\$2.50	Y

### Marketing & Tourism

#### Guided Tour of Swan Hill

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Weekdays (Mon-Fri) excluding Public Holidays	Per tour (1 hour)	\$100.00	\$106.00	6.00%	\$6.00	Y
Weekends and Public Holidays	Per tour (1 hour)	\$149.00	\$158.00	6.04%	\$9.00	Y

### Room Hire

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Whole room hire 1/2 day		\$169.50	\$179.50	5.90%	\$10.00	Y
Whole room hire whole day		\$220.00	\$233.00	5.91%	\$13.00	Y
Half room hire with projector 1/2 day		\$107.50	\$114.00	6.05%	\$6.50	Y
Half room hire with projector whole day		\$157.50	\$167.00	6.03%	\$9.50	Y
Half room hire 1/2 day no projector		\$92.50	\$98.00	5.95%	\$5.50	Y
Half room hire whole day no projector		\$147.50	\$156.50	6.10%	\$9.00	Y

### Skilled Migration

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Regional Certification		\$610.00	\$647.00	6.07%	\$37.00	Y

### Tea & Coffee Facilities

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Flat fee (not per head)	Per booking	\$25.00	\$26.50	6.00%	\$1.50	Y

## Parking Control & School Crossings

### Parking Infringement Notices

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Category A	Fee set by Legislation (0.4 of a penalty unit)^	\$73.95	\$76.90	3.99%	\$2.95	N
Category B	Fee set by Legislation (0.6 of penalty unit)^	\$110.95	\$115.35	3.97%	\$4.40	N
Category C	Fee set by Legislation (1 penalty unit)^	\$184.90	\$192.30	4.00%	\$7.40	N

### Parking Meters

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
One Hour Meters	Per hour	\$1.20	\$1.30	8.33%	\$0.10	Y
Daily Car Park Hire - per park in metered area	For tradesman and community groups conducting approved raffles (calculated on hourly fee).	\$10.00	\$10.60	6.00%	\$0.60	Y
6 monthly car park hire rate per park in metered area	For tradesman working in a metered or signed area. Fee is per car park \$660 is equivalent to 13 weeks.	\$660.00	\$700.00	6.06%	\$40.00	Y
Annual car park hire rate per park in metered area	For tradesman working in a metered or signed area. Fee is per car park \$1,225 is equivalent to 24 weeks.	\$1,225.00	\$1,300.00	6.12%	\$75.00	Y

## Photocopying & Printing

### Photocopying Fee

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
A4 Single Black	Photocopying fees have been consolidated across Council, except for Library. Per page.	\$0.60	\$0.65	8.33%	\$0.05	Y
A4 Single Colour	Per page	\$2.66	\$2.80	5.26%	\$0.14	Y
A4 Double sided Black	Per page	\$1.20	\$1.25	4.17%	\$0.05	Y
A4 Double sided Colour	Per page	\$5.30	\$5.60	5.66%	\$0.30	Y
A3 Single Black	Per page	\$1.20	\$1.25	4.17%	\$0.05	Y
A3 Single Colour	Per page	\$5.20	\$5.50	5.77%	\$0.30	Y
A3 Double sided Black	Per page	\$2.20	\$2.30	4.55%	\$0.10	Y
A3 Double sided Colour	Per page	\$10.51	\$11.15	6.09%	\$0.64	Y

### Printing (Plotter)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
A0 Black	Per page	\$9.60	\$10.20	6.25%	\$0.60	Y
A1 Black	Per page	\$7.00	\$7.40	5.71%	\$0.40	Y
A2 Black	Per page	\$4.20	\$4.40	4.76%	\$0.20	Y
A0 Colour	Per page	\$17.30	\$18.35	6.07%	\$1.05	Y
A1 Colour	Per page	\$14.75	\$15.65	6.10%	\$0.90	Y
A2 Colour	Per page	\$14.75	\$15.65	6.10%	\$0.90	Y

## Pioneer Settlement

### General Admission

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Adult		\$30.50	\$33.00	8.20%	\$2.50	Y
Concession	Pensioner, Student, Senior	\$27.50	\$29.70	8.00%	\$2.20	Y
Child	Child 5 to 16 years (children under 5 are free)	\$21.50	\$23.00	6.98%	\$1.50	Y
Family	Family – 2 adults and up to 2 children	\$93.00	\$97.50	4.84%	\$4.50	Y
Extra child	On family ticket	\$15.00	\$16.50	10.00%	\$1.50	Y

## General Admission [continued]

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Local Residents	New local ambassador program introduced in Dec 2017 Identification required showing address within municipality	\$0.00	\$0.00	0.00%	\$0.00	Y

## Heartbeat (Laser Light Show)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Adult		\$29.50	\$29.00	-1.69%	-\$0.50	Y
Concession	Pensioner, Student, Senior	\$26.50	\$26.00	-1.89%	-\$0.50	Y
Child	Child 5 to 16 years (children under 5 are free)	\$21.00	\$20.00	-4.76%	-\$1.00	Y
Family	Family – 2 adults and up to 2 children	\$90.50	\$92.50	2.21%	\$2.00	Y
Extra child	On family ticket	\$14.50	\$14.50	0.00%	\$0.00	Y
Home Town Hero – Discount	25% Discount for 1 full paying adult guest	\$22.00	\$21.75	-1.14%	-\$0.25	Y
Home Town Hero – Discount	50% Discount for 2 full paying adult guests	\$14.75	\$14.50	-1.69%	-\$0.25	Y

## Pyap Cruise

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Adult		\$25.50	\$29.00	13.73%	\$3.50	Y
Concession	Pensioner, Student, Senior	\$23.00	\$26.00	13.04%	\$3.00	Y
Child	Child 5 to 16 years (children under 5 are free)	\$18.00	\$20.00	11.11%	\$2.00	Y
Family	Family – 2 adults and up to 2 children	\$78.00	\$92.50	18.59%	\$14.50	Y
Extra child	On family ticket	\$12.50	\$14.50	16.00%	\$2.00	Y

## General Admission &amp; Heartbeat (Laser Light Show)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Adult		\$54.00	\$55.00	1.85%	\$1.00	Y
Concession	Pensioner, Student, Senior	\$48.50	\$49.00	1.03%	\$0.50	Y
Child	Child 5 to 16 years (children under 5 are free)	\$38.00	\$38.50	1.32%	\$0.50	Y
Family	Family – 2 adults and up to 2 children	\$146.50	\$156.00	6.48%	\$9.50	Y
Extra child	On family ticket	\$27.00	\$30.50	12.96%	\$3.50	Y

## General Admission &amp; Pyap Cruise

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Adult		\$50.50	\$55.00	8.91%	\$4.50	Y
Concession	Pensioner, Student, Senior	\$45.50	\$49.00	7.69%	\$3.50	Y
Child	Child 5 to 16 years (children under 5 are free)	\$35.50	\$38.50	8.45%	\$3.00	Y
Family	Family – 2 adults and up to 2 children	\$136.50	\$156.00	14.29%	\$19.50	Y
Extra child	On family ticket	\$25.00	\$30.50	22.00%	\$5.50	Y

## General Admission, Heartbeat (Laser Light Show) &amp; Pyap Cruise

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Adult		\$77.00	\$81.00	5.19%	\$4.00	Y
Concession	Pensioner, Student, Senior	\$69.00	\$73.00	5.80%	\$4.00	Y
Child	Child 5 to 16 years (children under 5 are free)	\$54.00	\$57.00	5.56%	\$3.00	Y
Family	Family – 2 adults and up to 2 children	\$208.00	\$230.00	10.58%	\$22.00	Y
Extra child	On family ticket	\$38.00	\$45.00	18.42%	\$7.00	Y

## Heartbeat (Laser Light Show) &amp; Pyap Cruise

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Adult		\$49.50	\$52.50	6.06%	\$3.00	Y
Concession	Pensioner, Student, Senior	\$44.50	\$47.00	5.62%	\$2.50	Y
Child	Child 5 to 16 years (children under 5 are free)	\$35.00	\$36.00	2.86%	\$1.00	Y
Family	Family – 2 adults and up to 2 children	\$134.00	\$148.00	10.45%	\$14.00	Y
Extra child	On family ticket	\$24.50	\$29.00	18.37%	\$4.50	Y

## Pioneer Settlement – Commercial Product Purchases

## General Admission (Commercial)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Adult		\$25.95	\$27.20	4.82%	\$1.25	Y
Concession	Pensioner, Student, Senior	\$23.40	\$24.50	4.70%	\$1.10	Y
Child	Child 5 to 16 years (children under 5 are free)	\$18.25	\$19.55	7.12%	\$1.30	Y
Family	Family – 2 adults and up to 2 children	\$79.05	\$88.00	11.32%	\$8.95	Y

## Pyap Cruise (Commercial)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Adult		\$21.70	\$24.65	13.59%	\$2.95	Y
Concession	Pensioner, Student, Senior	\$19.55	\$22.10	13.04%	\$2.55	Y
Child	Child 5 to 16 years (children under 5 are free)	\$15.30	\$17.00	11.11%	\$1.70	Y
Family	Family – 2 adults and up to 2 children	\$66.30	\$78.65	18.63%	\$12.35	Y

## Heartbeat (Laser Light Show) (Commercial)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Adult		\$25.05	\$24.65	-1.60%	-\$0.40	Y
Concession	Pensioner, Student, Senior	\$22.50	\$22.10	-1.78%	-\$0.40	Y
Child	Child 5 to 16 years (children under 5 are free)	\$17.85	\$17.00	-4.76%	-\$0.85	Y
Family	Family – 2 adults and up to 2 children	\$76.90	\$78.65	2.28%	\$1.75	Y

## General Admission &amp; Pyap Cruise (Commercial)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Adult		\$42.90	\$46.65	8.74%	\$3.75	Y
Concession	Pensioner, Student, Senior	\$38.65	\$41.90	8.41%	\$3.25	Y
Child	Child 5 to 16 years (children under 5 are free)	\$30.20	\$32.90	8.94%	\$2.70	Y
Family	Family – 2 adults and up to 2 children	\$116.00	\$133.30	14.91%	\$17.30	Y
Extra child	On family ticket	\$21.25	\$30.50	43.53%	\$9.25	Y

## General Admission &amp; Heartbeat (Laser Light Show) (Commercial)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Adult		\$45.90	\$46.65	1.63%	\$0.75	Y
Concession	Pensioner, Student, Senior	\$41.25	\$41.90	1.58%	\$0.65	Y
Child	Child 5 to 16 years (children under 5 are free)	\$32.30	\$32.90	1.86%	\$0.60	Y
Family	Family – 2 adults and up to 2 children	\$124.50	\$133.30	7.07%	\$8.80	Y
Extra child	On family ticket	\$22.95	\$30.50	32.90%	\$7.55	Y

## General Admission, Heartbeat (Laser Light Show) &amp; Pyap Cruise (Commercial)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Adult		\$65.45	\$68.85	5.19%	\$3.40	Y
Concession	Pensioner, Student, Senior	\$58.65	\$61.80	5.37%	\$3.15	Y
Child	Child 5 to 16 years (children under 5 are free)	\$45.90	\$48.20	5.01%	\$2.30	Y
Family	Family – 2 adults and up to 2 children	\$176.80	\$196.20	10.97%	\$19.40	Y

## Heartbeat (Laser Light Show) &amp; Pyap Cruise (Commercial)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Adult		\$42.05	\$44.35	5.47%	\$2.30	Y
Concession	Pensioner, Student, Senior	\$37.80	\$39.80	5.29%	\$2.00	Y
Child	Child 5 to 16 years (children under 5 are free)	\$29.75	\$30.60	2.86%	\$0.85	Y
Family	Family – 2 adults and up to 2 children	\$113.90	\$125.80	10.45%	\$11.90	Y
Extra child	On family ticket	\$20.80	\$29.00	39.42%	\$8.20	Y

## Pioneer Settlement – Education Program

Registered Education Facility (P-12 Schools)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
General Admission	Per student	\$16.00	\$17.25	7.81%	\$1.25	Y
Pyap Cruise	Per student	\$13.25	\$15.00	13.21%	\$1.75	Y
Heartbeat (Laser Light Show)	Per student	\$15.50	\$15.00	-3.23%	-\$0.50	Y
Heartbeat (Laser Light Show) & Pyap Cruise	Per student	\$26.00	\$27.00	3.85%	\$1.00	Y
General Admission & Pyap Cruise	Per student	\$26.50	\$29.00	9.43%	\$2.50	Y
General Admission & Heartbeat (Laser Light Show)	Per student	\$28.50	\$29.00	1.75%	\$0.50	Y
General Admission, Pyap Cruise & Heartbeat (Laser Light Show)	Per student	\$40.50	\$42.50	4.94%	\$2.00	Y

## Pioneer Settlement – Lodges

## Accommodation

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Student	Per night	\$30.60	\$32.00	4.58%	\$1.40	Y
General	Per person	\$35.70	\$38.00	6.44%	\$2.30	Y

## Breakfast

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Student	Per person	\$9.75	\$10.50	7.69%	\$0.75	Y
General	Per person	\$9.75	\$10.50	7.69%	\$0.75	Y

## Lunch

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Student	Per person	\$12.30	\$13.00	5.69%	\$0.70	Y
General	Menu choices now developed ranging from \$15 – \$25 pp				Per menu	Y

## Morning / Afternoon Tea

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Student	Per person	\$2.55	\$3.80	49.02%	\$1.25	Y
General	Per person	\$8.20	\$9.00	9.76%	\$0.80	Y

## Dinner

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Student - Primary Student	Per person	\$15.90	\$16.00	0.63%	\$0.10	Y
Student - Secondary Student		\$21.00	\$21.00	0.00%	\$0.00	Y
General	Menu choices now developed ranging from \$15 – \$25 pp				Per menu	Y

## Supper

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Student	Per person	\$2.55	\$3.00	17.65%	\$0.45	Y
General	Per person	\$5.35	\$6.00	12.15%	\$0.65	Y

## Birthday Cake

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Student	Cost to purchase cake				Cost	Y

## Pioneer Settlement – Special Functions

## Amphitheatre Hire

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Amphitheatre day hire only	2 hour hire between 9.30am and 5.00pm with use of fountains	\$1,685.00	\$1,800.00	6.82%	\$115.00	Y
Amphitheatre day hire only – additional hour	For each additional hour after initial 2 hours hire	\$265.00	\$300.00	13.21%	\$35.00	Y

## Lower Murray Inn

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Site for 6 hours up to 110 people		\$865.00	\$900.00	4.05%	\$35.00	Y
Additional hour		\$125.00	\$125.00	0.00%	\$0.00	Y
Site (4hrs)		\$815.00	\$850.00	4.29%	\$35.00	Y
Site (additional hours)		\$120.00	\$120.00	0.00%	\$0.00	Y

## PS Pyap

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Cruise Private Hire	1 hour	\$920.00	\$950.00	3.26%	\$30.00	Y
Cruise Private Hire – additional hour	Additional one hour hire	\$460.00	\$460.00	0.00%	\$0.00	Y

## Photos

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Grounds for photos		\$168.00	\$170.00	1.19%	\$2.00	Y



## Photos [continued]

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Grounds for photos after hours		\$265.00	\$280.00	5.66%	\$15.00	Y

## Site &amp; Pyap Cruise Package

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Pyap – 1 hour cruise & site hire 4 hours		\$1,530.00	\$1,700.00	11.11%	\$170.00	Y
Pyap – 2 hour cruise & site hire 4 hours		\$1,940.00	\$2,100.00	8.25%	\$160.00	Y

## Weddings

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Wedding Hire – site	For any ceremony held anywhere on site	\$815.00	\$900.00	10.43%	\$85.00	Y
Double Site Hire - Ceremony & Reception Package	4 hours site hire for ceremony and 4 hours site hire for reception	\$1,430.00	\$1,500.00	4.90%	\$70.00	Y
Double Site Hire & Pyap Charter Package	4 hours site hire for ceremony and 4 hours site hire for reception and 1 hour Pyap Charter	\$2,245.00	\$2,400.00	6.90%	\$155.00	Y

## Planning Department

## Regulation 7 Section 20(4)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Requesting the Minister to prepare an amendment to a Planning Scheme exempted from the requirements referred to in section 20(4) of the Act.	Fee set by Legislation (270 fee units)*	\$4,128.30	\$4,293.00	3.99%	\$164.70	N

## Regulation 8 Section 20(A)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Requesting the Minister to prepare an amendment to a Planning Scheme exempted from certain requirements prescribed under section 20A of the Act.	Fee set by Legislation (65 fee units)*	\$993.85	\$1,033.50	3.99%	\$39.65	N

## Regulation 10 Combined Permit Applications

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Combined Permit applications	Sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made.				N/A	N

## Regulation 12

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Amend an application for a Permit or an application to amend a Permit	(a) Under section 57A(3)(a) of the Act the fee to amend an application for a Permit after notice is given is 40% of the application fee for that class of Permit set out in the Table at regulation 9; (b) Under section 57A(3)(a) of the Act the fee to amend an application to amend a Permit after notice is given is 40% of the application fee for that class of Permit set out in the Table at regulation 11 and any additional fee under c) below; (c) If an application to amend an application for a Permit or amend an application to amend a Permit has the effect of changing the class of that Permit to a new class, having a higher application fee set out in the Table to regulation 9, the applicant must pay an additional fee being the difference the original class of application and the amended class of Permit.				% of cost	N

## Regulation 13

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Combined application to amend Permit	The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made.				% of cost	N

## Regulation 14

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Combined Permit and Planning Scheme amendment	Under section 96A(4)(a) of the Act: The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made.				% of cost	N

## Regulation 15

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
For a certificate of compliance	Fee set by Legislation (22 fee units)*	\$336.35	\$349.80	4.00%	\$13.45	N

## Regulation 16

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Agreement to a proposal to amend or end an agreement under section 173 of the Act	Fee set by Legislation (44.5 fee units)*	\$680.40	\$707.55	3.99%	\$27.15	N

## Regulation 17

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
For a Planning Certificate	a) 1.5 fee units for an application not made electronically 2023/24 (Unit fee \$15.90) b) \$7.52 for an application made electronically		a) 1.5 fee units for an application not made electronically 2023/24 (Unit fee \$15.90) b) \$7.52 for an application made electronically 2022/23 (2023/24 TBA)			N

## Regulation 18

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Where a planning scheme specifies that a matter must be done to the satisfaction of a responsible authority, Minister, public authority or municipal council	Fee set by Legislation (22 fee units)*	\$336.35	\$349.80	4.00%	\$13.45	N

## Regulation 6

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Certification of a Plan of Subdivision	Fee set by Legislation (11.8 fee units)*	\$180.40	\$187.60	3.99%	\$7.20	N

## Regulation 7 Section 10(2)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Alteration of Plan under section 10(2) of the Act	Fee set by Legislation (7.5 fee units)*	\$114.65	\$119.25	4.01%	\$4.60	N

## Regulation 8 Section 11(1)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Amendment of Certified Plan under section 11(1) of the Act	Fee set by Legislation (9.5 fee units)*	\$145.25	\$151.05	3.99%	\$5.80	N

## Regulation 9

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Checking of Engineering Plans	0.75% based on the estimated cost of construction works				% of cost	N

## Regulation 10 Engineering Plan

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Engineering Plan prepared by Council	3.5% of the cost of works proposed in the engineering plan (maximum fee)				% of cost	N

## Regulation 11

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Supervision of works	2.5% of the estimated cost of construction of the works (maximum fee)				% of cost	N

## Planning Permit Applications

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Applications for Extension of Time - 1st Request	Per application	\$257.00	\$260.00	1.17%	\$3.00	N
Applications for Extension of Time - 2nd request	Per application	\$0.00	\$520.00	∞	\$520.00	N
Application for Extension of Time - 3rd Request	Per application	\$0.00	\$750.00	∞	\$750.00	N

## Amend Planning Permits

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Secondary Consent		\$149.00	\$270.00	81.21%	\$121.00	N

## Written Advice Letter

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Provision of Letter		\$123.50	\$131.00	6.07%	\$7.50	Y

## Planning Notification

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Per Notice Letter	Per letter	\$8.20	\$8.70	6.10%	\$0.50	N
Notification in paper	Per advertisement				Set by Publisher	N
					Min. Fee excl. GST: \$265.50	

## Planning Permit

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Provision of copy of Planning Permit		\$145.00	\$163.00	12.41%	\$18.00	N
Request for copy of Land Title	Per title	\$0.00	\$80.00	∞	\$80.00	N

## Exhibition of Planning Scheme Amendments

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Public Notice Letter by mail	Per letter	\$8.80	\$9.30	5.68%	\$0.50	N
Public Notice by Newspaper	Per advertisement				Set by Publisher	N
					Min. Fee excl. GST: \$265.50	
Public Notice by Government Gazette	Per letter				Set by Publisher	N

## Regulation 6

## Stage 1

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Fee	(a) considering a request to amend a planning scheme; and (b) taking action required by Division 1 of Part 3 of the Act; and (c) considering any submissions which do not seek a change to the amendment; and (d) if applicable, abandoning the amendment.  Fee set by Legislation (206 fee units)*	\$3,149.70	\$3,275.40	3.99%	\$125.70	N

## Stage 2

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Up to and including 10 submissions which seek a change to an amendment and where necessary referring the submissions to a panel	(i) Fee set by Legislation (1021 fee units)*; or	\$15,611.05	\$16,233.90	3.99%	\$622.85	N

## Stage 2 [continued]

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
11 to (and including) 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel	(ii) Fee set by Legislation (2040 fee units)*; or	\$31,191.60	\$32,436.00	3.99%	\$1,244.40	N
Submissions that exceed 20 submissions which seek a change to an amendment, and where necessary referring the submissions to a panel	(iii) Fee set by Legislation (2727 fee units)*	\$41,695.80	\$43,359.30	3.99%	\$1,663.50	N
Fee	(b) providing assistance to a panel in accordance with section 158 of the Act; and (c) making a submission to a panel appointed under Part 8 of the Act at a hearing referred to in section 24(b) of the Act; and (d) considering the panel's report in accordance with section 27 of the Act; and (e) after considering submissions and the panel's report, abandoning the amendment.  2023/24 Unit fee \$15.90 Part of the above Stage 1 & 2				Part of the above Stage 1 & 2	N

## Stage 3

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Fee	For: (a) adopting the amendment or part of the amendment in accordance with section 29 of the Act; and (b) submitting the amendment for approval by the Minister in accordance with section 31 of the Act; and (c) giving the notice of the approval of the amendment required by section 36(2) of the Act.  Fee set by Legislation (32.5 fee units)* if the Minister is not the planning authority or nil fee if the Minister is the Planning Authority.	\$496.90	\$516.75	3.99%	\$19.85	N

## Stage 4

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Fee	For: (a) consideration by the Minister of a request to approve the amendment in accordance with section 35 of the Act; and (b) giving notice of approval of the Amendment in accordance with section 36(1) of the Act.  Fee set by Legislation (32.5 fee units)* if the Minister is not the Planning Authority or nil fee if the Minister is the Planning Authority.	\$496.90	\$516.75	3.99%	\$19.85	N

## Section 47

## Class 1

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Use only	Fee set by Legislation (89 fee units)*	\$1,360.80	\$1,415.10	3.99%	\$54.30	N

## Class 2

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 7 Permit or a Permit to subdivide or consolidate land) if the estimated cost of development is \$10,000 or less.	Fee set by Legislation (13.5 fee units)*	\$206.40	\$214.65	4.00%	\$8.25	N

## Class 3

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 Permit or a Permit to subdivide or consolidate land) if the estimated cost of development is more than \$10,000 but not more than \$100,000.	Fee set by Legislation (42.5 fee units)*	\$649.80	\$675.75	3.99%	\$25.95	N

## Class 4

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 Permit or a Permit to subdivide or consolidate land) if the estimated cost of development is more than \$100,000 but not more than \$500,000.	Fee set by Legislation (87 fee units)*	\$1,330.20	\$1,383.30	3.99%	\$53.10	N

## Class 5

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 Permit or a Permit to subdivide or consolidate land) if the estimated cost of development is more than \$500,000 but not more than \$1,000,000.	Fee set by Legislation (94 fee units)*	\$1,437.25	\$1,494.60	3.99%	\$57.35	N

## Class 6

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 Permit or a Permit to subdivide or consolidate land) if the estimated cost of development is more than \$1,000,000 but not more than \$2,000,000.	Fee set by Legislation (101 fee units)*	\$1,544.25	\$1,605.90	3.99%	\$61.65	N

## Class 7

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
VicSmart application if the estimated cost of development is \$10,000 or less.	Fee set by Legislation (13.5 fee units)*	\$206.40	\$214.65	4.00%	\$8.25	N

## Class 8

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
VicSmart application if the estimated cost of development is more than \$10,000	Fee set by Legislation (29 fee units)*	\$443.40	\$461.10	3.99%	\$17.70	N

## Class 9

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
VicSmart application to subdivide or consolidate land	Fee set by Legislation (13.5 fee units)*	\$206.40	\$214.65	4.00%	\$8.25	N

## Class 10

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
VicSmart application (other than a class 7, class 8 or class 9 permit)	Fee set by Legislation (13.5 fee units)*	\$206.40	\$214.65	4.00%	\$8.25	N

## Class 11

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
To develop land (other than a class 2, class 3, class 7 or class 8 or a Permit to subdivide or consolidate land) if the estimated cost of development is less than \$100,000	Fee set by Legislation (77.5 fee units)*	\$1,184.95	\$1,232.25	3.99%	\$47.30	N

## Class 12

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
To develop land (other than a class 4, class 5, or class 8 or a Permit to subdivide or consolidate land) if the estimated cost of development is more than \$100,000 and not more than \$1,000,000	Fee set by Legislation (104.5 fee units)*	\$1,597.80	\$1,661.55	3.99%	\$63.75	N

## Class 13

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
To develop land (other than a class 6 or class 8 or a Permit to subdivide or consolidate land) if the estimated cost of development is more than \$1,000,000 and not more than \$5,000,000	Fee set by Legislation (230.5 fee units)*	\$3,524.30	\$3,664.95	3.99%	\$140.65	N

## Class 14

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
To develop land (other than a class 8 or a Permit to subdivide or consolidate land) if the estimated cost of development is more than \$5,000,000 and not more than \$15,000,000	Fee set by Legislation (587.5 fee units)*	\$8,982.85	\$9,341.25	3.99%	\$358.40	N

## Class 15

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
To develop land (other than a class 8 or a Permit to subdivide or consolidate land) if the estimated cost of development is more than \$15,000,000 and not more than \$50,000,000	Fee set by Legislation (1732.5 fee units)*	\$26,489.90	\$27,546.75	3.99%	\$1,056.85	N

## Class 16

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
To develop land (other than a class 8 or a Permit to subdivide or consolidate land) if the estimated cost of development is more than \$50,000,000	Fee set by Legislation (3894 fee units)*	\$59,539.25	\$61,914.60	3.99%	\$2,375.35	N

## Class 17

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
To subdivide an existing building (other than a class 9 Permit)	Fee set by Legislation (89 fee units)*	\$1,360.80	\$1,415.10	3.99%	\$54.30	N

## Class 18

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
To subdivide land into 2 lots (other than a class 9 or class 17 Permit)	Fee set by Legislation (89 fee units)*	\$1,360.80	\$1,415.10	3.99%	\$54.30	N

## Class 19

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
To effect a realignment of a common boundary between lots or consolidate 2 or more lots (other than a class 9 Permit)	Fee set by Legislation (89 fee units)*	\$1,360.80	\$1,415.10	3.99%	\$54.30	N



## Class 20

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Subdivide land (other than a class 9, class 17, class 18 or class 19 permit)	Fee set by Legislation (89 fee units Per 100 lots created)*	\$1,360.80	\$1,415.10	3.99%	\$54.30	N

## Section 72

## Class 21

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Fee	To: (a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or (b) create or remove a right of way; or (c) create, vary or remove an easement other than a right of way; or (d) vary or remove a condition in the nature of an easement (other than right of way) in a Crown Grant.  Fee set by Legislation (89 fee units)*	\$1,360.80	\$1,415.10	3.99%	\$54.30	N

## Class 22

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
A Permit not otherwise provided for in the regulation	Fee set by Legislation (89 fee units)*	\$1,360.80	\$1,415.10	3.99%	\$54.30	N

## Class 1

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Amendment to a Permit to change the use of land allowed by the Permit or allow a new use of land	Fee set by Legislation (89 fee units)*	\$1,360.80	\$1,415.10	3.99%	\$54.30	N

## Class 2

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Amendment to a Permit (other than a Permit to develop land for a single dwelling per lot or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of land for a single dwelling per lot) to change the statement of what the Permit allows or to change any or all of the conditions which apply to the Permit	Fee set by Legislation (89 fee units)*	\$1,360.80	\$1,415.10	3.99%	\$54.30	N

## Class 3

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Amendment to a class 2, class 3, class 4, class 5 or class 6 permit* if the cost of any additional development permitted by the amendment is \$10,000 or less	Fee set by Legislation (13.5 fee units)*	\$206.40	\$214.65	4.00%	\$8.25	N

## Class 4

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Amendment to a class 2, class 3, class 4, class 5 or class 6 permit* if the cost of any additional development permitted by the amendment is more than \$10,000 but not more than \$100,000	Fee set by Legislation (42.5 fee units)*	\$649.80	\$675.75	3.99%	\$25.95	N

## Class 5

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Amendment to a class 2, class 3, class 4, class 5 or class 6 permit* if the cost of any additional development permitted by the amendment is more than \$100,000 but not more than \$500,000	Fee set by Legislation (87 fee units)*	\$1,330.20	\$1,383.30	3.99%	\$53.10	N

## Class 6

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Amendment to a class 2, class 3, class 4, class 5 or class 6 permit* if the cost of any additional development permitted by the amendment is more than \$500,000	Fee set by Legislation (94 fee units)*	\$1,437.25	\$1,494.60	3.99%	\$57.35	N

## Class 7

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Amendment to a permit* that is the subject of VicSmart application, if the estimated cost of the additional development is \$10,000 or less	Fee set by Legislation (13.5 fee units)*	\$206.40	\$214.65	4.00%	\$8.25	N

## Class 8

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Amendment to a permit* that is the subject of VicSmart application, if the estimated cost of the additional development is more than \$10,000 or less	Fee set by Legislation (29 fee units)*	\$443.40	\$461.10	3.99%	\$17.70	N

## Class 9

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Amendment to a class 9 Permit	Fee set by Legislation (13.5 fee units)*	\$206.40	\$214.65	4.00%	\$8.25	N

## Class 10

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Amendment to a class 10 Permit	Fee set by Legislation (13.5 fee units)*	\$206.40	\$214.65	4.00%	\$8.25	N

## Class 11

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Amendment to a class 11, 12, 13, 14, 15, or 16 Permit	Fee set by Legislation (77.5 fee units)*	\$1,184.95	\$1,232.25	3.99%	\$47.30	N

## Class 12

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Amendment to a class 12, 13, 14, 15 or 16 Permit	Fee set by Legislation (104.5 fee units)*	\$1,597.80	\$1,661.55	3.99%	\$63.75	N

## Class 13

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Amendment to a class 11, 12,13,14,15 or 16 Permit	Fee set by Legislation (230.5 fee units)*	\$3,524.30	\$3,664.95	3.99%	\$140.65	N

## Class 14

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Amendment to a class 17 Permit	Fee set by Legislation (89 fee units)*	\$1,360.80	\$1,415.10	3.99%	\$54.30	N

## Class 15

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Amendment to a class 18 Permit	Fee set by Legislation (89 fee units)*	\$1,360.80	\$1,415.10	3.99%	\$54.30	N

## Class 16

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Amendment to a class 19 Permit	Fee set by Legislation (89 fee units per 100 lots created)*	\$1,360.80	\$1,415.10	3.99%	\$54.30	N

## Class 17

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Amendment to a class 20 Permit	Fee set by Legislation (89 fee units)*	\$1,360.80	\$1,415.10	3.99%	\$54.30	N

## Class 18

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Amendment to a class 21 Permit	Fee set by Legislation (89 fee units)*	\$1,360.80	\$1,415.10	3.99%	\$54.30	N

## Class 19

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Amendment to a class 22 Permit	Fee set by Legislation (89 fee units)*	\$1,360.80	\$1,415.10	3.99%	\$54.30	N

## Public Health

### Additional non-mandatory / requested inspection

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Additional non-mandatory / requested inspection fee	Officer and administration cost	\$295.00	\$310.00	5.08%	\$15.00	N

## Caravan Parks

Set by Legislation annually in May (excludes camp sites)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Sites not exceeding 25	Fee set by Legislation (17 fee units)*	\$259.90	\$270.30	4.00%	\$10.40	N
Sites exceeding 25 but not exceeding 50	Fee set by Legislation (34 fee units)*	\$519.85	\$540.60	3.99%	\$20.75	N
Sites exceeding 50 but not exceeding 100	Fee set by Legislation (68 fee units)*	\$1,039.70	\$1,081.20	3.99%	\$41.50	N
Sites exceeding 100 but not exceeding 150	Fee set by Legislation (103 fee units)*	\$1,574.85	\$1,637.70	3.99%	\$62.85	N
Sites exceeding 150 but not exceeding 200	Fee set by Legislation (137 fee units)*	\$2,094.70	\$2,178.30	3.99%	\$83.60	N
Sites exceeding 200 but not exceeding 250	Fee set by Legislation (171 fee units)*	\$2,614.55	\$2,718.90	3.99%	\$104.35	N
Transfer of Registration	Fee set by Legislation (5 fee units)*	\$76.45	\$79.50	3.99%	\$3.05	N

## Failed Subsequent Sample

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Failed subsequent sample fee	Fee to cover cost of samples, officer time and administration.	\$169.00	\$180.00	6.51%	\$11.00	N

## New Premises Assessment/Application

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
New Premises or Vehicle plus the applicable registration fee		\$195.00	\$200.00	2.56%	\$5.00	N

## Registrations

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Public Health and Wellbeing Registration (Prescribed Accommodation, Beauty, Skin Penetration)	New business - Fee based on the risk of procedure (skin penetration, tattooing)	\$315.00	\$320.00	1.59%	\$5.00	N
Public Health and Wellbeing Registration (Hairdressers Only)	Renewal - One off registration fee for hair dressers/makeup application only	\$185.00	\$190.00	2.70%	\$5.00	N
Temporary Food Premises – Class 2	Registration fee applied to 1-2 day events only.	\$62.00	\$65.00	4.84%	\$3.00	N
Temporary Food Premises – Class 3	Registration fee applied to 1-2 day events only.	\$42.00	\$44.00	4.76%	\$2.00	N
Class 3 Food Premises	Registration	\$0.00	\$265.00	∞	\$265.00	N
Class 3A Food Premises	Registration	\$0.00	\$285.00	∞	\$285.00	N
Class 2M Food Premises	Registration	\$0.00	\$200.00	∞	\$200.00	N
Class 2A Food Premises	Registration – Higher risk and/or larger premises that prepare and sell a significant variety of preparation methods.	\$815.00	\$830.00	1.84%	\$15.00	N
Class 2B Food Premises	Registration – Premises that prepare and sell a variety of low and high risk ready to eat foods.	\$540.00	\$545.00	0.93%	\$5.00	N
Class 2C Food Premises	Registration – Premises that prepare and sell a variety of low and high risk ready to eat foods	\$410.00	\$415.00	1.22%	\$5.00	N
Class 1 Food Premises	Registration – External audits	\$390.00	\$415.00	6.41%	\$25.00	N

## Registrations [continued]

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Late Registrations	Late registration fee - Officer and administration cost			50% of Registration Fee		N
Transfer of Registration Fee	Transfer of registration fee			50% of Registration Fee		N
Pro Rata Registration Fee	From February to April			75% of Registration Fee		N
Pro Rata Registration Fee	From May to July			50% of Registration Fee		N

## Septic Tanks

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
New installation / major alteration - Permit Fee	Officer and administration cost set by EPA (48.88 fee units)*	\$747.00	\$777.15	4.04%	\$30.15	N
Minor alteration	Fee set by Legislation (37.25 fee units)*	\$569.55	\$592.25	3.99%	\$22.70	N
Transfer a permit	Fee set by Legislation (9.93 fee units)*	\$151.80	\$157.85	3.99%	\$6.05	N
Amend a permit	Fee set by Legislation (10.38 fee units)*	\$158.70	\$165.00	3.97%	\$6.30	N
Renew a permit	Fee set by Legislation (8.31 fee units)*	\$127.05	\$132.10	3.97%	\$5.05	N
Exemption	Fee set by Legislation (14.67 fee units)*	\$224.30	\$233.25	3.99%	\$8.95	N

## Vaccinations

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Twinrix Hep A+B Junior Dose	1-15 years – per dose	\$184.50	\$61.50	-66.67%	-\$123.00	N
Twinrix Hep A+B Senior Dose	16 years+ – per dose	\$270.00	\$90.00	-66.67%	-\$180.00	N
Hepatitis A Vaqta – Junior	2-17 years – per dose	\$124.00	\$62.00	-50.00%	-\$62.00	N
Hepatitis A Vaqta	18 years+ – per dose	\$155.00	\$77.50	-50.00%	-\$77.50	N
Fluvax 4 strain	Per dose	\$26.00	\$20.00	-23.08%	-\$6.00	N
IPOL	Per dose	\$61.00	\$60.00	-1.64%	-\$1.00	N
Boostrix	Per dose	\$46.00	\$45.00	-2.17%	-\$1.00	N
Hepatitis B Adult	20 years+ – per dose	\$93.00	\$35.00	-62.37%	-\$58.00	N
Chicken Pox Varicella	Per dose	\$82.00	\$70.00	-14.63%	-\$12.00	N
Meningococcal B Bexsero	Per dose for under 12 months of age	\$387.00	\$120.00	-68.99%	-\$267.00	N

## Regulatory Services

## Animal Control

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Pound release fee for dogs & cats	1st offence	\$78.00	\$80.00	2.56%	\$2.00	N
Pound release fee for dogs & cats	2nd offence	\$205.00	\$210.00	2.44%	\$5.00	N
Pound release fee for dogs & cats	3rd offence	\$335.00	\$340.00	1.49%	\$5.00	N
Pound release fee for sheep	Per head, plus expenses incurred in impounding the animal.	\$16.00	\$17.00	6.25%	\$1.00	N
Pound release fee for livestock (other than sheep)	Per head, plus expenses incurred in impounding the animal.	\$79.00	\$80.00	1.27%	\$1.00	N
Daily sustenance fee for impounded dogs and cats	Feed and officer time caring for animal/pound duties	\$13.50	\$13.50	0.00%	\$0.00	N
Daily sustenance fee for impounded sheep	Feed and officer time caring for animals	\$8.50	\$8.50	0.00%	\$0.00	N
Daily sustenance fee for impounded livestock (other than sheep)	Feed and officer time caring for animals	\$11.30	\$11.50	1.77%	\$0.20	N
Surrender fee for dogs and cats	Collection/relocation	\$67.00	\$70.00	4.48%	\$3.00	Y
After hours call out fee for livestock on roads	Per hour	\$334.00	\$345.00	3.29%	\$11.00	N

## Dog / Cat Registration

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Dangerous or Menacing dog, Restricted Breed Dog	Officer time required to monitor and inspect the premises where these dogs are kept.	\$246.00	\$250.00	1.63%	\$4.00	N
Entire dog or cat	Not desexed or microchipped	\$134.00	\$135.00	0.75%	\$1.00	N
Pensioner – Maximum fee	50% discount for eligible concession cardholders	\$67.00	\$67.50	0.75%	\$0.50	N
Desexed and microchip implant		\$45.00	\$45.00	0.00%	\$0.00	N
Pensioner – Desexed and microchip implant	50% discount for eligible concession cardholders	\$22.50	\$22.50	0.00%	\$0.00	N
Working dog		\$22.50	\$23.00	2.22%	\$0.50	N
Animal registration renewal late payment fee	Officer and administration cost	\$25.50	\$26.00	1.96%	\$0.50	N
Registration tag replacement		\$2.00	\$2.00	0.00%	\$0.00	N
New Registration from 1 Oct each year – 31 Dec				50% of applicable fee		N

## Domestic Animal Business

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Registration fee for Domestic Animal Business	i.e. Boarding/Breeding establishments	\$195.00	\$200.00	2.56%	\$5.00	N

## Local Laws

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Release Fee for impounded vehicles		\$440.00	\$445.00	1.14%	\$5.00	N
Release fee for impounded thing	In line with Local Law Penalty Fee of \$100	\$100.00	\$100.00	0.00%	\$0.00	N
Busking Permit Application	Administration cost	\$10.50	\$11.00	4.76%	\$0.50	N
Busking Fee Per day	Administration cost	\$5.25	\$5.50	4.76%	\$0.25	N
Itinerant Trading 1 day only		\$40.50	\$41.00	1.23%	\$0.50	N
Itinerant Trading <12 days per year		\$61.00	\$65.00	6.56%	\$4.00	N
Itinerant Trading >12 days per year		\$173.00	\$180.00	4.05%	\$7.00	N
Miscellaneous Local Law Permit Fee - Intermediate Size Event	100-999 people. e.g. Triathlons, Markets, Harmony Days, Regatta. Not-for-profit/charitable 50% discount.	\$102.50	\$105.00	2.44%	\$2.50	N
Miscellaneous Local Law Permit fee – Major Event	1000+ people. Fee to be added to offset increasing administration and inspection costs for major events.	\$205.00	\$215.00	4.88%	\$10.00	N
Miscellaneous Local Law Permit fee - Minor Event	0-99 people. Not-for-profit/charitable 50% discount.	\$61.00	\$65.00	6.56%	\$4.00	N
50% Discount of set fee for non-for-profit/charitable organisations				50% of applicable fee		N
Excess Animal Permit fee	For more than 2 cats or 2 dogs	\$38.00	\$40.00	5.26%	\$2.00	N
Administration fee to engage contractors	Fee to offset increasing administrative and inspection costs associated with clean up requirements for unsightly properties that pose a fire risk.	\$205.00	\$210.00	2.44%	\$5.00	Y

## Use of Council Land (Footpath Trading)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Permit fee for outdoor eating facility	Pro-rata fee will apply. 3 year Permit Fee available based on Annual Fee saving two years indexation.	\$180.00	\$191.00	6.11%	\$11.00	N
Permit fee for advertising sign on footpath	Maximum allowed is 2 signs. Pro-rata fee will apply. 3 year Permit Fee available based on Annual Fee saving two years indexation.	\$74.00	\$78.50	6.08%	\$4.50	N
Permit fee to display goods for sale on footpath	Pro-rata fee will apply. 3 year Permit Fee available based on Annual Fee saving two years indexation.	\$74.00	\$78.50	6.08%	\$4.50	N

## Use of Council Land (Footpath Trading) [continued]

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Permit to consume liquor on Council land	Permit for licensed premises to serve alcohol on footpath. Pro-rata fee will apply. 3 year Permit Fee available based on Annual Fee saving two years indexation.	\$180.00	\$191.00	6.11%	\$11.00	N

## Late Payment Fee (Footpath Trading)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Late payment fee for all footpath trading Permit renewals	A late payment penalty has been introduced to all footpath trading activity to off set administrative duties.	\$36.00	\$38.00	5.56%	\$2.00	N

## Pro rata Fee (Footpath Trading)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Pro rata fee (Footpath Trading) (Sept-Dec)				75% (Sept-Dec)		N
Pro rata fee (Footpath Trading) (Jan-Mar)				50% (Jan-Mar)		N
Pro rata fee (Footpath Trading) (Mar-Jun)				25% (Mar-Jun)		N

## Use of Council Land (Mobile Food Trading)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Annual Permit		\$1,000.00	\$1,000.00	0.00%	\$0.00	N
Limited Permit (per year)		\$250.00	\$250.00	0.00%	\$0.00	N
Off-peak Weekend Permit		\$100.00	\$100.00	0.00%	\$0.00	N
Peak Weekend Permit (holiday periods and long weekends)		\$200.00	\$200.00	0.00%	\$0.00	N
Six Month Permit		\$600.00	\$600.00	0.00%	\$0.00	N

## Recreation – Sportsfields

## Sportsfield Ground Rental &amp; Pavilion Rental

Levied on basis of marginal cost recovery. Calculations based on size of sportsground and insured value of pavilion.

## Alan Garden Reserve

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Tyntynder Football Netball Club		\$1,730.00	\$1,835.00	6.07%	\$105.00	Y
Tyntynder United Football Cricket Club		\$1,710.00	\$1,815.00	6.14%	\$105.00	Y

## Alan Garden Reserve Netball Centre

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
General Use - Court Hire	Without lights per hour per court	\$22.50	\$24.00	6.67%	\$1.50	Y
General Use - Court Hire with lights per hour per court	With lights per hour per court	\$30.00	\$32.00	6.67%	\$2.00	Y
General Use - Netball Pavilion	Change room and kiosk (per day)	\$22.00	\$23.50	6.82%	\$1.50	Y
Primary User Group - Annual Fee	Netball pavilion, storage shed use	\$805.00	\$853.00	5.96%	\$48.00	Y
Primary User Group	Without lights per hour per court	\$22.00	\$23.50	6.82%	\$1.50	Y
Primary User Group	With lights per hour per court	\$30.00	\$32.00	6.67%	\$2.00	Y
Schools Events	Court Hire only - Per day	\$85.50	\$90.65	6.02%	\$5.15	Y

## Alan Garden Reserve Netball Centre [continued]

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Schools Annual Fee		\$550.00	\$583.00	6.00%	\$33.00	Y

## Gurnett Oval

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
RSL Cricket Club		\$1,120.00	\$1,185.00	5.80%	\$65.00	Y

## Ken Harrison Sporting Complex

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Swan Hill Soccer Association		\$1,030.00	\$1,090.00	5.83%	\$60.00	Y
St Mary's Tyntynder Cricket Club		\$1,740.00	\$1,845.00	6.03%	\$105.00	Y
Swan Hill Little Athletics Centre		\$475.00	\$504.00	6.11%	\$29.00	Y

## Lake Boga Reserve

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Lake Boga Football Netball Club		\$1,120.00	\$1,185.00	5.80%	\$65.00	Y
Lakers Cricket Club		\$1,325.00	\$1,405.00	6.04%	\$80.00	Y

## Nyah Recreation Reserve – includes building charge

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Nyah / Nyah West United Football Netball Club	User fee includes building charge	\$2,850.00	\$3,020.00	5.96%	\$170.00	Y
Nyah District Cricket Club	User fee includes building charge	\$3,500.00	\$3,710.00	6.00%	\$210.00	Y

## Other General Reserves - Sports for Non Recreational Reserve Agreement Users

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Pre Season sports training for Non Recreation Reserve Agreement Users (6 weeks)	Per session	\$32.00	\$34.00	6.25%	\$2.00	Y

## Other General Reserves - Secondary Colleges

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
MacKillop College	Various sporting facilities	\$495.00	\$525.00	6.06%	\$30.00	Y
Swan Hill Secondary College	Various sporting facilities	\$1,350.00	\$1,430.00	5.93%	\$80.00	Y

## Robinvale Riverside Park

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Robinvale Storm Rugby League Club		\$605.00	\$641.00	5.95%	\$36.00	Y
Robinvale Football Club		\$2,550.00	\$2,705.00	6.08%	\$155.00	Y



## Robinvale Recreation Reserve

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Robinvale & District Cricket Club		\$410.00	\$435.00	6.10%	\$25.00	Y

## Swan Hill Recreation Reserve

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Circus Bond		\$1,000.00	\$1,060.00	6.00%	\$60.00	N
Circus Fee		\$1,450.00	\$1,535.00	5.86%	\$85.00	Y
Swan Hill Cricket Club		\$1,800.00	\$1,910.00	6.11%	\$110.00	Y
Swan Hill Fire Brigade	Fire track	\$195.00	\$206.50	5.90%	\$11.50	Y
Swan Hill Football Netball Club		\$4,570.00	\$4,845.00	6.02%	\$275.00	Y

## Ultima Recreation Reserve

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Ultima Football Netball Club		\$0.00	\$2,450.00	∞	\$2,450.00	Y

## Swan Hill Riverside Park

## Sound Shell Hire

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Sound Shell	Price per session	\$20.00	\$21.00	5.00%	\$1.00	Y
Public Address System	Price per session	\$112.50	\$119.00	5.78%	\$6.50	Y
Commercial Function	Price per day	\$312.00	\$331.00	6.09%	\$19.00	Y

## Public Liability Insurance

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Public Liability Insurance	If user does not have their own insurance. This will be charged to provide the hirer their mandatory cover.	\$31.00	\$35.00	12.90%	\$4.00	Y

## Robinvale Resource Centre &amp; Network House

## Hire

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Casual Office Space	Per day	\$61.50	\$65.00	5.69%	\$3.50	Y
Conference Room Hire	Per day	\$87.00	\$92.00	5.75%	\$5.00	Y
Permanent Office Space	Per week	\$147.50	\$156.50	6.10%	\$9.00	Y
Open Area	Per day	\$108.00	\$114.50	6.02%	\$6.50	Y

## Swan Hill Indoor Sports &amp; Recreation Centre (The Stadium)

## Regular Competitions (Basketball, Badminton, Futsal &amp; Netball)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Peak Per Hour		\$37.00	\$39.00	5.41%	\$2.00	Y
Off Peak Per hour (not regular competition)		\$32.00	\$34.00	6.25%	\$2.00	Y

## Squash

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Club Competitions	Per hour / per court	\$21.50	\$23.00	6.98%	\$1.50	Y
Casual Hire	Per hour / per court	\$21.50	\$23.00	6.98%	\$1.50	Y

## Training Sessions

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Basketball, Badminton, Futsal & Netball	Per hour / per court	\$32.00	\$34.00	6.25%	\$2.00	Y
Schools	Per hour / per court	\$32.00	\$34.00	6.25%	\$2.00	Y
Tennis	Per person	\$8.50	\$9.00	5.88%	\$0.50	Y

## Swan Hill Town Hall

## Swan Hill Town Hall – Bonds

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Entire Complex	With alcohol	\$1,000.00	\$1,000.00	0.00%	\$0.00	N
Entire Complex	Without alcohol	\$400.00	\$1,000.00	150.00%	\$600.00	N
Auditorium & Stage	With alcohol	\$1,000.00	\$1,000.00	0.00%	\$0.00	N
Auditorium, Stage, Dressing Rooms & Green Room	Commercial touring	\$550.00	\$1,000.00	81.82%	\$450.00	N
Auditorium & Stage	Without alcohol	\$300.00	\$1,000.00	233.33%	\$700.00	N
Cafe area (with alcohol)	With alcohol	\$500.00	\$500.00	0.00%	\$0.00	N
Cafe area (without alcohol)	Without alcohol - no bond required	\$0.00	\$500.00	∞	\$500.00	N
Meeting Room – Small – Community	No bond required	\$0.00	\$200.00	∞	\$200.00	N
Meeting Room – Small – Commercial	No bond required	\$0.00	\$200.00	∞	\$200.00	N
Meeting Room – Large	No bond required	\$0.00	\$200.00	∞	\$200.00	N

## Swan Hill Town Hall – Cleaning Fees

## Post event cleaning

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Whole Complex	Per hire / per day	\$555.00	\$808.00	45.59%	\$253.00	Y
Auditorium, Stage & Foyer	Per hire / per day	\$167.50	\$508.00	203.28%	\$340.50	Y
Cafe / Bar & Foyer	Per hire / per day	\$125.50	\$243.00	93.63%	\$117.50	Y
Kitchen	Per hire / per day	\$86.50	\$168.50	94.80%	\$82.00	Y
Meeting Room & Mezzanine Floor	Per hire / per day	\$96.50	\$102.50	6.22%	\$6.00	Y
Dressing Rooms	Per hire / per day	\$86.50	\$179.50	107.51%	\$93.00	Y
Mezzanine Seating & Toilets	Per hire / per day	\$146.00	\$155.00	6.16%	\$9.00	Y

## Swan Hill Town Hall – Equipment &amp; Staff

## Bar Manager

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Bar Manager	Per person per hour	\$52.50	\$61.00	16.19%	\$8.50	Y

## Bar Staff

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Bar Staff	Per person per hour	\$48.50	\$51.50	6.19%	\$3.00	Y

## Box Office / Ticket Check Staff

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Non Profit Organisations	Per ticket	\$2.90	\$3.10	6.90%	\$0.20	Y
Commercial Hirers	Per ticket	\$3.90	\$4.10	5.13%	\$0.20	Y
Pre Printed Tickets	Per ticket	\$0.50	\$0.50	0.00%	\$0.00	Y
Ticket price \$10 & under/ticket	Per ticket	\$1.35	\$1.45	7.41%	\$0.10	Y
Box Office / Ticket Check Staff	Per person per hour	\$48.50	\$51.50	6.19%	\$3.00	Y

## Butchers Paper &amp; Stand

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Local Business/Individual (60% discount)	Per day	\$8.30	\$11.60	39.76%	\$3.30	Y
Not for Profit – Outside SHRCC (40% discount)	Per day	\$13.80	\$17.40	26.09%	\$3.60	Y
Commercial – Outside SHRCC	Per day	\$27.50	\$29.00	5.45%	\$1.50	Y

## Catering Station

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Local Business/Individual (60% discount)	Per station/per day	\$12.75	\$29.00	127.45%	\$16.25	Y
Not for Profit – Outside SHRCC (40% discount)	Per station/per day	\$21.25	\$43.50	104.71%	\$22.25	Y
Commercial – Outside SHRCC	Per station/per day	\$42.50	\$72.50	70.59%	\$30.00	Y

## Computer / Laptop

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Local Business/Individual (60% discount)	Per day	\$5.10	\$8.00	56.86%	\$2.90	Y
Not for Profit – Outside SHRCC (40% discount)	Per day	\$8.50	\$12.00	41.18%	\$3.50	Y
Commercial – Outside SHRCC	Per day	\$17.00	\$20.00	17.65%	\$3.00	Y

## Counter Weight Fly System and Lighting Rig

Requires 2 qualified rigging operators – included in hire fee

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Local Business/Individual (60% discount)	Per hour	\$41.24	\$60.00	45.49%	\$18.76	Y
Not for Profit – Outside SHRCC (40% discount)	Per hour	\$68.74	\$90.00	30.93%	\$21.26	Y
Commercial – Outside SHRCC	Per hour	\$137.50	\$150.00	9.09%	\$12.50	Y

## Crocery &amp; Cutlery

Includes plates, bowls, spoons, knives and forks

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Local Business/Individual (60% discount)	Per person	\$0.40	\$0.80	100.00%	\$0.40	Y
Not for Profit – Outside SHRCC (40% discount)	Per person	\$0.65	\$1.20	84.62%	\$0.55	Y
Commercial – Outside SHRCC	Per person	\$1.35	\$2.00	48.15%	\$0.65	Y

### Data Projector (meeting rooms / cafe)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Local Business/Individual (60% discount)	Per day	\$6.45	\$10.00	55.04%	\$3.55	Y
Not for Profit – Outside SHRCC (40% discount)	Per day	\$10.75	\$15.00	39.53%	\$4.25	Y
Commercial – Outside SHRCC	Per day	\$21.50	\$25.00	16.28%	\$3.50	Y

### Festoon Lighting

Includes set up/pack down

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Local Business/Individual (60% discount)	Per day	\$49.50	\$80.00	61.62%	\$30.50	Y
Not for Profit – Outside SHRCC (40% discount)	Per day	\$82.50	\$120.00	45.45%	\$37.50	Y
Commercial – Outside SHRCC	Per day	\$165.00	\$200.00	21.21%	\$35.00	Y

### Follow Spotlight

Requires qualified operator – included in hire fee

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Local Business/Individual (60% discount)	Per hour	\$22.80	\$34.00	49.12%	\$11.20	Y
Not for Profit – Outside SHRCC (40% discount)	Per hour	\$38.00	\$51.00	34.21%	\$13.00	Y
Commercial – Outside SHRCC	Per hour	\$76.00	\$85.00	11.84%	\$9.00	Y

### Front of House Manager

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Front of House Manager	Per person per hour	\$53.00	\$56.00	5.66%	\$3.00	Y

### Glassware

Includes wine, beer, spirit and water glasses

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Local Business/Individual (60% discount)	Per person	\$0.25	\$0.40	60.00%	\$0.15	Y
Not for Profit – Outside SHRCC (40% discount)	Per person	\$0.40	\$0.60	50.00%	\$0.20	Y
Commercial – Outside SHRCC	Per person	\$0.80	\$1.00	25.00%	\$0.20	Y

### Hazer Machine

Includes liquid for machine

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Local Business/Individual (60% discount)	Per day	\$9.60	\$16.00	66.67%	\$6.40	Y
Not for Profit – Outside SHRCC (40% discount)	Per day	\$16.00	\$24.00	50.00%	\$8.00	Y
Commercial – Outside SHRCC	Per day	\$32.00	\$40.00	25.00%	\$8.00	Y

### In-House PA, Sound Desk & Foldbacks

Requires qualified operator – included in hire fee

## In-House PA, Sound Desk &amp; Foldbacks [continued]

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Local Business/Individual (60% discount)	Per hour	\$22.80	\$40.00	75.44%	\$17.20	Y
Not for Profit – Outside SHRCC (40% discount)	Per hour	\$38.00	\$60.00	57.89%	\$22.00	Y
Commercial – Outside SHRCC	Per hour	\$76.00	\$100.00	31.58%	\$24.00	Y

## Lectern

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Not for Profit – Local (60% discount)	Per day	\$5.10	\$10.00	96.08%	\$4.90	Y
Local Commercial Business or Not For Profit – Outside SHRCC (50% discount)	Per day	\$8.50	\$15.00	76.47%	\$6.50	Y
Commercial – Outside SHRCC	Per day	\$17.00	\$25.00	47.06%	\$8.00	Y

## MECH

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Commercial Touring	Per person per hour	\$69.00	\$73.00	5.80%	\$4.00	Y

## Microphone

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Local Business/Individual (60% discount)	Per day	\$6.20	\$10.00	61.29%	\$3.80	Y
Not for Profit – Outside SHRCC (40% discount)	Per day	\$10.30	\$15.00	45.63%	\$4.70	Y
Commercial – Outside SHRCC	Per day	\$20.60	\$25.00	21.36%	\$4.40	Y

## Piano - Baby Grand

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Not for Profit – Local (60% discount)	Per day	\$38.25	\$60.00	56.86%	\$21.75	Y
Local Commercial Business OR Not For Profit – Outside SHRCC (40% discount)	Per day	\$63.75	\$90.00	41.18%	\$26.25	Y
Commercial – Outside SHRCC	Per day	\$127.50	\$150.00	17.65%	\$22.50	Y

## Piano - Baby Grand with Tune

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Commercial Touring	Per day	\$305.00	\$350.00	14.75%	\$45.00	Y

## Piano Tuning Services

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Piano Tuning Services Fee	Per tuning	\$183.00	\$200.00	9.29%	\$17.00	Y

## Pipe and Drape

Includes set up/pack down

## Pipe and Drape [continued]

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Local Business/Individual (60% discount)	Per day	\$33.00	\$48.00	45.45%	\$15.00	Y
Not for Profit – Outside SHRCC (40% discount)	Per day	\$55.00	\$72.00	30.91%	\$17.00	Y
Commercial – Outside SHRCC	Per day	\$110.00	\$120.00	9.09%	\$10.00	Y

## Poster Flyer Delivery Staff – Swan Hill CBD

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Commercial Touring	Per person per run	\$95.50	\$120.00	25.65%	\$24.50	Y

## Poster Flyer Delivery Staff – Swan Hill Greater Region

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Commercial Touring	Per person per run	\$240.00	\$260.00	8.33%	\$20.00	Y

## Security

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Security Fee	Per licensed guard per hour	\$58.50	\$62.00	5.98%	\$3.50	Y

## Smoke Machine

Includes liquid for machine

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Local Business/Individual (60% discount)	Per hour	\$9.60	\$13.60	41.67%	\$4.00	Y
Not for Profit – Outside SHRCC (40% discount)	Per hour	\$16.00	\$20.40	27.50%	\$4.40	Y
Commercial – Outside SHRCC	Per hour	\$32.00	\$34.00	6.25%	\$2.00	Y

## Storage

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Storage Fee	Per day	\$26.75	\$30.00	12.15%	\$3.25	Y

## Tea / Coffee

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Fee Per Person		\$1.60	\$2.00	25.00%	\$0.40	Y

## Table Cloths

Includes dry cleaning

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Large round table cloth	Per item	\$20.00	\$20.00	0.00%	\$0.00	Y
Square/Rectangle table cloths	Per item	\$16.75	\$16.75	0.00%	\$0.00	Y

## Table Skirts

Includes dry cleaning

## Table Skirts [continued]

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Fee	Per item	\$13.75	\$13.75	0.00%	\$0.00	Y

## Technician (Lighting or Audio)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Local Business/Individual (60% discount)	Per person per hour	\$21.62	\$30.60	41.54%	\$8.98	Y
Not for Profit – Outside SHRCC (40% discount)	Per person per hour	\$36.00	\$45.90	27.50%	\$9.90	Y
Commercial – Outside SHRCC	Per person per hour	\$72.00	\$76.50	6.25%	\$4.50	Y

## Teleconference Equipment (Polycom)

Includes technical set-up

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Local Business/Individual (60% discount)	Per day	\$8.00	\$11.30	41.25%	\$3.30	Y
Not for Profit – Outside SHRCC (40% discount)	Per day	\$13.34	\$17.00	27.44%	\$3.66	Y
Commercial – Outside SHRCC	Per day	\$26.70	\$28.30	5.99%	\$1.60	Y

## Ushers / FOH staff

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Ushers / FOH staff	Per person per hour	\$47.76	\$50.65	6.05%	\$2.89	Y

## Venue – Event Set-up / Pack Down staff

Required for any set up outside of standard layouts.

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Local Business/Individual (60% discount)	Per hour	\$19.80	\$28.00	41.41%	\$8.20	Y
Not for Profit – Outside SHRCC (40% discount)	Per hour	\$33.00	\$42.00	27.27%	\$9.00	Y
Commercial – Outside SHRCC	Per hour	\$66.00	\$70.00	6.06%	\$4.00	Y

## Video Conference Equipment (Webcam)

Includes technical set-up

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Local Business/Individual (60% discount)	Per day	\$8.00	\$11.30	41.25%	\$3.30	Y
Not for Profit – Outside SHRCC (40% discount)	Per day	\$13.34	\$17.00	27.44%	\$3.66	Y
Commercial – Outside SHRCC	Per day	\$26.70	\$28.30	5.99%	\$1.60	Y

## Video &amp; Projection Equipment (Auditorium)

Includes operator

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Not for Profit – Local (60% discount)	Per day	\$16.00	\$22.60	41.25%	\$6.60	Y

## Video &amp; Projection Equipment (Auditorium) [continued]

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Local Commercial Business or Not For Profit – Outside SHRCC (40% discount)	Per day	\$26.75	\$33.90	26.73%	\$7.15	Y
Commercial – Outside SHRCC	Per day	\$53.50	\$56.50	5.61%	\$3.00	Y

## Whiteboard

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Not for Profit – Local (60% discount)	Per day	\$5.10	\$7.20	41.18%	\$2.10	Y
Local Commercial Business or Not For Profit – Outside SHRCC (40% discount)	Per day	\$8.50	\$10.80	27.06%	\$2.30	Y
Commercial – Outside SHRCC	Per day	\$17.00	\$18.00	5.88%	\$1.00	Y

## Swan Hill Town Hall – Miscellaneous Fees

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Posters A3 Print	Per page	\$1.60	\$2.00	25.00%	\$0.40	Y
Poster A4 Print	Per page	\$1.10	\$1.15	4.55%	\$0.05	Y
Postage	Per standard item	\$1.60	\$1.70	6.25%	\$0.10	Y
Merchandise Commission	Standard Industry Practice			10% of Commercial Sales		Y
Promotion of External Event by Town Hall – Commercial Touring Shows	Posters placed on the front doors and within the venue, 1 Facebook post, 1 Instagram post, 1 e-newsletter mention. Links, images and posters to be provided by the hirer.	\$220.00	\$300.00	36.36%	\$80.00	Y
Promotion of Community Event by Town Hall – Local Business/ Individual or Not for Profit Organisation	Posters placed on the front doors and within the venue, 1 Facebook post, 1 Instagram post, 1 e-newsletter mention. Links, images and posters to be provided by the hirer.	\$55.00	\$100.00	81.82%	\$45.00	Y

## Swan Hill Town Hall – Package Fees

## Awards Ceremony Package (no bar)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Local Business/Individual (60% discount)	Per day full hire rate = \$2,700	\$810.00	\$1,080.00	33.33%	\$270.00	Y
Local Commercial Business or Not For Profit – Outside SHRCC (40% discount)	Per day full hire rate = \$2,700	\$1,350.00	\$1,620.00	20.00%	\$270.00	Y

## Dance/Theatre Concert Package

Contact Town Hall Bookings Officer for full package inclusions

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Local Business/Individual (60% discount)	Per day full hire rate = \$8,000	\$2,400.00	\$3,200.00	33.33%	\$800.00	Y
Local Commercial Business or Not For Profit – Outside SHRCC (40% discount)	Per day full hire rate = \$8,000	\$4,000.00	\$4,800.00	20.00%	\$800.00	Y

## Debutante Ball Package

Contact Town Hall Bookings Officer for full package inclusions



**Debutante Ball Package** [continued]

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Local Business/Individual (60% discount)	Per day full hire rate = \$7,800	\$2,340.00	\$3,120.00	33.33%	\$780.00	Y
Local Commercial Business or Not For Profit – Outside SHRCC (40% discount)	Per day full hire rate = \$7,800	\$3,900.00	\$4,680.00	20.00%	\$780.00	Y

**Wedding Package**

Contact Town Hall Bookings Officer for full package inclusions

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Local Individual		\$3,450.00	\$4,000.00	15.94%	\$550.00	Y

**Swan Hill Town Hall – Technical Consumables**

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Testing and Tagging	Per hour	\$26.50	\$28.00	5.66%	\$1.50	Y
Gaff Tape	Per day	\$10.51	\$11.15	6.09%	\$0.64	Y
Mark Up Tape	Per day	\$5.25	\$5.55	5.71%	\$0.30	Y
Electrical Tape	Per day	\$2.15	\$2.25	4.65%	\$0.10	Y

**Swan Hill Town Hall – Venue Hire Fees****Auditorium & Stage**

Includes a Duty Officer and a Stage Manager. Standard layout is empty room. Includes lectern and microphone.

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Not for Profit – Local (60% discount)	Per hour	\$76.50	\$120.00	56.86%	\$43.50	Y
Not for Profit – Outside SHRCC (40% discount)	Per hour	\$127.50	\$180.00	41.18%	\$52.50	Y
Commercial – Outside SHRCC	Per hour	\$255.00	\$300.00	17.65%	\$45.00	Y

**Auditorium, Stage, Dressing Rooms and Green Room**

Includes a Duty Officer and Stage Manager. Standard layout includes theatre style seating Auditorium floor only.

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Commercial Touring	Per hour	\$267.00	\$350.00	31.09%	\$83.00	Y

**Auditorium, Stage, Balcony Seating, Dressing Rooms and Green Room**

Includes a Duty Officer and Stage Manager. Standard layout includes theatre style seating Auditorium plus Balcony seats.

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Commercial Touring	Per hour	\$287.00	\$350.00	21.95%	\$63.00	Y

**Café Area (stand alone hire)**

Includes a dedicated Duty Officer. Includes table & chair hire/set up & pack down.

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Local Business/Individual (60% discount)	Per hour	\$30.90	\$80.00	158.90%	\$49.10	Y
Not for Profit – Outside SHRCC (40% discount)	Per hour	\$51.50	\$120.00	133.01%	\$68.50	Y

**Café Area (stand alone hire)** [continued]

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Commercial – Outside SHRCC	Per hour	\$103.00	\$200.00	94.17%	\$97.00	Y

**Hire of total Complex**

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Local Business/Individual (60% discount)	Per hour (includes a dedicated Duty Officer, FOH manager and a Stage manager). Includes table & chair hire/set up & pack down. Includes Lectern & Microphone	\$103.50	\$146.40	41.45%	\$42.90	Y
Not for Profit – Outside SHRCC (40% discount)	Per hour (includes a dedicated Duty Officer, FOH manager and a Stage manager). Includes table & chair hire/set up & pack down. Includes Lectern & Microphone	\$172.50	\$219.60	27.30%	\$47.10	Y
Commercial – Outside SHRCC	Per hour (includes a dedicated Duty Officer, FOH manager and a Stage manager). Includes table & chair hire/set up & pack down. Includes Lectern & Microphone	\$345.00	\$366.00	6.09%	\$21.00	Y
Commercial Touring	Per hour (includes a dedicated Duty Officer and Stage manager)	\$345.00	\$500.00	44.93%	\$155.00	Y

**Kitchen & Bar (stand alone hire)**

Includes a dedicated Duty Officer. Does not include access to glassware/crockery.

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Local Business/Individual (60% discount)	Per hour	\$33.00	\$80.00	142.42%	\$47.00	Y
Not for Profit – Outside SHRCC (40% discount)	Per hour	\$55.00	\$120.00	118.18%	\$65.00	Y
Commercial – Outside SHRCC	Per hour	\$110.00	\$200.00	81.82%	\$90.00	Y

**Single Meeting Room (includes access to Mezzanine Foyer)**

Includes a dedicated Duty Officer. Includes Table & Chair Hire/Set up & pack down.

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Not for Profit – Local (60% discount)	Per hour	\$16.65	\$40.00	140.24%	\$23.35	Y
Local Commercial Business or Not For Profit – Outside SHRCC (40% discount)	Per hour	\$27.50	\$60.00	118.18%	\$32.50	Y
Commercial – Outside SHRCC	Per hour	\$55.50	\$100.00	80.18%	\$44.50	Y

**Double Meeting / Function Room (Incl access to mezzanine Foyer)**

Includes a dedicated Duty Officer. Includes Table & Chair Hire/Set up & pack down.

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Local Business/Individual (60% discount)	Per hour	\$41.39	\$80.00	93.28%	\$38.61	Y
Not for Profit – Outside SHRCC (40% discount)	Per hour	\$69.00	\$120.00	73.91%	\$51.00	Y
Commercial – Outside SHRCC	Per hour	\$138.00	\$200.00	44.93%	\$62.00	Y

**Swimming Pools****Swimming Pool – Swan Hill**

Fees set by Contract Management

Collected by Contractor

## Admission

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Adult		\$4.25	\$4.50	5.88%	\$0.25	Y
Child 3-15 years		\$3.25	\$3.50	7.69%	\$0.25	Y
Spectator		\$3.25	\$3.50	7.69%	\$0.25	Y
Concession		\$3.25	\$3.50	7.69%	\$0.25	Y
Family – 2 adults & 3 children		\$16.75	\$17.80	6.27%	\$1.05	Y
Infant < 2 years		\$1.90	\$2.10	10.53%	\$0.20	Y

## Admission – School Group

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Swim	Per head	\$3.20	\$3.40	6.25%	\$0.20	Y
Swim & Slide	Per head	\$5.75	\$6.10	6.09%	\$0.35	Y

## Centre Hire

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
50mt Pool only		\$305.00	\$325.50	6.72%	\$20.50	Y
Whole complex		\$500.00	\$525.00	5.00%	\$25.00	Y

## Fitness Classes

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Aqua Aerobics		\$8.70	\$9.10	4.60%	\$0.40	Y
Deep Water Running		\$8.70	\$9.10	4.60%	\$0.40	Y

## Lane Hire

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Per hour		\$19.00	\$19.90	4.74%	\$0.90	Y

## Season Pass

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Family – 2 adults & 3 children (additional children \$10.00 each)		\$205.00	\$220.00	7.32%	\$15.00	Y
Adult		\$138.00	\$147.00	6.52%	\$9.00	Y
Child & Concession Card		\$117.00	\$126.00	7.69%	\$9.00	Y

## Squad Club

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Squad Club		\$7.50	\$7.80	4.00%	\$0.30	Y

## Waterslide

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
8 Rides		\$5.75	\$6.10	6.09%	\$0.35	Y
Private Water Slide Hire	Per half hour plus entry to pool	\$61.50	\$65.10	5.85%	\$3.60	Y
Private Water Slide Hire	Per hour plus entry to pool	\$92.50	\$97.60	5.51%	\$5.10	Y

## Waste Management

### Kerbside Garbage

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
120 Litre Bin	Weekly waste collection and fortnightly recycling collection.	\$350.00	\$370.00	5.71%	\$20.00	N
240 Litre Bin	Weekly waste collection and fortnightly recycling collection.	\$530.00	\$550.00	3.77%	\$20.00	N
Bin Replacement 120 Litre	Replacement of 120 Litre Kerbside Bin	\$0.00	\$71.50	∞	\$71.50	Y
Bin Replacement 240 Litre	Replacement of 240 Litre Kerbside Bin	\$0.00	\$88.00	∞	\$88.00	Y
Green Waste	Fortnightly collection	\$95.00	\$100.00	5.26%	\$5.00	N

### Landfill – Robinvale

#### General Waste

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Garbage Bag		\$4.00	\$4.00	0.00%	\$0.00	Y
120 Litre Wheelie Bin		\$6.00	\$6.00	0.00%	\$0.00	Y
Car Boot Only, 240ltr Wheelie Bin		\$12.00	\$12.00	0.00%	\$0.00	Y
Station Wagon		\$24.50	\$24.50	0.00%	\$0.00	Y
Mattress (any size)		\$25.00	\$25.00	0.00%	\$0.00	Y
Commercial / industrial	Per tonne	\$90.00	\$145.00	61.11%	\$55.00	Y
Scrap metal	Free	\$0.00	\$0.00	0.00%	\$0.00	Y
Clean concrete	Per tonne	\$55.00	\$55.00	0.00%	\$0.00	Y
Uncontaminated Mulched Green		\$0.00	\$0.00	0.00%	\$0.00	Y
Used Motor Oil		\$0.00	\$0.00	0.00%	\$0.00	Y
Gas Cylinders Small (up to 9kg)		\$10.00	\$10.00	0.00%	\$0.00	Y
Gas Cylinders Large (over 9kg)		\$20.00	\$20.00	0.00%	\$0.00	Y
Chemical Containers (Drum MUSTER)		\$0.00	\$0.00	0.00%	\$0.00	Y
Power Poles	Per tonne	\$270.00	\$270.00	0.00%	\$0.00	Y

#### Single Axle Trailer (6x4)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Level		\$24.00	\$24.00	0.00%	\$0.00	Y
Heaped		\$30.00	\$30.00	0.00%	\$0.00	Y
High Sided		\$36.00	\$36.00	0.00%	\$0.00	Y

#### Tandem Axle Trailer (8x5)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Level		\$40.00	\$40.00	0.00%	\$0.00	Y
Heaped		\$53.00	\$53.00	0.00%	\$0.00	Y
High Sided		\$63.00	\$63.00	0.00%	\$0.00	Y

#### Small Rubble (clean bricks, crushed concrete etc.)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Residential – 0.5m3 limit		\$0.00	\$0.00	0.00%	\$0.00	Y
Bulk – per tonne		\$20.00	\$20.00	0.00%	\$0.00	Y

## E-Waste

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Per item	Per item	\$5.00	\$5.00	0.00%	\$0.00	Y
Commercial E-waste (large / volume)		\$1.10	\$1.10	0.00%	\$0.00	Y

## Tyres

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Car & Motorcycle	Per tyre	\$10.00	\$10.00	0.00%	\$0.00	Y
Light Commercial / 4WD – per tyre	Per tyre	\$15.00	\$15.00	0.00%	\$0.00	Y
Truck & Forklift	Per tyre	\$30.00	\$30.00	0.00%	\$0.00	Y
Tractor - Earth Moving Small (up to 1.1m diameter)	Per tyre	\$115.00	\$115.00	0.00%	\$0.00	Y
Tractor - Earth Moving Medium (1.1m - 1.5m diameter)	Per tyre	\$170.00	\$170.00	0.00%	\$0.00	Y
Tractor - Earth Moving Large (1.5m - 1.8m diameter - maximum width 500mm)	Per tyre	\$255.00	\$255.00	0.00%	\$0.00	Y
Tractor - Earth Moving Extra Large (above 1.8m diameter - wider than 500mm)	Per tyre				POA	Y
Tyre on rim (extra charge)	Plus tyre fee per size	\$5.00	\$5.00	0.00%	\$0.00	Y

## Utility

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Level		\$24.00	\$24.00	0.00%	\$0.00	Y
High Sided		\$37.50	\$37.50	0.00%	\$0.00	Y

## White Goods

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Non refrigerated	Free	\$0.00	\$0.00	0.00%	\$0.00	Y
Refrigerated	Charge per item	\$20.00	\$20.00	0.00%	\$0.00	Y

## Green Waste

## Car Boot Only, 240ltr Wheelie Bin

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Clean Green Waste		\$6.50	\$6.50	0.00%	\$0.00	Y

## Single Axle Trailer (6x4)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Commercial lawn clippings		\$5.50	\$5.50	0.00%	\$0.00	Y
Level Clean Green Waste		\$13.00	\$13.00	0.00%	\$0.00	Y
Heaped Clean Green Waste		\$16.00	\$16.00	0.00%	\$0.00	Y
High Sided Clean Green Waste		\$20.00	\$20.00	0.00%	\$0.00	Y

## Tandem Axle Trailer (8x5)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Commercial lawn clippings		\$11.00	\$11.00	0.00%	\$0.00	Y
Level Clean Green Waste		\$22.50	\$22.50	0.00%	\$0.00	Y
Heaped Clean Green Waste		\$29.50	\$29.50	0.00%	\$0.00	Y

## Tandem Axle Trailer (8x5) [continued]

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
High Sided Clean Green Waste		\$34.50	\$34.50	0.00%	\$0.00	Y

## Station Wagon

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Clean Green Waste		\$12.50	\$12.50	0.00%	\$0.00	Y

## Utility

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Level		\$13.00	\$13.00	0.00%	\$0.00	Y
High Sided Clean Green Waste		\$20.00	\$20.00	0.00%	\$0.00	Y

## Landfill – Swan Hill

## General Waste

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Garbage Bag		\$4.00	\$4.00	0.00%	\$0.00	Y
120 wheelie bin		\$6.50	\$6.50	0.00%	\$0.00	Y
Car Boot / 240 wheelie bin		\$12.80	\$12.80	0.00%	\$0.00	Y
Station Wagon		\$26.00	\$26.00	0.00%	\$0.00	Y
Mattress (any size)		\$25.00	\$25.00	0.00%	\$0.00	Y
Commercial industrial waste	Per tonne	\$165.00	\$220.00	33.33%	\$55.00	Y
Contaminated soil - Category C	Low level contamination – Per tonne	\$210.00	\$250.00	19.05%	\$40.00	Y
Asbestos	Fee per tonne	\$185.00	\$185.00	0.00%	\$0.00	Y
Scrap Metal	Free	\$0.00	\$0.00	0.00%	\$0.00	Y
Residential - 0.5m3 limit	Residential 0.5m3 - Bricks, crushed concrete etc.	\$0.00	\$0.00	0.00%	\$0.00	Y
Bulk - per tonne		\$20.00	\$20.00	0.00%	\$0.00	Y
Clean mulched green waste	Uncontaminated	\$0.00	\$0.00	0.00%	\$0.00	Y
Contaminated soil - Category D		\$210.00	\$250.00	19.05%	\$40.00	Y
Used Motor Oil Fee	Free	\$0.00	\$0.00	0.00%	\$0.00	Y
Chemical Containers (Drum Musters)	Free	\$0.00	\$0.00	0.00%	\$0.00	Y
Household batteries	Free - Detox your home program	\$0.00	\$0.00	0.00%	\$0.00	Y
Fluorescent tubes	Free - Detox your home program	\$0.00	\$0.00	0.00%	\$0.00	Y
Paint	Free - Detox your home program	\$0.00	\$0.00	0.00%	\$0.00	Y
Power Pole	Per tonne	\$270.00	\$270.00	0.00%	\$0.00	Y
Clean concrete	Per tonne	\$55.00	\$55.00	0.00%	\$0.00	Y
Contaminated soil acceptance from outside of Municipality	Per tonne	\$290.00	\$290.00	0.00%	\$0.00	Y
Asbestos acceptance from outside of Municipality	Fee per tonne	\$265.00	\$265.00	0.00%	\$0.00	Y
Gas Cylinders Small (up to 9kg)		\$10.00	\$10.00	0.00%	\$0.00	Y
Gas Cylinders Large (over 9kg)		\$20.00	\$20.00	0.00%	\$0.00	Y
Mixed cover	Per tonne	\$120.00	\$120.00	0.00%	\$0.00	Y
Commercial cardboard and recycling (per m3)		\$15.00	\$15.00	0.00%	\$0.00	Y

## E-Waste

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Per item		\$5.00	\$5.00	0.00%	\$0.00	Y
Commercial E-waste (large / volume)	Per kilogram	\$1.10	\$1.10	0.00%	\$0.00	Y

## Single Axle Trailer (6x4)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Level		\$30.00	\$30.00	0.00%	\$0.00	Y
Heaped		\$35.00	\$35.00	0.00%	\$0.00	Y
High Sided		\$44.60	\$44.60	0.00%	\$0.00	Y

## Tandem Axle Trailer (8x5)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Level		\$50.50	\$50.50	0.00%	\$0.00	Y
Heaped		\$66.50	\$66.50	0.00%	\$0.00	Y
High Sided		\$78.00	\$78.00	0.00%	\$0.00	Y

## Tyres

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Car & Motorcycle	Per tyre	\$10.00	\$10.00	0.00%	\$0.00	Y
Light Commercial – 4WD	Per tyre	\$15.00	\$15.00	0.00%	\$0.00	Y
Truck & Forklift	Per tyre	\$30.00	\$30.00	0.00%	\$0.00	Y
Tractor - Earth Moving Small (up to 1.1m diameter)	Per tyre	\$115.00	\$115.00	0.00%	\$0.00	Y
Tractor - Earth Moving Medium (1.1m - 1.5m diameter)	Per tyre	\$170.00	\$170.00	0.00%	\$0.00	Y
Tractor - Earth Moving Large (1.5m - 1.8m diameter - maximum width 500mm)	Per tyre	\$255.00	\$255.00	0.00%	\$0.00	Y
Tractor - Earth Moving Extra Large (above 1.8m diameter - wider than 500mm)	Per tyre				POA	Y
Tyre on rim (extra charge)	Plus tyre fee per size	\$5.00	\$5.00	0.00%	\$0.00	Y

## Utility

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Level		\$28.00	\$28.00	0.00%	\$0.00	Y
High Sided		\$43.50	\$43.50	0.00%	\$0.00	Y

## White Goods

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Non refrigerated	Free	\$0.00	\$0.00	0.00%	\$0.00	Y
Refrigerated		\$20.00	\$20.00	0.00%	\$0.00	Y

## Green Waste

## Car Boot / 240 Ltr Bin

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Clean Green Waste		\$6.50	\$6.50	0.00%	\$0.00	Y

## Single Axle Trailer (6x4)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Commercial lawn clippings		\$5.50	\$5.50	0.00%	\$0.00	Y
Level Clean Green Waste		\$13.00	\$13.00	0.00%	\$0.00	Y
Heaped Clean Green Waste		\$16.00	\$16.00	0.00%	\$0.00	Y

## Single Axle Trailer (6x4) [continued]

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
High Sided Clean Green Waste		\$20.00	\$20.00	0.00%	\$0.00	Y

## Tandem Axle Trailer (8x5)

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Commercial lawn clippings		\$11.00	\$11.00	0.00%	\$0.00	Y
Level Clean Green Waste		\$22.50	\$22.50	0.00%	\$0.00	Y
Heaped Clean Green Waste		\$29.50	\$29.50	0.00%	\$0.00	Y
High Sided Clean Green Waste		\$34.50	\$34.50	0.00%	\$0.00	Y

## Station Wagon

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Clean Green Waste		\$12.50	\$12.50	0.00%	\$0.00	Y

## Utility

Name	Description	Year 22/23 Fee	Year 23/24 Fee (incl. GST)	Increase %	Increase \$	GST
Clean Green Waste		\$13.00	\$13.00	0.00%	\$0.00	Y
High Sided Clean Green Waste		\$20.00	\$20.00	0.00%	\$0.00	Y

\* Fee unit rate \$15.90

^ Penalty unit rate \$192.31



## Appendix B - Major projects (non-capitalised operating projects)

Strategic Objective	Project Name	Project cost \$'000	Summary of funding sources		
			Grants \$'000	Contributions \$'000	Council cash \$'000
<b>Liveability</b>					
	Swan Hill Art Gallery Student Excursion Program	6	-	-	(6)
	Roadside Weeds and Pests Management	75	(75)	-	-
	Rural Bus Shelters	27	-	(13)	(14)
	Pit lid replacement program	23	-	-	(23)
	Upgrade street lighting	112	-	-	(112)
	Tree planting program	42	-	-	(42)
	Harmony Day	19	(3)	-	(16)
	Swan Hill Landfill Capping	1,220	-	-	(1,220)
	Purchase Christmas Decorations	27	-	-	(27)
	Robinvale Landfill – Service Roads & Stormwater Management	32	-	-	(32)
	Waste Management – Operational Daily Cover	75	-	-	(75)
	Intersection Improvements – McCallum & Murlong Streets	22	-	-	(22)
	ACRE (Australia's Creative Rural Economy)	67	-	-	(67)
	DoT – CM Freight Rd Network & Infrastructure Investment Prospectus	23	-	-	(23)
	FairFax Festival Sept 2023	157	(60)	(27)	(70)
	Swan Hill Stormwater Model & Strategy	162	-	-	(162)
	2022 Flood Response	291	-	-	(291)
	RFID Installation in the Library	27	-	-	(27)
	Riverfront Restoration – Little Murray River	11	-	(5)	(6)
	Under the Stars	110	-	(85)	(25)
	Native Vegetation Assessment & Removal	88	-	-	(88)
	Closed Rural Landfill Cell Capping	280	-	-	(280)
	Robinvale Landfill Cell Capping	313	-	-	(313)
	Waste & Recycling Future Strategy	100	-	-	(100)
	Tower Hill Housing Diversification	40	-	-	(40)
		<b>3,349</b>	<b>(138)</b>	<b>(130)</b>	<b>(3,081)</b>
<b>Prosperity</b>					
	Economic Development Initiatives	110	(25)	-	(85)
	Pedestrian & Cycling Strategy	80	-	-	(80)
	Strategic Planning – Day Product Pioneer Settlement	30	-	-	(30)
		<b>220</b>	<b>(25)</b>	<b>-</b>	<b>(195)</b>
<b>Harmony</b>					
	Empower Youth Initiative	210	(144)	(17)	(49)
	Youth Support Engage Program	97	(60)	-	(37)
	FREEZA activities	80	(36)	-	(44)
	Seniors Week	8	-	(3)	(5)
	L2P Program Swan Hill/Robinvale	40	-	-	(40)
	Pride Projects	8	-	-	(8)
	Sport & Recreational Grants	148	(100)	-	(48)
	Kindergarten Infrastructure Service Plan (KISP)	75	-	-	(75)
	Community Activation and Social Isolation – DHHS	15	-	-	(15)
		<b>681</b>	<b>(340)</b>	<b>(20)</b>	<b>(321)</b>
<b>Leadership</b>					
	Yamagata Student Exchange	24	-	-	(24)
	IT Software Replacement	28	-	-	(28)
	IT Steering Committee Operational Improvements	40	-	-	(40)
		<b>92</b>	<b>-</b>	<b>-</b>	<b>(92)</b>
<b>Total Major Projects</b>		<b>4,342</b>	<b>(503)</b>	<b>(150)</b>	<b>(3,689)</b>

## Glossary of Terms

<b>Act</b>	Local Government Act 2020.
<b>Accounting standards</b>	Australian accounting standards are set by the Australian Accounting Standards Board (AASB) and have the force of law for Corporations law entities under section 296 of the Corporations Act 2001. They must also be applied to all other general purpose financial reports of reporting entities in the public and private sectors.
<b>Adjusted underlying revenue</b>	The adjusted underlying revenue means total income other than non-recurrent grants used to fund capital expenditure, non-monetary asset contributions and contributions to fund capital expenditure from sources other than grants and non-monetary contributions.
<b>Adjusted underlying surplus (or deficit)</b>	The adjusted underlying surplus (or deficit) means adjusted underlying revenue less total expenditure. It is a measure of financial sustainability of the Council which can be masked in the net surplus (or deficit) by capital-related items.
<b>Annual reporting requirements</b>	Annual reporting requirements include the financial reporting requirements of the Act, accounting standards and other mandatory professional reporting requirements.
<b>Asset expansion expenditure</b>	Expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries.
<b>Asset renewal expenditure</b>	Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.
<b>Asset upgrade expenditure</b>	Expenditure that: <ul style="list-style-type: none"> <li>(a) enhances an existing asset to provide a higher level of service;</li> <li>or</li> <li>(b) increases the life of the asset beyond its original life.</li> </ul>
<b>AVPC Code</b>	Australian Valuation Property Code
<b>Balance sheet</b>	The budgeted statement of financial position shows the expected net current asset, net non-current asset and net asset positions in the forthcoming year compared to the forecast actual in the current year.  The budgeted balance sheet is prepared in accordance with the requirements of AASB 1040 – Balance Sheet.
<b>Comprehensive income statement</b>	The budgeted comprehensive income statement shows the expected operating result in the forthcoming year compared to the forecast actual result in the current year. The budgeted income statement should be prepared in accordance with the requirements of AASB101 Presentation of Financial Statements and the Local Government Model Financial Report.
<b>Financial statements</b>	Financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports and statement of capital works, included in the annual report.

<b>Statement of capital works</b>	The budgeted statement of capital works shows the expected internal and external funding for capital works expenditure and the total proposed capital works expenditure for the forthcoming year with a comparison with forecast actual for the current year. The budgeted statement of capital works should be prepared in accordance with Regulation 9.
<b>Statement of cash flows</b>	The budgeted statement of cash flows shows the expected net cash inflows and outflows in the forthcoming year in the form of reconciliation between opening and closing balances of total cash and investments for the year. Comparison is made to the current year's expected inflows and outflows. The budgeted cash flow statement should be prepared in accordance with the requirements of AASB 107 – Statement of cash flows and the Local Government Model Financial Report.
<b>Statement of changes in equity</b>	The budgeted statement of changes in equity shows the expected movement in accumulated surplus and reserves for the year. The budgeted statement of changes in equity should be prepared in accordance with the requirements of AASB 101 – Presentation of financial statements and the Local Government Model Financial Report.
<b>Budget preparation requirement</b>	Under the Act, a Council is required to prepare and adopt the annual budget by 30 June each year, or any other date fixed by the Minister by notice published in the Government Gazette.
<b>Capital expenditure</b>	Capital expenditure is relatively large (material) expenditure which produces economic benefits expected to last for more than 12 months. A pre-determined 'threshold' may be used which indicates the level of expenditure deemed to be material in accordance with Council's policy. Capital expenditure includes new, renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and upgrade expenditures, the total project cost needs to be allocated accordingly.
<b>Capital works program</b>	A detailed list of capital works expenditure that will be undertaken during the financial year. Regulation 10 requires that the budget contains a detailed list of capital works expenditure and sets out how that information is to be disclosed by reference to asset categories, asset expenditure type and funding sources.
<b>Carry forward capital works</b>	Carry forward capital works are those that that are incomplete in the current budget year and will be completed in the following budget year.
<b>Council Plan</b>	<p>This document sets out the medium-term goals and objectives as part of the overall strategic planning framework.</p> <p>Prepared under Section 90 of the Act, the Council Plan is part of the overall strategic planning framework. The strategic planning framework includes:</p> <ul style="list-style-type: none"> <li>• The rates and charges strategy</li> <li>• Asset management plan, and;</li> <li>• Other strategic documents</li> </ul> <p>While each of these detailed strategic planning documents are specific to their own purposes and can have different timeframes, the Council Plan brings together information from each of these documents to report to the community in a concise form.</p> <p>As a minimum a Council Plan must include:</p> <ul style="list-style-type: none"> <li>• The strategic objective of the Council</li> <li>• Strategic objectives for achieving the strategic direction</li> </ul>

	<ul style="list-style-type: none"> <li>• Strategies for achieving those objectives for at least the next four years</li> <li>• Strategic indicators for monitoring the achievement of those objectives</li> <li>• A description of the Council's initiatives and priorities for services, infrastructure and amenity</li> <li>• any other matters prescribed by the regulations.</li> </ul>
<b>Discretionary reserves</b>	Discretionary reserves are funds earmarked by Council for various purposes. Councils can by resolution change the purpose of these reserves.
<b>External funding sources (analysis of capital budget)</b>	External funding sources relate to grants or contributions, which will be received from parties external to the Council. It also includes the proceeds of assets sold to fund the capital works program.
<b>Financial sustainability</b>	A key outcome of the Budget. Longer term planning is essential in ensuring that a Council remains financially sustainable in the long term.
<b>Financing activities</b>	Financing activities means those activities which relate to changing the size and composition of the financial structure of the entity, including equity and borrowings not falling within the definition of cash.
<b>Infrastructure</b>	Physical assets of the entity or of another entity that contribute to meeting the public's need for access to major economic and social facilities and services.
<b>Investing activities</b>	Investing activities means those activities which relate to acquisition and disposal of non-current assets, including property, plant and equipment and other productive assets, and investments not falling within the definition of cash.
<b>Key assumptions</b>	When preparing a budgeted balance sheet of financial position, key assumptions upon which the statement has been based should be disclosed in the budget to assist the reader when comparing movements in assets, liabilities and equity between budget years.
<b>Key budget outcomes</b>	The key activities and initiatives that will be achieved in line with the Council Plan.
<b>Legislative framework</b>	The Act, Regulations and other laws and statutes under which Council governance and reporting requirements are set.
<b>Local Government Model Financial Report</b>	Local Government Model Financial Report published by the Department from time to time including on the Department's Internet website.
<b>Local Government (Planning and Reporting) Regulations 2020</b>	<p>The objective of these Regulations, made under section 325 of the Local Government Act 2020 and which came into operation on 24 October 2020, is to prescribe:</p> <ol style="list-style-type: none"> <li>a. The content and preparation of the financial statements of a Council.</li> <li>b. The performance indicators and measures to be included in a budget, revised budget and annual report of a Council.</li> <li>c. The information to be included in a Council Plan, Strategic Resource Plan, budget, revised budget and annual report.</li> <li>d. Other matters required to be prescribed under Parts 9 of the Act.</li> </ol>
<b>New asset expenditure</b>	Expenditure that creates a new asset that provides a service that does not currently exist.

<b>Non-financial resources</b>	Resources of a non-financial nature (such as human resources, information systems and processes, asset management systems) which are consumed by a Council in the achievement of its strategic resource plan goals.
<b>Non-recurrent grant</b>	A grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a Council's projected budget.
<b>New capital expenditure</b>	New capital expenditure does not have any element of upgrade to existing assets. New capital expenditure may or may not result in additional revenue for Council and will result in an additional burden for future operation, maintenance and capital renewal.
<b>Operating activities</b>	Operating activities means those activities that relate to the provision of goods and services.
<b>Operating expenditure</b>	Operating expenditure is defined as consumptions or losses of future economic benefits, in the form of reductions in assets or increases in liabilities and that result in a decrease in equity during the reporting period.
<b>Operating revenue</b>	Operating revenue is defined as inflows or other enhancements, or savings in outflows of future economic benefits, in the form of increases in assets or reductions in liabilities and that result in an increase in equity during the reporting period.
<b>Own-source revenue</b>	Adjusted underlying revenue other than revenue that is not under the control of Council (including government grants).
<b>Performance statement</b>	Performance statement prepared by a Council under section 98 of the Act. A performance statement must be included in the annual report of a Council and include the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year.
<b>Rates determination statement</b>	The rates determination statement is used to determine the surplus/deficit based on the level of rates and charges raised. It does not include profit/loss on sale of assets or depreciation, which are both non-cash items. It shows both the income and expenses for capital projects and net monies from reserve transfers.
<b>Rating strategy</b>	A rating strategy is the process by which the Council's rate structure is established and how the quantum of rate changes has been determined, taking into consideration longer term philosophy issues and framework.
<b>Recurrent grant</b>	A grant other than a non-recurrent grant.
<b>Regulations</b>	Local Government (Planning and Reporting) Regulations 2020.
<b>Restricted cash</b>	Cash and cash equivalents, within the meaning of the AAS, that are not available for use other than a purpose for which it is restricted and include cash to be used to fund capital works expenditure from the previous financial year.

<b>Services, initiatives and major initiatives</b>	<p>Section 94 of the Act requires a budget to contain a description of the services and initiatives to be funded by the budget, along with a statement as to how they will contribute to the achievement of the Council's strategic objectives as specified in the Council Plan.</p> <p>The budget must also include major initiatives, being initiatives identified by the Council as priorities to be undertaken during the financial year. The services delivered by Council means assistance, support, advice and other actions undertaken by a council for the benefit of the local community.</p> <p>Initiatives mean actions that are once-off in nature and/or lead to improvements in service.</p> <p>Major initiatives mean significant initiatives that will directly contribute to the achievement of the Council Plan during the current year and have a major focus in the budget.</p>
<b>Statement of capital works</b>	Means a statement of capital works prepared in accordance with the Local Government Model Financial Report. Refer also Commentary Budgeted Statements section 3.5.
<b>Statement of human resources</b>	Means a statement which shows all Council staff expenditure and the number of full time equivalent Council staff. Refer also Commentary Budgeted Statements section 3.6.
<b>Statutory reserves</b>	Statutory reserves are funds set aside for special statutory purposes in accordance with various legislative and contractual requirements. These reserves are not available for other purposes.
<b>Strategic planning framework</b>	A 'community owned' document or process which identifies the long term needs and aspirations of the Council, and the medium and short term goals and objectives which are framed within the long term plan.
<b>Unrestricted cash</b>	Unrestricted cash represents all cash and cash equivalents other than restricted cash.
<b>VCAT</b>	Victorian Civil and Administrative Tribunal.
<b>Working capital</b>	Working capital is the balance of cash and investments not set aside for statutory and discretionary reserves.

### **B.23.41 DEPUTY MAYOR POSITION POLICY**

**Responsible Officer:** Director Corporate Services  
**File Number:** S16-25P-02-006  
**Attachments:** 1 [↓ Deputy Mayor Position Policy](#)

#### **Declarations of Interest:**

Bhan Pratap - as the responsible officer, I declare that I have no disclosable interests in this matter.

#### **Summary**

The Deputy Mayor Position Policy and Procedure was established for the appointment of a Deputy Mayor. The policy and procedure were flagged for review and possible discontinuation as the office of Deputy Mayor is now included in the Local Government Act 2020 (Act) and Council's Governance Rules.

#### **Discussion**

Councils should actively review its Policy needs and, when needed prepare new policies, review existing policies and discontinue obsolete or superseded policies.

Under section 20A of the Act, the office of Deputy Mayor is now included and states:

- 1) A Council may establish an office of Deputy Mayor.
- 2) If the Council has established an office of Deputy Mayor, the provisions of this Act relating to the office of Deputy Mayor apply.
- 3) If a Council has not established an office of Deputy Mayor, section 20B Acting Mayor applies.

Council's updated Governance Rules includes the procedure for election of the Deputy Mayor below:

#### **5.4. Determining the Election of Mayor / Deputy Mayor.**

- (d) If Council resolves to have the office of Deputy Mayor, the provisions of sub-rules (2) and (4) apply to the election of the Deputy Mayor with all necessary modifications and adaptations.

The office of Deputy Mayor being included in the Local Government Act 2020 and within Council's updated Governance Rules provide clear guidelines for election of the Deputy Mayor, should Council choose through resolution.

## **Consultation**

The Executive Leadership Team and Governance team were consulted. The Local Governance Act 2020 and the Victorian Independent Remuneration Tribunal (VIRT) have been reviewed.

## **Financial Implications**

Discontinuation of this policy and procedure does not generate financial implications.

## **Social Implications**

Nil.

## **Economic Implications**

Nil.

## **Environmental Implications**

Nil.

## **Risk Management Implications**

Nil.

## **Council Plan Strategy Addressed**

***Leadership*** - Bold leadership, strong partnerships and effective advocacy.

## **Options**

That the Deputy Mayor Position Policy is:

1. Discontinued
2. Updated with the current allowance conditions documented, and approved.

## **Recommendations**

**That Council discontinue the Deputy Mayor position Policy and Procedure.**



Date adopted	September 1999
Last review	June 2021
Next review	June 2025
Responsible Officer	Chief Executive Officer

Fully compliant with Victorian  
Charter of Human Rights and  
Responsibilities Act 2006



**POLICY TITLE DEPUTY MAYOR POSITION POLICY**

**POLICY NUMBER POL/GOV006**

### 1. PURPOSE

The purpose of this policy is to establish the position of Deputy Mayor.

### 2. SCOPE

This policy applies to all Councillors.

### 3. POLICY

The position of Deputy Mayor is necessary to facilitate the smooth and uninterrupted civic, statutory and policy-making functions of Council in the absence of the Mayor. Any Councillor except the Mayor may nominate for the position of Deputy Mayor. Immediately following the election of Mayor, Council will elect a Deputy Mayor.

### 4. RELATED POLICIES/PROCEDURES/DOCUMENTS

Nil

### 5. RELATED LEGISLATION

Local Government Act 2020

### 6. DOCUMENT HISTORY

Version Number	Issue Date	Description of Change
1.0	September 1999	Initial release
1.1	May 2015	Review
1.2	June 2021	Review

Signed: Bill Moar Mayor Date: 17/06/2021

Deputy Mayor Policy CPOL/GOV006		
Version: 1.2	This document is uncontrolled when printed	Page 1 of 1

Date adopted	September 1999
Last review	June 2021
Next review	June 2025
Responsible Officer	Chief Executive Officer

Fully compliant with Victorian Charter of Human Rights and Responsibilities Act 2006
--



**PROCEDURE TITLE**      **DEPUTY MAYOR POSITION PROCEDURE**

**PROCEDURE NUMBER**    **PRO/GOV006P**

**ENABLING POLICY**

Deputy Mayor Position Policy – POL/GOV006

**ENABLING LEGISLATION**

Local Government Act 2020

**1. PURPOSE**

The purpose of this procedure is to establish guidelines for the appointment and role of the Deputy Mayor.

**2. SCOPE**

This procedure applies to all Councillors.

**3. PROCEDURE**

The process of election of the position of Deputy Mayor shall be in accordance with Council's Governance Rules in force at the time of the election.

**3.1. Activation of Position**

The Deputy Mayor may perform the role of the Mayor and may exercise any of the powers of the Mayor if—

- (a) the Mayor is unable for any reason to attend a Council meeting or part of a Council meeting; or
- (b) the Mayor is incapable of performing the duties of the office of Mayor for any reason, including illness; or
- (c) the office of Mayor is vacant.

Council will determine whether to continue with the role of Deputy Mayor at the meeting scheduled for the election of the Mayor.

Deputy Mayor Procedure PRO/GOV006		
Version: 1.2	This document is uncontrolled when printed	Page 1 of 2

**3.2. Remuneration**

The position of Deputy Mayor is not recognised by the Local Government Act as a position that attracts an allowance. As such the Deputy Mayor shall receive the ordinary Councillor allowance as set by Council in accordance with the Act.

**3.3. Other Support**

The Deputy Mayor shall receive appropriate support from the organisation, in accordance with the Council Expenses Policy, or as otherwise determined by Council.

**4. RELATED POLICIES/PROCEDURES/DOCUMENTS**

POL/GOV004 Council Expenses Policy

**5. DOCUMENT HISTORY**

Version Number	Issue Date	Description of Change
1.0	September 1999	Initial release
1.1	May 2015	Review
1.2	June 2021	Review

Signed: John McLinden

CEO

Date: 16/06/2021

Deputy Mayor Procedure PRO/GOV006		
Version: 1.2	This document is uncontrolled when printed	Page 2 of 2

## **B.23.42 RISK MANAGEMENT POLICY**

**Responsible Officer:** Director Corporate Services  
**File Number:** S16-25P-04-216  
**Attachments:** 1 [↓ Risk Management Policy](#)

### **Declarations of Interest:**

Bhan Pratap - as the responsible officer, I declare that I have no disclosable interests in this matter.

### **Summary**

Effective risk management is essential for Council to maximise its ability to deliver on its objectives, promote sound decision-making and prioritise resources. Council has a duty of care and statutory responsibilities to incorporate risk management into all aspects of its business. The attached Risk Management Policy has been reviewed in response to these requirements.

There are no suggested changes to the policy apart from updates to relevant legislative references.

### **Discussion**

The Risk Management Policy outlines Council's commitment to create a risk aware culture that effectively and systematically manages risk in order to maximise opportunities and limit adverse effects in accordance with AS/NZS ISO 31000:2018 Risk management standard.

The policy aims to ensure that:

- Risk management is everyone's responsibility and an integral part of all Council processes;
- Council has a current and comprehensive understanding of its risks;
- Staff, contractors and the community are protected against personal, physical and financial losses that is within the control of Council, and
- Risk management enables continual improvement of the organisation.

### **Consultation**

Council's Risk Management Committee, Executive Leadership Team and Councillors were consulted.

### **Financial Implications**

The effective management of risk ensures Council can make informed decisions on accepting, mitigating, transferring or rejecting risk, including short and long-term financial risk.

### **Social Implications**

The effective management of risk ensures the efficient, effective and ethical use of resources and services by rate-payers, residents, staff and visitors.

### **Economic Implications**

Nil.

### **Environmental Implications**

Nil.

### **Risk Management Implications**

The Risk Management Policy provides an integrated and consistent approach to risk management to ensure that risks are identified and addressed during planning, decision-making and everyday operations.

### **Council Plan Strategy Addressed**

***Leadership*** - Excellent management and administration.

### **Options**

1. That Council adopt the Risk Management Policy as presented.
2. That Council adopt the Risk Management Policy with amendments.

### **Recommendations**

**That Council adopt the Risk Management Policy as presented.**

Date adopted	November 2007
Last review	June 2023
Next review	June 2027
Responsible Officer	Risk and Compliance Officer

Fully compliant with Victorian  
Charter of Human Rights and  
Responsibilities Act 2006



## **POLICY TITLE      RISK MANAGEMENT**

**POLICY NUMBER    CPOL/CORP216**

### **1. PURPOSE**

Swan Hill Rural City Council (Council) recognises that the organisation is exposed to certain risks due to the nature of its activities and the environment in which it operates. Council recognises that by embedding risk management into all organisational systems and processes Council will optimise its ability to meet its organisational objectives.

The purpose of this policy is to ensure Council manages risk effectively, to maximise the ability for Council to deliver on its objectives, promote sound decision-making and prioritise resources.

### **2. SCOPE**

This Policy applies to all activities undertaken across Council.

### **3. POLICY**

Council will create a risk aware culture that effectively and systematically manages risk in order to maximise opportunities and limit adverse affects in accordance with AS/NZS ISO 31000:2018 Risk management standard.

To achieve these goals Council will:

- Identify, document and manage known, new and emerging risks in line with Council's risk appetite and policies
- Implement, monitor and review Council's Risk Management Framework
- Integrate risk management into existing planning and operational activities
- Facilitate continual improvement of risk management through the setting and review of objectives and targets
- Provide timely and transparent communication and consultation with stakeholders
- Provide staff with the appropriate skills in risk management principles and processes
- Assign clear responsibilities to staff at all levels for managing risk
- Ensure the Policy is properly communicated and understood
- Regularly review risk management performance as part of our commitment to continuous improvement

Risk management CPOL/CORP216		
Version: 2.1	This document is uncontrolled when printed	Page 1 of 2

#### 4. RESPONSIBILITIES

All staff, councillors, contractors and volunteers have a significant role in the management of risk and are responsible for identifying and reporting risks, adhering to Council's Risk Management Policy, Framework and any related documentation.

#### 5. RELATED POLICIES/PROCEDURES/DOCUMENTS

PRO/CORP251 Risk Management Framework  
 CPOL/OHS901 Occupational Health and Safety Policy  
 POL/CORP226 Fraud Control Policy  
 POL/CORP230 Incident and Hazard Reporting  
 POL/STAFF127 Staff Code of Conduct  
 PRO/CORP233 Business Continuity Framework

#### 6. RELATED LEGISLATION

Australian/New Zealand Standard ISO 31000:2018 – Risk management – Principles and guidelines  
 Occupational Health and Safety Act 2004  
 Local Government Act 2020

#### 7. DOCUMENT HISTORY

Version Number	Issue Date	Description of Change
1.0	November 2007	Initial Adoption
1.1	May 2014	Review
1.2	July 2016	Review
2.0	August 2019	Review
2.1	June 2023	Review

Signed: \_\_\_\_\_ Mayor Date: \_\_\_\_\_

Risk management CPOL/CORP216		
Version: 2.1	This document is uncontrolled when printed	Page 2 of 2

### **B.23.43 FENCING CONTRIBUTION POLICY**

**Responsible Officer:** Director Infrastructure  
**File Number:** S11-06-01  
**Attachments:** 1 [↓ Fencing Contributions Policy](#)

#### **Declarations of Interest:**

Leah Johnston - as the responsible officer, I declare that I have no disclosable interests in this matter.

#### **Summary**

This report is to accept the review of the Fencing Contribution Policy with no changes since adoption in August 2021.

#### **Discussion**

The Fences Act 1968 (incorporating the Fences Amendment Act 2014) {hereafter referred to as the 'Act'} contains rules about who pays for a dividing fence, the type of fence to be built, notices that neighbours need to give one another and how to resolve disputes that come up when discussing fencing works with a neighbour.

A dividing fence is a fence built to separate two pieces of adjoining land. It may or may not be located on the common boundary between the pieces of land as this depends on an agreement between neighbours. The dividing fence might be located off the common boundary if, for example, there is an obstruction or waterway on the common boundary.

A dividing fence does not include a retaining wall or any wall that is part of a house, garage or other building (although sometimes these types of walls may mean that a dividing fence is not needed, or is not needed for part of the boundary).

Generally, owners of adjoining land must contribute in equal shares to a dividing fence. The standard of fence that you must contribute to is a 'sufficient dividing fence', which will depend on the circumstances.

For the purposes of the 'Act' an owner does not include —

- (a) a municipal council, trustee or other person or body in respect of land owned by or vested in, or under the care, control or management of, the municipal council, trustee, person or body for the purposes of a public park or public reserve.

#### **Consultation**

Consultation has occurred with relevant council staff.



### **Financial Implications**

Council may choose to contribute in some circumstances, as per the attached policy.

Costs associated with a fencing contribution for the principal place of residence of a homeowner eligible for the Municipal Rates Concession.

### **Social Implications**

Support would be provided for eligible residents without the means to bear the full cost of fencing. It would not unduly burden the wider rate base.

### **Economic Implications**

Not applicable.

### **Environmental Implications**

Not applicable.

### **Risk Management Implications**

Not applicable.

### **Council Plan Strategy Addressed**

*Prosperity* - Infrastructure that enables prosperity.

### **Options**

1. Adopt as presented
2. Adopted with amendments
3. Not adopted

### **Recommendations**

**That Council adopt the Fencing Contribution Policy as presented.**

Date adopted	August 2021
Last review	June 2023
Next review	June 2027
Responsible Officer	Engineering Manager

Fully compliant with Victorian Charter of Human Rights and Responsibilities Act 2006
--




---

**POLICY TITLE      FENCING CONTRIBUTION**

**POLICY NUMBER    CPOL/INFRA521**

**1. PURPOSE**

To define the criteria under which Swan Hill Rural City Council (Council) will contribute to the cost of constructing, repairing or replacing a dividing fence between private land and a property owned by Council.

**2. SCOPE**

The policy applies to owners of private land abutting a property owned or occupied by the Council, who are seeking a contribution from Council towards the cost of constructing, repair or replacing the dividing fencing.

The Fences Act 1968 (incorporating the Fences Amendment Act 2014) {hereafter referred to as the 'Act'} provides a procedure for sharing costs between neighbours for the construction and repair of dividing fences and a mechanism for the resolution of disputes about a dividing fence.

Part 1 Section 4 (2)(c) of the Fences Act 1968 states that for the purposes of the 'Act' owner does not include — a municipal council, trustee or other person or body in respect of land owned by or vested in, or under the care, control or management of, the municipal Council, trustee, person or body for the purposes of a public park or public reserve.

These include:

- Drainage reserves
- Municipal and recreational reserves
- Municipal car parks
- Playgrounds
- Roads and right-of-ways
- Tree and plantation reserves

**3. POLICY**

**3.1. Half Cost Fencing**

In accordance with the Fences Act 1968 and Fences Amendment Act 2014, Council will contribute half the reasonable cost of constructing, repairing or replacing a sufficient dividing fence abutting a property with a building occupied by Council ie: Municipal Office, Depots.

Council will not contribute to the cost of constructing, repairing or replacing the fencing abutting a public park or public reserve unless the exemption in this policy applies.

Fencing Contribution CPOL/INFRA521		
Version: 1.1	This document is uncontrolled when printed	Page 1 of 2

**3.2. Exemption for Pensioners' Principal Place of Residence**

Council will contribute half the reasonable cost of constructing, repairing or replacing the fencing abutting an open public reserve, excluding roads and right-of-ways, when the abutting private land is the principal place of residence of a homeowner eligible for the Municipal Rates Concession.

Pensioners and Veteran Affairs Gold Card holders are eligible for Municipal Rates Concession.

**4. RELATED LEGISLATION**

Fences Act 1968  
Fences Amendment Act 2014

**5. DOCUMENT HISTORY**

Version Number	Issue Date	Description of Change
1.0	August 2021	Initial release
1.1	June 2023	Review

**Signed:** \_\_\_\_\_ **Mayor**      **Date:** \_\_\_\_\_

## **B.23.44 LOCAL ROADS COMMUNITY INFRASTRUCTURE FUND ROUND 4 - PROPOSED PROJECTS**

**Responsible Officer:** Director Infrastructure  
**File Number:** S17-02-01  
**Attachments:** Nil

### **Declarations of Interest:**

Leah Johnston - as the responsible officer, I declare that I have no disclosable interests in this matter.

### **Summary**

This report seeks to inform Council on a proposed list of project options for the Local Roads and Community Infrastructure Program Round 4. The value of the Program for Part A is \$1,434,158, with a further \$827,254 recently announced for Part B. Part B must be spent on road projects only.

### **Discussion**

A list of projects has been proposed for delivery as part of the most recent funding allocation from the Federal Government's Local Roads and Community Infrastructure Program (LRCIP). Some of the nominated projects are listed in the Major Projects Plan for delivery in allocated years, or are unallocated funds, or have been identified independently as opportunities to improve/renew infrastructure for the benefit of the community.

Round 4 of the LRCIP will run from 1 July 2023 to 30 June 2025. The majority of the nominated projects will be 100% funded, enabling these projects to get underway quickly. Project delivery can commence once the work schedules are approved by the Federal Department Infrastructure, Transport, Regional Development, Communication and Arts. All projects required to be physically completed by 30 June 2025.

The guidelines for Round 4 have been finalised and the following types of projects are eligible for funding:

#### Local Roads Projects

Eligible Local Road Projects are projects that involve the construction or maintenance of roads managed by local governments. Local governments are encouraged to consider works that support improved road safety outcomes.

#### Community Infrastructure Projects

Eligible Community Infrastructure Projects are projects that involve the construction, maintenance and/or improvements to council-owned assets (including natural assets) that are generally accessible to the public.

'Generally accessible to the public' means that the project, or the amenity provided by the project, is generally accessible to the public at large.

### **Recommended Projects**

A table of projects was compiled by officers and scoring was undertaken based on the criteria of; Expenditure, Strategy, Environmental Benefit, Social Benefit, Economic Benefit, Financial Sustainability and Risk/Legislation.

A table of projects and scoring outcomes are included in this report. It is noted that there are considerably more community or roads projects that could be funded, however these have been workshopped and agreed as the final list for this funding round.

### **Potential Community Based Projects**

#### 1. Nyah Community Centre Change room Renewal (Score 355)

**Scope:**

There are no facilities in the main pavilion in which females can change or shower following or prior to sporting activity. The existing facilities have not received any renewal treatment for over 50 years. The plumbing and amenity infrastructure is worn out, leaking, difficult to clean, unsafe and unhygienic.

The sporting nature of the precinct and the proximity of the netball courts close to the pavilion lends itself to the inclusion of female change facilities in the main pavilion. Refurbishment and a re-layout of this facility will provide fair and equitable access to change and amenity facilities for both sporting and leisure activity.

**Proposed Budget:** \$531,158

**Major Projects Plan:** Year 4 and Year 5

#### 2. Solar Panels for Leisure Centres (Score 315)

**Scope:**

The contract for the Leisure and Aquatic management services was renewed in December of 2022 for a 5 year plus two, three year options (11 year total). Over the last 20 years the contractor has been responsible for the facilities' utilities costs (power, gas water). With the intent of reducing the contractor subsidy by de-risking the offering, Council has taken on the direct cost of the utilities. Subsequently, savings realised in energy savings directly benefit Council rather than the contractor.

**Proposed Budget:** \$220,000

**Major Projects Plan:** No

3. Lake Boga Southern Entrance Beautification (Score 310)

**Scope:** Continuation of delivery of project from LRCI Round 3 and Surplus contribution

The entrance into Lake Boga, for north-bound commuters is undergoing an irrigation and landscaping upgrade. The southern beautification foreshore project involves the installation of irrigation along the 800m of foreshore reserve, bollards, connection to existing irrigation infrastructure to water the Lake Boga school grounds, the football ground and the equestrian reserve. There is currently a lack of usable shade and green grass. The intention of the project is to formalise the parking zone, install bollards to protect the path and enhance community connection to the lake. A recent surplus allocation has also been committed to this project. The value of \$106,000 totals a collective \$660,000 investment which is the original value committed to the project.

**Proposed Budget** \$106,000

**Major Projects Plan** – Irrigation Renewal Ongoing

4. Swan Hill Outdoor Swimming Pool Removable Starter Blocks (Score 280)

**Scope:**

The starter blocks at the Swan Hill Swimming Pool need to be removed, the pool edge stabilized or infilled and fixings established so that removable starter blocks can be installed. This will contribute to the safety of pool and swim carnival patrons.

Visitors from Bendigo have been recorded saying;  
'Slippery, dangerous, don't want to come back'

**Proposed Budget:** \$37,000

**Major Projects Plan:** No

5. Swan Hill & Robinvale Swimming Pool – Blankets for Pools (Score 255)

**Scope:**

There is currently no capacity to maintain water temperature in the Swan Hill Outdoor Pool. In the summer months the Nyah Two Bays Swimming Club use the pool for their training program (in turn reducing pressure on the indoor heated pool, enabling more lap swimmers access in the morning hours).

Typically, the water heats during the day from the sun but cools again at night. As the evenings become chillier at the beginning and end of each season, the water takes longer to heat during the day. Pool blankets will assist with maintaining warmer water.

**Proposed Budget:** \$120,000

**Major Projects Plan** – No

6. Robinvale Skate & Nature Play Shade Implementation (Score 205)

**Scope:** Compliments an existing project

The Robinvale Skate and Nature Play Project is being implemented as part of the Robinvale Riverfront Masterplan suite of projects.

Funding for the delivery of the Skate Park and Nature Play in Centenary Park Robinvale has been achieved. A combined fund of almost \$2 million will go towards the delivery of a skate park (\$530,000) and an active play zone (\$1,470,000). The funding, although sounds generous is across a green field site where there is no existing infrastructure, including few strategically located trees for shade, footpaths or services.

When delivered, the Nature Play and Skate Park will be highly popular destinations for locals and visitors. The expectation is that the play spaces are activated for year round use. It has been identified in community consultation processes that shade is fundamental to the success of this project.

**Proposed Budget:** \$100,000

**Potential Road Based Projects**

1. Boundary Bend-Kooloonong Road (Ch 9.62-11.71 – length 2.09km)

**Scope:**

This section of Boundary Bend – Kooloonong Road has a sealed road width of 3.9 metres. Reconstructing the road to a width of 6.2m will cost \$732,000 and would then be in line with the Infrastructure Design Manual and heavy vehicle requirements. This is a major collector road of limestone construction leading from Kooloonong to Boundary Bend. There is intensive agriculture in the area, nuts, olives and citrus. The growth of the almond industry has been phenomenal in Australia over the last ten years. The total area planted to almonds has increased from 3,555 hectares in 2000 to 35,886 in 2016, representing a nine-fold increase in orchard area and in 2106/17 almond export were worth \$465 million. With 68% of the almond production situated in Victoria, mostly in the North West region, it is no wonder that the rapid growth of the industry has transformed the face of agriculture in the North West region. Farm tracks used spasmodically by traditional broadacre farming are now access roads to supersized almond orchards, with constant heavy vehicle and farm machinery traffic during the harvesting season.

**Proposed Budget: \$807,254 – this will be funded through Part A and B of the funding, in order to achieve the entire length recommended.**

## 2. Woorinen Road – (Ch 0.06 – Ch 1.29– Length 1.23km)

### **Scope:**

This curved section of Woorinen Road has adequate sealed pavement width. However the pavement surface is showing signs of rutting along the wheel paths and the edge of pavement has significant areas of “shoving”. Several long stretches of pavement have already been patched. Given the existing speed limit along this section is limited to 80km/hr, reconstruction should be undertaken.

**Proposed budget: \$460,000**

### **Consultation**

Some of the proposed projects are found in Council’s Major Projects Plan. Others are to strengthen the outcomes of existing projects, some are difficult to find funding for yet have been long term desires/needs of the Community.

Consultation across Council Departments has also occurred to ensure there is a collaborative and empathetic approach to long term outstanding, difficult to fund works.

### **Financial Implications**

Local Roads Community Infrastructure Fund Round 4 Part A – \$1,434,158 and Part B - \$827,254.

Officers propose to deliver the package of approved projects commencing from 1 July 2023. All projects must be delivered by July 2025.

### **Social Implications**

- Encouraging community connection and social inclusion
- Encourage active lifestyle
- Contributing to a community of which we can all be proud

### **Economic Implications**

A broad set of project delivery options will increase the spread of works across contractors and suppliers, and across townships in the municipality.

Delivery of single projects will reduce the demand on staff resources

Delivery of some road projects will improve the accessibility leading to improved output for farmers or business operators.

### **Environmental Implications**

Projects should all be delivered with Environmental impact considerations.



## Risk Management Implications

A larger number of projects represents a higher risk of issues arising that may interfere with the deliverability of one or more of the approved projects. This in turn can affect the funding deadlines.

## Council Plan Strategy Addressed

*Prosperity* - Infrastructure that enables prosperity.

## Options

Council may choose to adopt or amend the recommendation.

## Recommendations

That Council adopt the following list of projects for Part A and Part B for Round 4 of the Local Roads and Community Infrastructure Fund for a total amount of \$2,261,412:

<b>TABLE OF POSSIBLE PROJECTS – 4 PART A &amp; B</b>			
<b>Project No.</b>	<b>Project</b>	<b>Project Score</b>	<b>Proposed Budget</b>
<b>PART A – COMMUNITY AND ROADS</b>			
1	Nyah Community Centre Changeroom Renewal	355	\$501,412
2	Solar Panels for Leisure Centres	315	\$220,000
3	Lake Boga Southern Entrance Beautification	310	\$106,000
4	Swan Hill Outdoor Swimming Pool Starter Blocks	280	\$37,000
5	Robinvale Skate and Nature Play Shade Sails	205	\$129,746
6	Boundary Bend – Kooloonong Road	370	\$440,000
		<b>Sub Total</b>	<b>\$1,434,158</b>
<b>PART B – ROADS ONLY</b>			
1	Boundary Bend – Kooloonong Road-	370	\$367,254

**SECTION B - REPORTS**

20 June 2023

2	Woorinen Road	185	\$460,000
		<b>Sub Total</b>	<b>\$827,254</b>

## **B.23.45 PENTAL ISLAND CULTURAL MASTERPLAN 2023**

<b>Responsible Officer:</b>	Director Development and Planning
<b>File Number:</b>	S09-27-05
<b>Attachments:</b>	1 <a href="#">↓</a> Pental Island Cultural Masterplan 2023
	2 <a href="#">↓</a> Pental Island Cultural Masterplan Communication & Engagement Plan

### **Declarations of Interest:**

Heather Green - as the responsible officer, I declare that I have no disclosable interests in this matter.

### **Summary**

This report seeks Council approval to release the Pental Island Cultural Masterplan 2023 for community input and comment.

### **Discussion**

#### Background

The demand for activating Pental Island to support Aboriginal culture tourism experiences stems from a number of key reports, including the Swan Hill Riverfront Masterplan, Aboriginal Community Partnership Strategy and Swan Hill & Surrounds Local Area Action Plan 2022. These reports highlight the gap in Aboriginal cultural experiences and the associated benefits that will derive for the local community and broader region.

To initiate the planning for a new Aboriginal culture tourism experience, Council received \$120,000 from the Victoria Government Enabling Tourism Fund, in 2022. These resources have been used to engage consultant TRC (Tourism, Recreation, Conservation) to undertake the Pental Island Cultural Masterplan.

#### Pental Island Cultural Masterplan 2023

The report provides background content, demand, site analysis, consultation outcomes, vision, direction, future planning/development opportunities and economic outcomes. A summary of these findings include:

- **Project Vision** - Pental Island is an inclusive, Aboriginal-led place for strengthening and sharing local Aboriginal cultural connections to Country, fostering economic development and delivering immersive cultural and nature-based experiences for local people and visitors.
- **Governance Vision** - The governance of Pental Island fosters a system of support and collaboration between the Swan Hill Aboriginal Community, Swan Hill Rural

City Council and the local tourism product, including the Swan Hill Pioneer Settlement. Options include;

- Co-management
- Land Manager
- Joint Venture
- Independent Corporation

- Project Guiding Principles

Economy

- Establish and support Aboriginal independent businesses (tourism, land management, maintenance, administration, creative arts, etc.)
- Established Aboriginal businesses to provide broader economic benefit to the Pioneer Settlement, the Swan Hill community and regional tourism

Healing

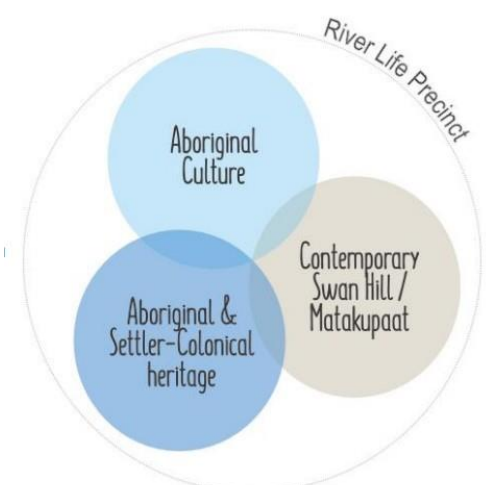
- Spiritual healing - support healing of Aboriginal People healing Aboriginal
- Healing of Country – support cultural land rehabilitation and land management practices. Healing enables and empowers the bringing back and sharing of local cultural knowledge and practices for kin, Country, and in turn – for our shared environment and visitors.

Education

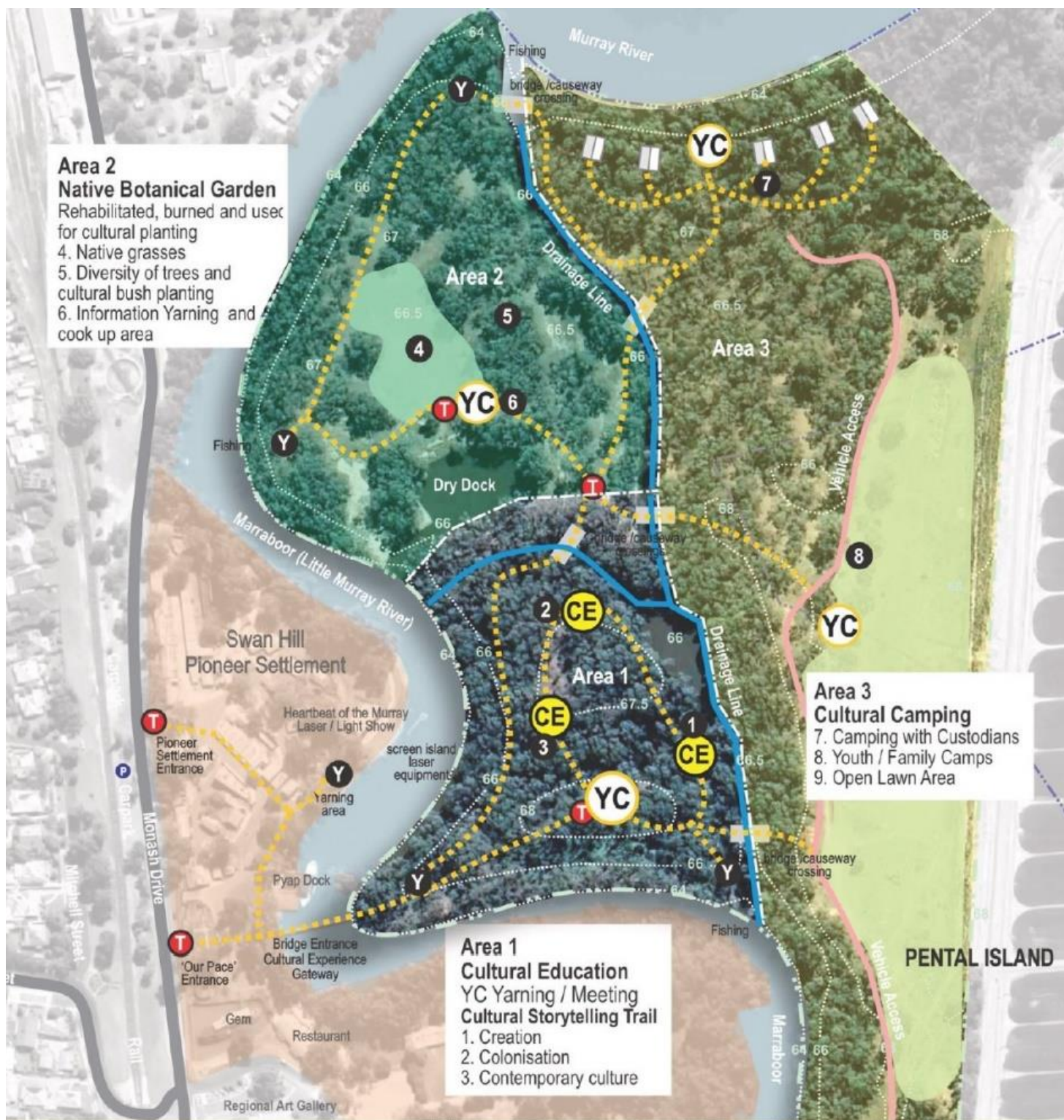
- Local Aboriginal education - support cultural knowledge sharing and practices
- Cultural education for non-Indigenous peoples, locals and visitors – provide yarning / gathering spaces - including corporate groups, local interest groups, school groups, visitors, camping with custodians, tourism, etc. Department of Justice and Community Safety Victoria

- Precinct planning context

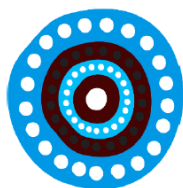
- The masterplan considers an aligned precinct planning context recognising Swan Hill's present day relationship with the river, its contemporary 'river lifestyle', or 'river living' can be further realised, supported and showcased.
- In considering this, it is recommend positioning Pentland Island, the Pioneer Settlement, and Swan Hills present-day 'river lifestyle' as linked experiences with places that connect and emphasise local traditional culture (including nature based tourism), the Aboriginal – settler colonial history and Swan Hill's exciting cross cultural contemporary lifestyle.



- Activation - A range of activations for Pental Island have been identified, providing benefits for community, Country and visitors. These include;
  - Caring for Country
  - Cultural Accessibility
  - Cultural Awareness training
  - Education Programs
  - Tourism - Aspiration
    - Bush dining
    - Native garden and nursery
    - Tree Top Adventure Course
    - Walking trails
    - Overnight experiences (Cultural Retreat, on Country Camps)
  
- Potential Development Zones - Due to the nature and size of the project, its potential implementation has been broken down into three stages/areas. These include:
  - Area 1 - Cultural Education
  - Area 2 - Native Botanical Garden
  - Area 3 - Culture Camping



Implementation of the Pental Island Master Plan will deliver on a multitude of benefits:



Celebrates and respectfully acknowledges the First Nations people of Swan Hill



Education that enhances the understanding and awareness of Swan Hill's Aboriginal culture



Exciting, immersive and memorable visitor experiences that further grow the local visitor economy



Business development, training and employment opportunities for local people to proudly live and work in Swan Hill



Addresses the growing demand and market desire to connect with and learn more about Aboriginal culture



Connects the holistic 'River Life' story that is Swan Hill – past, present and future



Empowers community leadership



A place for continuing culture, knowledge sharing, cultural pride and healing of people and Country

- **Feasibility Overview** - The financial and economic modelling takes account the 3 stages development approach for Pental Island. Summary of this modelling includes:

#### Visitors

- Total visitors/program participants increase from around 10,100 in year 1 to around 23,300 in year 10.
- Tourist visitors increase from around 5,700 in year 1 to 13,800 in year 10.
- Local and regional visitors increase from 2,333 in year 1 to 5,500 in year 1

#### Revenue

- Revenue increases from \$1.049 million in year1 (2025) to \$3.207 million in year 10 (2034). This is driven by the extension of programs and the increase in visitor/participant numbers.
- Operating expenses increase from \$1.007 million in year to \$2.191 million in year 10.
- The net operating result (after GST paid) is a loss in year 1 (\$13,148) with results increasing progressively over time with annual profits in the range \$697,852 to \$814,730 in Stage 3 (Years 7-10).
- In Stage 2 operating profits are in the range \$153,000 to \$211,000.

#### Other

Council has undertaken a structural condition report for the pedestrian bridge between Pental Island and the Pioneer Settlement. This report provides a number of options for consideration including replace bridge (same design features) or upgrade current bridge.

## **Consultation**

### **Stakeholder & Community Engagement**

#### To date

- Project consultants conducted a site visit and consultation workshop early March 2023. During this visit, the consultant team met with First Nations community members, Pioneer Settlement staff and Council in a mix of site appreciation, workshops, meetings and one-on-one sessions.
- Further consultation and discussions on the draft report with First Nations community members was undertaken in late May 2023. Findings from this process has supported the draft Pental Island Cultural Masterplan.

#### Next step

Council aims to present these findings and seek further input and direction from potential additional First Nation members and community members, before the report is finalised. This process, as per Communication & Engagement Plan, will include:

- Face-to-Face information sharing session held at the Swan Hill Region Information Centre 19 July 2023
- Via Council's Let's Talk online platform (see Communication & Engagement Plan)

## **Financial Implications**

Pental Island Cultural Masterplan has provided the following independent costings for proposed developments and activities on Pental Island:

- Stage 1 - \$1.76M
- Stage 2 - \$1.76M
- Stage 3 - \$2.44M

Council's 10 Year Major Project Plan 2022/23 to 2031/32 has allocated funding to support the Pental Island Cultural Masterplan as follows:

- Year 2 (2024-25) \$269,000
- Year 3 (2025-26) \$100,000

Grant funds would be sought to support Council funds.

## **Social Implications**

- Community uptake/engagement/ownership – ongoing engagement with community to identify best practice and modelling
- Provide and promote education, experience and interaction around Aboriginal heritage and culture for which everyone can be proud

## **Economic Implications**

- Increase visitation numbers



- Support overnight stays
- Increase patronage to Pioneer Settlement
- Increase local economic expenditure
- Increase liveability factors

### **Environmental Implications**

- Cultural Heritage
- Impacts to Native Vegetation including impacts to Tree Protection Zones
- Upkeep planted native Flora & Fauna and maintenance of site

### **Risk Management Implications**

- Flood and bushfire risk - Consideration for development sites, infrastructure would need to be appropriate and meet all legislation and regulations.
- Cultural Heritage - Cultural Heritage Management Plan will be required
- Aboriginal stakeholder involvement / commitment
- Governance Model

### **Council Plan Strategy Addressed**

***Prosperity*** - A thriving diverse economy.

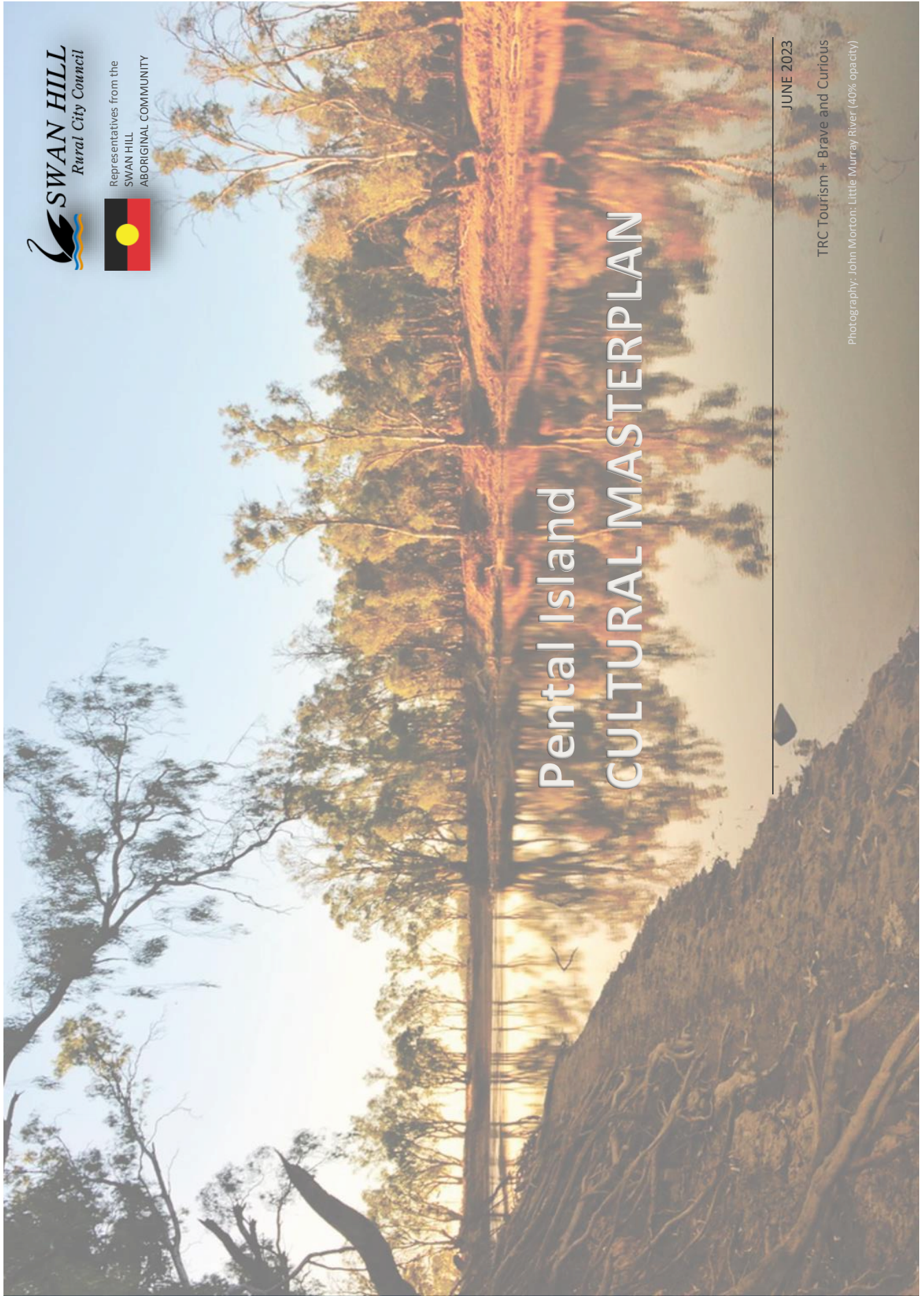
### **Options**

1. Approve the Pental Island Cultural Masterplan 2023 for the purpose of its release for public comment and feedback.
2. Approve the Communication and Engagement Plan to enable community engagement on the Pental Island Cultural Masterplan 2023.
3. Amend the Pental Island Cultural Masterplan 2023 and present back to Council for approval to be issued out for public comment and feedback as per Communication & Engagement Plan

### **Recommendations**

#### **That Council:**

- 1. Approve the Pental Island Cultural Masterplan 2023 for the purpose of its release for public comment and feedback.**
- 2. Approve the Communication and Engagement Plan to enable community engagement on the Pental Island Cultural Masterplan 2023.**



Representatives from the  
SWAN HILL  
ABORIGINAL COMMUNITY

# Pental Island CULTURAL MASTERPLAN

JUNE 2023

TRC Tourism + Brave and Curious

Photography: John Morton: Little Murray River (40% opacity)

ACKNOWLEDGEMENT OF COUNTRY

**We acknowledge the Traditional Custodians of Pental Island and the Swan Hill region. We recognise their continuing connection to land, waters and community and pay respect to Elders past and present.**

Cultural Sensitivity

Aboriginal people are warned that this publication may contain culturally sensitive material.

The Pental Island Cultural Masterplan was prepared by TRC Tourism and Brave and Curious in collaboration with the Swan Hill local Aboriginal Community and the Swan Hill Rural City Council.

Disclaimer

Any representation, statement, opinion or advice expressed or implied in this document is made in good faith but on the basis that TRC Tourism Pty. Ltd., directors, employees and associated entities are not liable for any damage or loss whatsoever which has occurred or may occur in relation to taking or not taking action in respect of any representation, statement or advice referred to in this document.

Images

Images used throughout the document have been taken by TRC Tourism + Brave and Curious or sourced from Swan Hill Rural City Council / as referenced.

Copyright

©Copyright  
TRC Tourism Pty Ltd + Brave and Curious



## CONTENTS

Executive summary	1	4. THE JOURNEY AHEAD	15
1. The River Life Precinct	4	4.1 A staged approach	17
1.1 Location	4	4.2 Area 1 / Stage 1 - Education	18
1.2 Context	4	4.3 Area 2 / Stage 2 – Native Botanical Garden	21
1.3 Activation	5	4.4 Area 3 / Stage 3 Cultural Retreat and Camp	24
2. Vision + Guiding Principles	8	4.5 Governance	27
2.1 Vision	8	4.6 Target markets	30
2.2 Governance Vision	8	5. Case for change	34
2.3 Guiding Principles	8	5.1 Benefits of the Pental Island Cultural Masterplan	34
2.4 Design Principles	9	5.2 Feasibility	35
3. The Opportunity	11	5.3 Considerations and Risks	37
3.1 Cultural experience demand	11	6. Action Plan	41
3.2 Regional visitation	12	Appendix	43
3.3 Strategic alignment	13		



EXECUTIVE SUMMARY

**‘Pental Island is an ancient living classroom.’**

Framed by the Little Murray and Marraboob Rivers, Pental Island is a cultural space in the heart of Swan Hill.

The eight-hectare parcel of Crown Land holds several key values – Aboriginal cultural connections, native flora and fauna and linkages to Swan Hill’s Pioneer Settlement via a pedestrian footbridge.

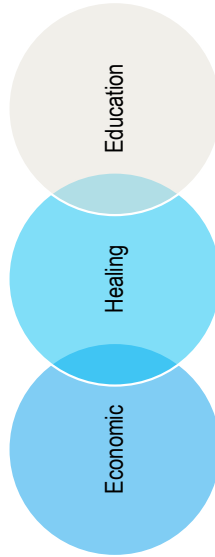
With a history as an Aboriginal education space, the local Aboriginal Community together with the Swan Hill Rural City Council aspire for Pental Island to be re-imagined as a community led Aboriginal tourism precinct.

This Pental Island Cultural Masterplan has been co-designed by the local Aboriginal Community and Swan Hill Rural City Council and is informed through desktop research, community and stakeholder consultations and on site evaluations. By working together, they will be able to deliver on the vision and key principles for Pental Island, leveraging from existing opportunities and connecting the the Swan Hill ‘River Life’ story.

Vision

Pental Island is an inclusive, Aboriginal-led place for strengthening and sharing local Aboriginal cultural connections to Country. It is respected as a place for fostering economic development and delivering immersive cultural and nature-based experiences for local people and visitors.

Key Principles



The Offer

As part of the ‘River Life’ narrative, Pental Island will offer:

- Caring for Country programs
- Cultural Tours
- Cultural Awareness Training
- Education programs
- Bush dining
- Native garden and nursery
- Tree Top Adventure Course / Nature playground
- Walking trails
- Overnight experiences (Cultural Retreat, on Country Camps).

The Opportunity

**Aboriginal tourism demand:** During 2019, just under 500,000 visitors participated in an ‘Aboriginal Activity’ during their visit in Australia, generating \$1.1 billion for the national economy. There has been an average 6% annual growth in participation in Aboriginal tourism experiences over the past 10 years, with demand forecast to continue growing.

**Community leadership:** There are many local Aboriginal Community members already involved or highly skilled in a range of relevant activities, products and services. Providing a platform such as Pental Island creates a space for collaborative economic, healing and education outcomes.

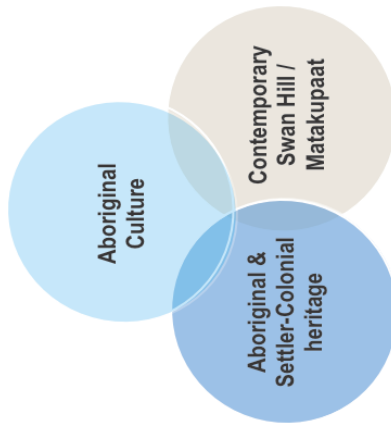
**Tourism and Cultural Hub:** a new facility is in planning as the welcome gateway for Swan Hill, the Pioneer Settlement and Pental Island.

**Visitation:** Swan Hill region welcomes around 730,000 annually. On average 44,000 of these visitors and 70 school groups currently visit the Pioneer Settlement. Creating a holistic ‘River Life’ Precinct and Pental Island immersive offer can further attract visitors to new and revitalised experiences.

Activation

**‘Storytelling across time’.**

River Life Narrative



The success of the Pental Island Cultural Masterplan relies on the holistic interconnection of Swan Hill, by embracing the region’s ‘River Life’ Aboriginal cultural connection and understandings of place incorporating:

- Aboriginal culture
- Aboriginal and settler-colonial heritage
- Contemporary Swan Hill / Matakupaat.

*The Pental Island experience can’t just be a ‘tack on’ to the Pioneer Settlement. It needs to be an experience in its own right and part of the Swan Hill ‘River Life’ story.*

Investment

A staged approach is proposed for the delivery of the Pental Island Cultural Masterplan over the next 10 years.

- **Area 1 / Stage 1** – Delivered over 1-3 years. Cultural Tours and Education Programs. \$1.761M
- **Area 2 / Stage 2** – Delivered between year 3-7. Native botanic garden, native plant nursery, Tree Top Adventure climb. \$1.764M
- **Area 3 / Stage 3** – Delivered between year 5-10. Cultural Retreat and on Country Camp. \$2.44M.

Feasibility

Through a 10 year comprehensive economic analysis, benefits include:

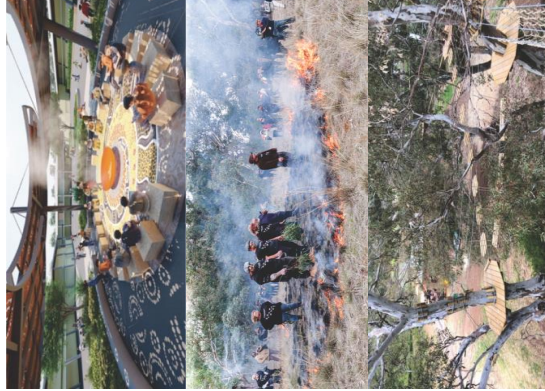
- Pental Island visitor numbers estimated to grow from 10,100 (year 1) to 23,300 (year 10)
- Potential revenue increases from \$1.049M (year 1) to \$3.014M (year 10)
- Direct jobs grow from 6 to 13.5

This proposal has a strong Cost Benefit Ratio return on total investment between 1.7 to 2.5.

Actions

To successfully activate the Pental Island experience, a range of actions are required:

- Funding and investment
- Governance establishment
- Capacity and capability building
- Aboriginal enterprise development
- Land tenure agreements
- Ongoing community consultation and participation
- Operational structure and resources
- Detailed design ready for construction
- Strategic partnerships
- Swan Hill Destination Management Planning including branding, marketing and ‘River Life’ positioning.





Swan Hill local Aboriginal Community



1. THE RIVER LIFE PRECINCT

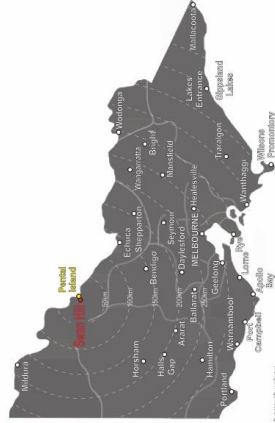
**‘There is something magical about a place that captures the imagination and essence of a whole community, a place where many stories are shared and many more will be told. It is a place that has the ability to define a city and to enhance a community’s sense of pride and belonging. It is a place that respects its history, while considering the needs of its current and future community and visitors... ..This place is the Swan Hill Riverfront.’** Swan Hill Riverfront Masterplan 2013

Swan Hill Riverfront.<sup>1</sup> Swan Hill Riverfront Masterplan 2013

1.1 Location

Pental Island is located across a river tributary of the Murray River opposite the Pioneer Settlement within the Swan Hill Rural City Council region in Victoria.

Bordered from New South Wales by the Murray River, Swan Hill is 340 km by road from Melbourne (3.5 hour drive) and 500 km by road from Adelaide (5.5 hour drive).



1.2 Context

The Swan Hill Region is a destination framed by the Murray River and renowned for its temperate climate, epic landscapes, strong Aboriginal culture, fresh local produce, abundance of native wildlife and stories of settlement heritage. The Wamba Wamba, Latji Latji, Tatti Tatti, Waddi Waddi and Barapa Barapa clans are the Traditional Custodians of the region, holding cultural ties and obligations for Country.

Swan Hill’s traditional Wamba Wamba language name is *‘Matakupaat’* (‘Place of the Platypus’). Ref. “Victorian Aboriginal Corporation for Languages - Wamba Wamba”. Victorian Aboriginal Corporation for Languages.

The Murray River has truly been the lifeblood of Swan Hill and the surrounding regions, for generations. The River has sustained, fed populations, provided a unique paddle steamer transport highway connecting and supplying river communities and today, remains a source of cultural, natural, historical and recreational significance.

The success of the Pental Island Cultural Masterplan relies on the holistic interconnection of Swan Hill, by embracing the region’s ‘River Life’. A story that the community is proud to share, and visitors are inspired to become a part of.

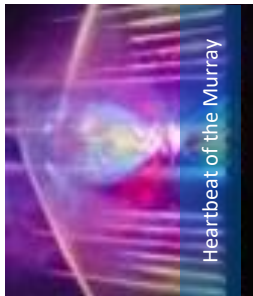
The ‘River Life Precinct’ positions Pental Island, the Pioneer Settlement, the Riverfront Parkland and Swan Hill’s present-day ‘river lifestyle’ as linked experiences. Through a shared narrative, the Precinct connects, celebrates and respectfully acknowledges traditional Aboriginal culture (including through nature based tourism), the Aboriginal and settler-colonial history and Swan Hill’s exciting cross cultural contemporary lifestyle.

1.3 Activation

CURRENT EXPERIENCES



Pioneer Settlement



Heartbeat of the Murray



PYAP River Cruise



Swan Hill Food & Wine Festival



Riverfront Park

Regional Art Gallery

NEW OPPORTUNITIES

Tourism and Cultural Hub

Concepts are currently being developed for a Tourism and Cultural Hub which will become the new central welcome and meeting point into the Pioneer Settlement. The building will also incorporate the Swan Hill Visitor Information Centre and an Aboriginal Cultural space encompassing the red

development on Pental Island. This facility will provide a holistic 'River Life' welcome, enable promotions and tour bookings for experiences on Pental Island and sales of additional art, craft and products delivered by local Aboriginal people.

The Pental Island experience

- Caring for Country
- Cultural Tours
- Cultural Awareness Training
- Education programs
- Bush dining
- Native garden and nursery
- Tree Top Adventure Course / Nature Playground
- Walking trails
- Overnight experiences (Cultural Retreat, on



Community leadership

In addition to holding traditional knowledge, language and cultural connection, the combined Swan Hill Aboriginal Community possess a breadth of diverse skills, talents and passions. The River Life positioning and Pental Island as a cultural space provide the opportunity for the local Aboriginal Community to unite, showcase culture and enable skills and passions to flourish.

**‘There’s a lot of good ones but the thing is they all work independently, and they have to go out of town to do their work’.**

Ref. Bayden Clayton on local Swan Hill artists, makers and educators, on why local support and collaboration is required.

- An example of some of the skills and passions shared include:
- Imparja ‘Parj’ Pettit – musician and didgeridoo performance
  - Cain Chaplin – Cain holds certifications in Conservation Land Management and Traditional Ecological practices. These are important skills that can be used for training and education of local Aboriginal young people in Caring for Country, particularly on Pental Island.
  - Bayden Clayton - Marruk Project. The Marruk Project, uses performing arts to share cultural knowledge and strengthen relationships among members of the Swan Hill community. The Marruk Project creates opportunities for elders, young people, artists and cultural leaders to get to know each other by learning their histories and developing their skills through the re-telling of creation stories.
  - Bayden also has a passion for local teas and jams, and would be interested in sharing this with visitors and community members.

- Kenita-Lee McCartney – Matkupaat Arts, local visual artist who shares art nationally, including collaboration with Caddbury
- Aaron Nichols – Spirit Bird Creations – local traditional timber products, as well as in connecting to culture, education resources and youth mentoring camps
- Glenda Nichols – net weaver, makes fishing nets using traditional weaving techniques learnt from her mother, including ‘Miwi Milloo’ – Good Spirit of the Murray River – which has been exhibited at National Gallery Victoria
- Kia – dance performance and workshops / Swan Hill Aboriginal Dance Group (Wiran)
- Taylor Denarty – Emerging artist
- Colby – Catering business.



Kenita-Lee McCartney – matkupaat arts



Aaron Nichols – spirit bird creations



Imparja pettit



Bayden Clayton – marruk project



Glenda Nichols – ‘miwi miloo’ fishing net



Swan Hill Aboriginal Dance



2. VISION + GUIDING PRINCIPLES

**“The local Aboriginal community isn’t looking for just one or two paid positions in the new building. We are looking to be independent so that we can have lots of opportunities doing it our way, and to be supported in doing that” -**

Jacinta Chaplin.

The vision and guiding principles for Pental Island have been developed in consultation with the local Swan Hill Aboriginal Community and project partners.

2.1 Vision

Pental Island is an inclusive, Aboriginal-led place for strengthening and sharing local Aboriginal cultural connections to Country. It is respected as a place for fostering economic development and delivering immersive cultural and nature-based experiences for local people and visitors.

2.2 Governance Vision

The governance of Pental Island fosters a system of support and collaboration between the Swan Hill Aboriginal Community, Swan Hill Rural City Council and the local tourism product, including the Swan Hill Pioneer Settlement.

2.3 Guiding Principles

The guiding principles summarise the approach and key elements to developing and managing Pental Island.

The three (3) principles first seek to address local Aboriginal self-determination whilst offering broader community and visitor benefits:

(1) Economy:

- Establish and support Aboriginal independent businesses (tourism, land management, maintenance, administration, creative arts, etc.)
- Established Aboriginal businesses to provide broader economic benefit to the Pioneer Settlement, the Swan Hill community and regional tourism.

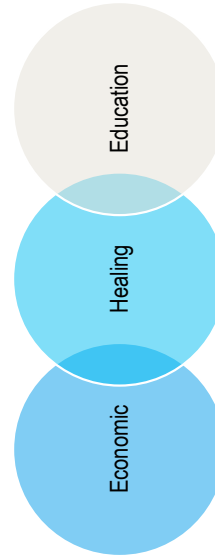
(2) Healing:

- Spiritual healing - support healing of Aboriginal People through access and traditional use of Country
- (2) healing of Country – support cultural land rehabilitation and land management practices. Healing enables and empowers the bringing back and sharing of local cultural knowledge and practices for kin, Country, and in turn – for our shared environment and visitors.

(3) Education:

- Local Aboriginal education - support cultural knowledge sharing and practices
- Cultural education for non-Indigenous peoples, locals and visitors – provide yarnning / gathering spaces - including corporate groups, local interest groups, school groups, visitors, camping with custodians, tourism and support programs and services.

Key Principles



2.4 Design Principles

River Life Precinct:

It is important that the Pental Island cultural experience is not considered a ‘tack-on’ to the Pioneer Settlement, but instead complements the visitor experience at the settlement, challenging the straightforward frozen-in-time settler-colonial site presentation, and to deliver equal focus on the rivers cross cultural, pioneering and present day heritage.

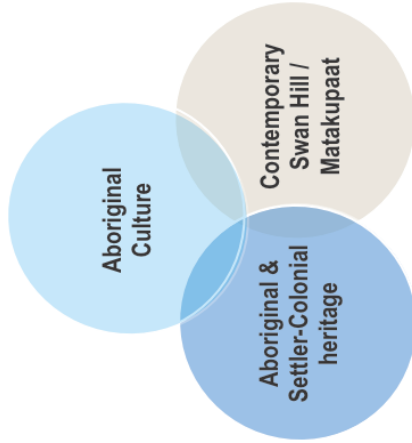
Elements of this cross cultural contemporary narrative are already considered within the Pioneer Settlement Precinct, most notably the cultural artifacts and yarning circle near the river, the ‘Heartbeat of the Murray’ sound and light show, the food and wine festivals and various lifestyle events that already celebrate river living, and the future Tourism and Cultural Hub building.

Storytelling across time should embrace a connecting ‘River Life’ narrative incorporating:

- Aboriginal cultural connection and understandings of place
- Aboriginal and settler-colonial heritage
- Contemporary Swan Hill / Matakupaat

‘Storytelling across time’.

River Life Narrative



Flexible and authentic spaces:

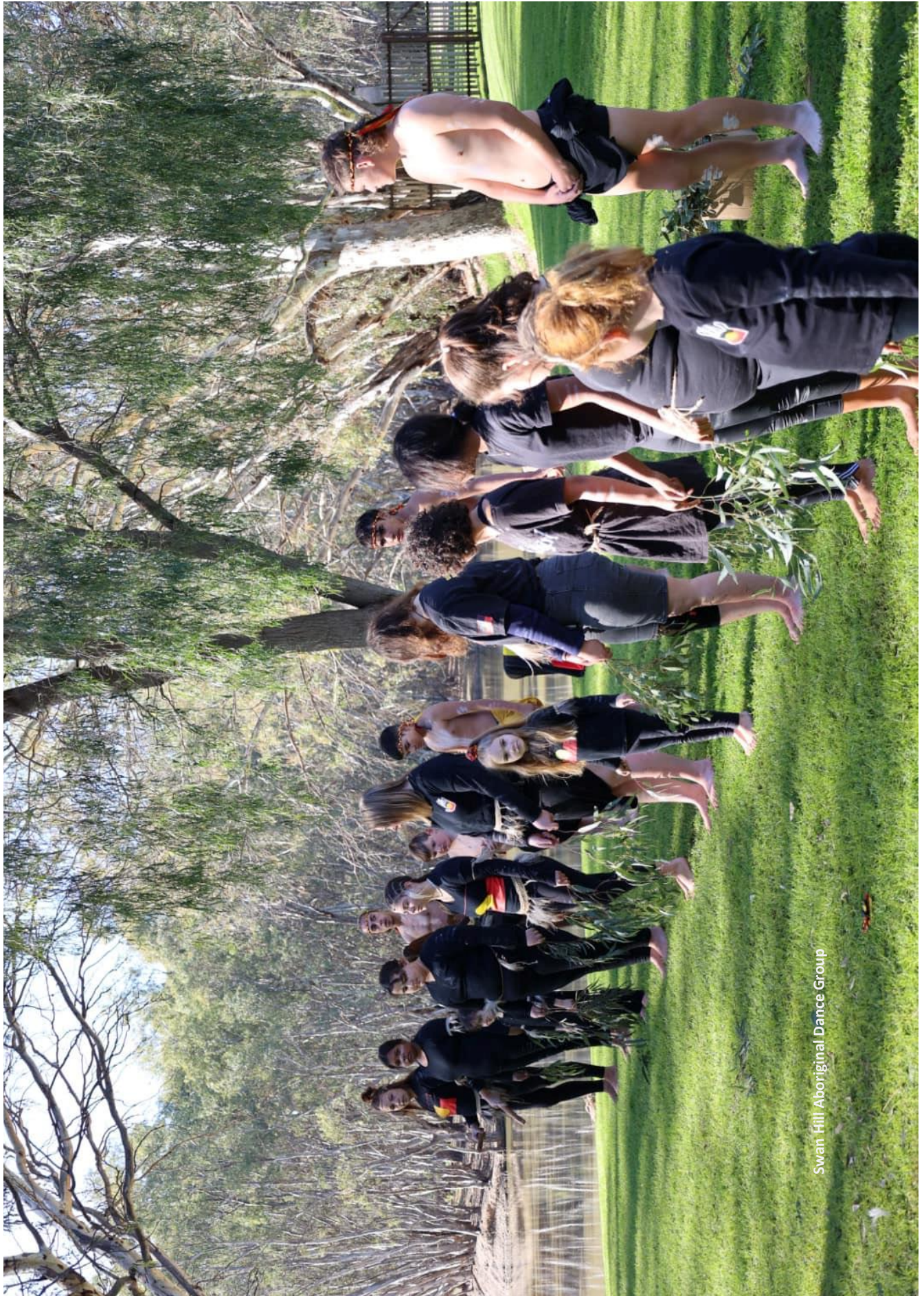
The design of spaces on Pental Island and the governance relating to these elements, must support independent Aboriginal experiences in being flexible and adaptable for a range of uses. Design should be low key, maintaining a natural, use of local materials and vernacular where possible to support authentic cultural connection and contemporary visitor experiences. The Tourism and Cultural Hub building across the bridge should support this ethos.

Inclusive design:

Positioning Pental Island and the Pioneer Settlement as an inclusive, safe place for people of a range of backgrounds, gender, physical and neural diversities will be central to a shared strategic way forward for the Masterplan. The success locally of ‘Harmony Day’ provides an indication of the contemporary Swan Hill community – celebrating the contemporary multicultural residents of Swan Hill.

Strength in partnerships:

The governance of Pental Island is built on a system of support and collaboration between the Swan Hill Aboriginal Community, Swan Hill Rural City Council and local tourism products, including the Swan Hill Pioneer Settlement. Additional unique partnerships to facilitate program delivery include the Department of Energy, Environment and Climate Action (DEECA) for land management and burning programs, Murray Regional Tourism for collaborative marketing and promotion, the Department of Justice and Community Safety Victoria for wellbeing, educational and on Country programs and the Victorian Aboriginal Legal Service, Mallee District Aboriginal Service and Rumbalara Aboriginal Cooperative to provide cultural support and advice to the Swan Hill local Aboriginal Community.



Swan Hill Aboriginal Dance Group

### 3. THE OPPORTUNITY

#### 3.1 Cultural experience demand

##### Visitors:

The Victorian State Government has reported on the evident demand for Aboriginal tourism experiences, with just under 500,000 visitors participating in an 'Aboriginal activity' during 2019, generating \$1.1 billion into the economy. It is noted however, the demand is not currently being met. During 2019, over 400,000 international visitors to Victoria advised that although they had desired an Aboriginal immersive experience, they did not have one during their stay.

In 2019, 1.4 million international visitors (17% of all international visitors) participated in an Aboriginal tourism experience or activity in Australia. This is an average 6% year on year increase since 2010. Tourism Australia's Signature Program Discover Aboriginal Experiences promotes 46 leading Aboriginal experiences. Only 3 of these are within Victoria (NSW has 9, NT has 13).

**Funding:**  
To support First Nations Tourism development, the Victorian Government offers the Regional Tourism Investment Fund and the Enabling Tourism Fund. Funding has also been committed to First Nations people and communities across Victoria with a focus on re-connecting to traditional land and waters, events and education. The Federal Government has also developed the multiple year First Nations Tourism Fund and First Nations Tourism Mentoring Programming, providing financial and professional support in tourism development.

##### Education:

The Victorian Curriculum F-10 includes opportunities for students to learn about Aboriginal and Torres Strait Islander histories and cultures. Understanding of Aboriginal and Torres Strait Islander cultures is embedded throughout each subject area from art, history through to science, maths and English. Excursions and school camps are strongly encouraged by the Victorian Government to deliver on Curriculum learning priorities and outcomes.

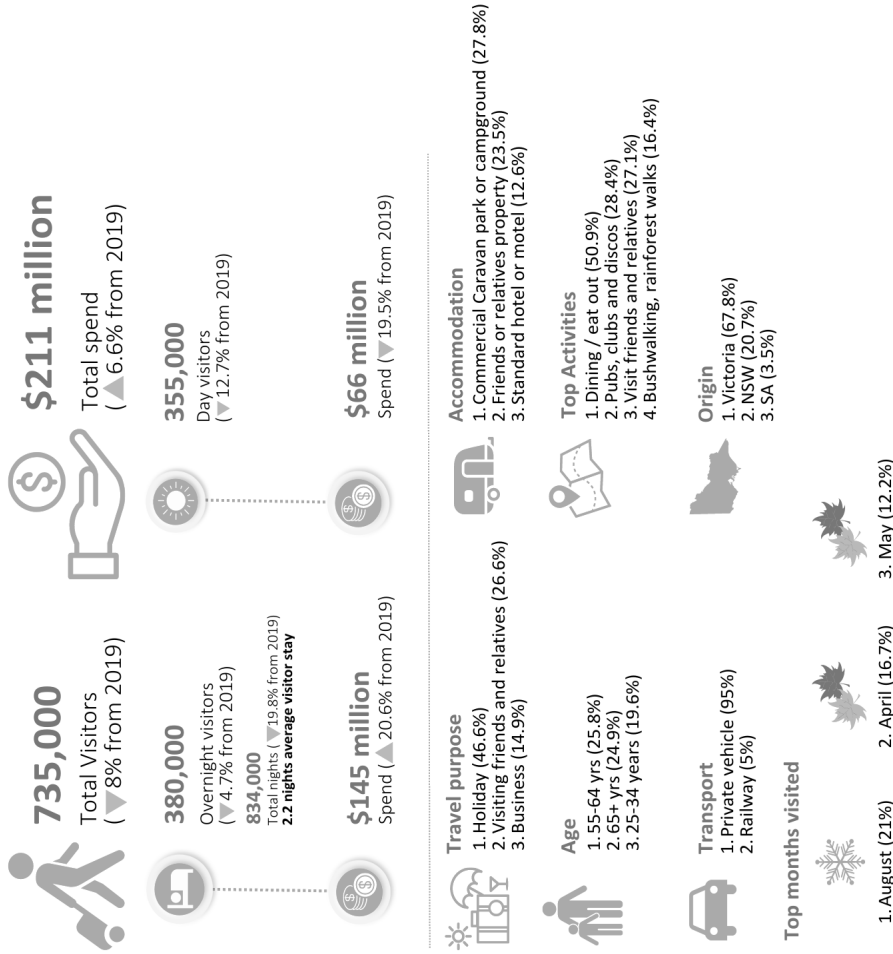
The Pioneer Settlement already has a pre-established Education package incorporating Aboriginal culture as part of the suite of offerings. Pre-learning and onsite educational materials are included in school excursions to support Curriculum outcomes. Pioneer Settlement accommodation at 'The Lodges' provides bunkhouses that can cater for up to 125 guests.



Aboriginal cultural experiences offered to education groups at the pioneer settlement source: pioneer settlement



### Swan Hill Region Visitor Snapshot September 2022\*



### 3.2 Regional visitation

For measuring and monitoring tourism activity, Visit Victoria the State tourism body and Tourism Research Australia incorporate the Swan Hill region into the broader Mallee and Murray tourism regions. The snapshot (right) demonstrates the current situation for the Swan Hill Region for year end September 2022 in comparison with pre-pandemic (2019) levels.

- The Pioneer settlement is currently Swan Hill’s premier attraction
- An average of 44,000 day visitors per year visit Swan Hill’s primary attraction – the Pioneer Settlement.
- The site hosts around 70 school groups per year.



source: pioneer settlement

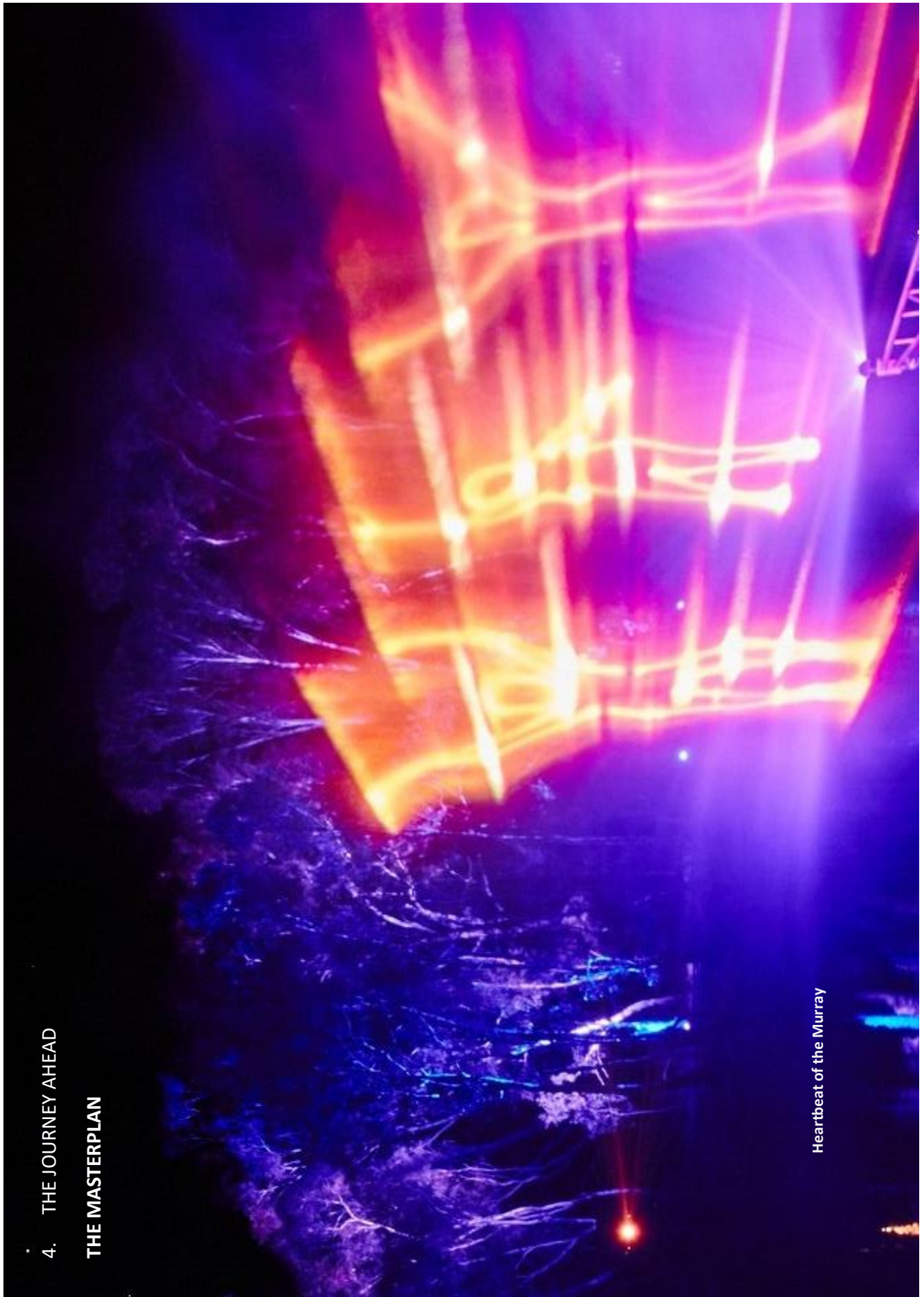
Travel to the Murray Region Year End September 2022, Murray Regional Tourism  
 \*Only domestic visitor numbers have been assessed due to COVID-19 travel impacts

3.3 Strategic alignment

The Pental Island experience delivers on a range of Council, regional and State priorities:  
**Table 1.** Strategic alignment opportunities for the Pental Island Cultural Masterplan

Strategy	Alignment
<b>Swan Hill and Surrounds Local Area Action Plan Draft Report September 2022</b>	<p>Actions:</p> <ul style="list-style-type: none"> <li>• Work with First Nations peoples to establish a year round cultural experience</li> <li>• Support the development of a community-led Pental Island Aboriginal Tourism Experience with opportunities for eco-accommodation, product development and packaging</li> </ul>
<b>Business model for Aboriginal Tourism Commercial Services in a Multifaceted Facility September 2020, Swan Hill Rural City Council</b>	<ul style="list-style-type: none"> <li>• The proposed Tourism and Cultural Hub as the new gateway into the Pioneer Settlement, will provide a space to support Aboriginal entrepreneurs, provide Indigenous visitor interpretation and establish a place for the Aboriginal community.</li> </ul>
<b>The Swan Hill Rural City Council Community Vision and Council Plan 2021-2025</b>	<p>Objectives:</p> <ul style="list-style-type: none"> <li>• Provide accessible and open spaces for all</li> <li>• Promote creativity, diversity and educational opportunities</li> <li>• Encourage economic growth and development</li> <li>• Provide opportunities for young people</li> <li>• Build trusting relationships with the local Aboriginal Community and celebrates and recognises Aboriginal history and culture.</li> </ul>
<b>Murray Region Destination Management Plan</b>	<ul style="list-style-type: none"> <li>• Strategic pillar - elevate First Nations experiences with the Pental Island Aboriginal Tourism Experience recognised as a priority project</li> </ul>
<b>Swan Hill Region Economic Development Strategy 2017-2022</b>	<p>Priorities:</p> <ul style="list-style-type: none"> <li>• Develop art and cultural experiences</li> <li>• Facilitate programs and service to support growth in business skills and capacity</li> <li>• Facilitate the development of identified commercial opportunities within the Swan Hill riverfront precinct</li> <li>• Improve tourism product and experiences</li> <li>• Pursue activities that develop and support creative and informative spaces including art/cultural and tourism assets.</li> </ul>

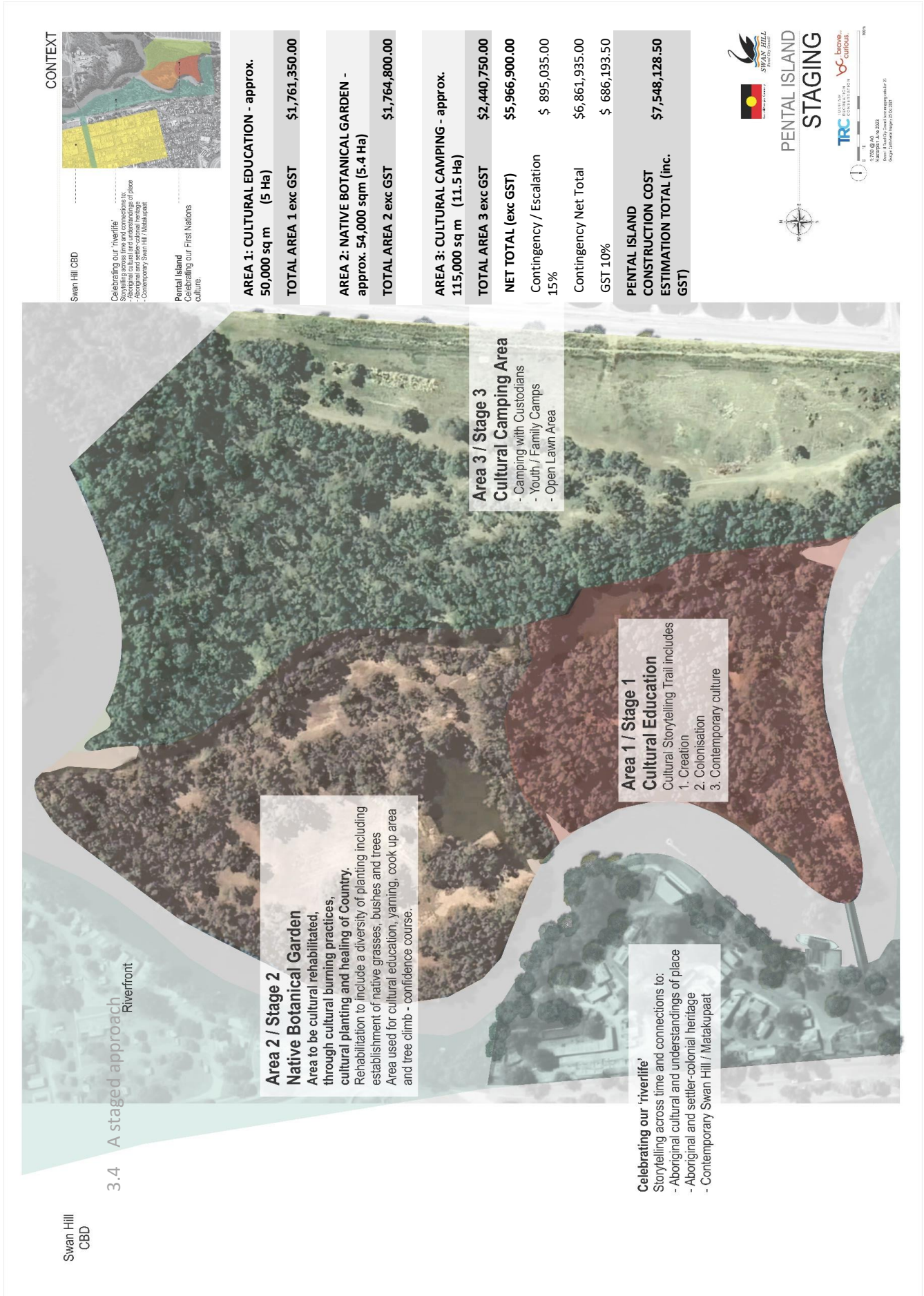
Strategy	Alignment
<p><b>Swan Hill Riverfront Master Plan 2013</b></p>	<ul style="list-style-type: none"> <li>Pental Island is identified as a high priority recommendation, providing opportunities to acknowledge the local Aboriginal community by offering tourism experiences (trails, interpretation, cultural space, eco-accommodation).</li> </ul>
<p><b>Victoria Visitor Economy Recovery and Reform Plan April 2021 -</b></p>	<p>Actions:</p> <ul style="list-style-type: none"> <li>Strategic statewide planning - The first sector priorities to be developed will be the Nature-Based Tourism Plan and the First Peoples' Tourism Plan</li> <li>Establish a \$100 million Regional Tourism Investment Fund with support available for enabling infrastructure, priority private-led projects and nature-based products on public land.</li> </ul>
<p><b>Victoria's Aboriginal Tourism Development Strategy 2013-2023</b></p>	<p>Actions:</p> <ul style="list-style-type: none"> <li>Provide mentoring and business support to Aboriginal organisations offering tourism experiences</li> <li>Work with Aboriginal communities and businesses and other areas of government to identify opportunities for future expansion, development and investment, including in the Murray River region</li> <li>Ensure that Aboriginal tourism businesses are aware of and are able to access government business support programs.</li> </ul>
<p><b>Thrive 2030</b></p>	<p>Actions:</p>
<p><b>Australian Trade and Investment Commission (Austrade)</b></p>	<ul style="list-style-type: none"> <li>Improve and encourage greater participation of Aboriginal and Torres Strait Islander cultures, interpretation and businesses into the visitor economy</li> <li>Respectfully embed Aboriginal and Torres Strait Islander cultures into Australia's brand positioning and support prioritised product development.</li> </ul>



4. THE JOURNEY AHEAD  
THE MASTERPLAN

Heartbeat of the Murray







3.5 Area 1 / Stage 1 - Education

Area 1 is the priority delivery stage as the enabler for the local Aboriginal Community to commence delivering cultural, tourism and educational experiences. For Pental Island products, programs, experiences and services to commence, Area 1 Activation is required as indicated on the Pental Island Cultural Masterplan Site map.

Table 2. Area 1/Stage 1 investment needs



Activity	Investment
<b>AREA 1 : CULTURAL EDUCATION - approx. 50,000 sq m (5 Ha)</b>	
1. Preliminaries (including site preparation)	\$ 250,000.00
2. Trail and Structures (Yarning Circle, artistic installations, composting toilets)	\$1,341,250.00
3. Track Signage Interpretation and Wayfinding Elements	\$ 110,100.00
4. 12 Months Maintenance and Final Handover	\$ 60,000.00
<b>TOTAL AREA 1 exc GST</b>	<b>\$1,761,350.00</b>

Itemised Area One costs can be viewed at Appendix A.

**Area 1 / Stage 1 – Activation**

Product and program development that can be realised through development of Area One

**Table 3.** Area 1 / Stage 1 Products and program activation

	<p><b>Caring for Country program</b></p> <p>A program that facilitates best practices in environmental and traditional land management and sustainable resource use. Training, Traditional Ecological Knowledge sharing and employment opportunities for the local Aboriginal community to care for Country. Leading and delivering programs in partnership with the Council and the Department of Energy, Environment and Climate Action (DEECA), including activities such as cultural burns, native plant rehabilitation and seed collection, youth training and employment pathways (e.g., local youth and Justice community work programs) and asset maintenance and management.</p> <p><b>Actions:</b> Investigate Caring for Country / Indigenous Ranger and environmental management funding programs.</p>
	<p><b>Cultural Awareness Training</b></p> <p>Cultural awareness training on Country provides an opportunity for more meaningful training, as well as a source of income for the local community. Ensures appropriate, acknowledged and authentic content is being shared.</p> <p>Full day experience offering may include:</p> <ul style="list-style-type: none"> <li>• Welcome to Country</li> <li>• Guided Pental Island walking experience</li> <li>• Men’s and Women’s workshops (boomerang throwing, didgeridoo playing, spearmaking, weaving, painting, bushtucker)</li> <li>• Camp cook up</li> <li>• Yarning Circle reflection.</li> </ul> <p>Can be packaged and offered to Corporate and Education markets (Teacher Professional Development, tertiary/research).</p> <ul style="list-style-type: none"> <li>• Indicative price: \$2,500 (up to 20 participants). Delivered on request.</li> </ul> <p><b>Actions:</b> Cultural Knowledge Sharing and appropriate content development for Cultural Awareness activities, training and capacity building, business planning, marketing.</p>





**Education Programs**

Currently, schools undertake day excursions and overnight camps in the area, often visiting the Pioneer Settlement and sometimes engaging with local Aboriginal people on site at the Pioneer Settlement. Pental Island would provide an appropriate and engaging opportunity to share culture with both local and external school children in a fit-for-purpose location.

- 2 hour experience includes Welcome to Country and two activities of choice. Indicative price: \$500 per group (max 30 students split into 2 groups).
- Full day experience includes Welcome to Country, guided walk, multiple rotation of activities (e.g., boomerangs, clap sticks, dance, didgeridoo, weaving, painting, bushtucker), Yarning Circle Reflection and bush lunch cook-up. Price: \$2,500 per group (max 30 students per group, will be split into smaller groups with cultural facilitators).

All bookings on request (can be delivered as a packaged experience with the existing Pioneer Settlement Education Program).

**Actions:** Collaboration with the Pioneer Settlement Education Program, product development aligning with curriculum outcomes (Primary, Secondary), marketing strategy, training and capacity development, business planning.



**Pental Island Cultural Tours**

A half day (4 hour) Pental Island cultural immersion experience together with local First Nations people.

- Welcome to Country
- Guided Pental Island walking experience and storytelling
- Men's and Women's workshops (e.g., boomerang throwing, didgeridoo playing, spearmaking, weaving, painting, bushtucker)
- Yarning Circle Reflection, damper and native billy-tea.
- **Indicative price:** \$160pp (min. 4 people – max 20 people)

**Actions:** Business planning and product development, training and capacity building, marketing strategy, insurances and permits.



**Bushtucker dining experience**

A two hour bushtucker dinner experience that links in as a pre-Heartbeat of the Murray dinner experience package.

- Welcome to Country
- Bush tucker demonstration and tasting
- Campfire meal infused with native ingredients
- Performance (didgeridoo, clapsticks, dance, storytelling)

**Indicative price:** \$80pp (min 6 people – max 20 people)

**Actions:** Business planning and product development, training and capacity building, marketing strategy, insurances and licences (e.g., food business).



NEUTVE  
BOTANICAL  
GARDEN  
← 500m  
From Church  
Administration  
CULTURAL  
EDUCATION  
→ 50m  
From the monument to  
the government  
the government

PENTAL ISLAND  
MONTAGE AREA 1 CULTURAL EDUCATION

Ms. M. Stone @A3  
2023





3.6 Area 2 / Stage 2 – Native Botanical Garden

Area 2 further enhances opportunities for the local Aboriginal Community to connect to Country, deliver land management programs and increase the product range with a Tree-Tops adventure course experience. This stage will also work in with the existing 'Caring for Country' program as identified in Stage 1, which is essential for delivering a holistic Pental Island natural and cultural experience that benefits both the local Aboriginal Community and visitors.

Table 4. Area2/Stage 2 investment needs



Activity	Investment
1. Preliminaries (including site preparation)	\$ 270,000.00
2. Trail and Structures (Tree Top Climb)	\$1,365,000.00
3. Track Signage Interpretation and Wayfinding Elements	\$ 66,800.00
4. 12 Months Maintenance and Final Handover	\$ 63,000.00
<b>TOTAL AREA 2 exc GST</b>	<b>\$1,764,800.00</b>

Itemised Area Two costs can be viewed at Appendix A.

Area 2 / Stage 2 – Activation

Product and program development that can be realised through development of Area 2:

Table 5. Strategic alignment opportunities for the Pental Island Cultural Masterplan

	<p><b>Native bush tucker garden and nursery</b></p> <p>As part of the continuation of Traditional Ecological practices and knowledge sharing, the Aboriginal Community has expressed a strong desire for native rehabilitation and management of Pental Island. This has included investigation into establishing a ‘bush tucker garden’ and native plant nursery which can be enjoyed by the local community, used for education and tourism experiences and provide an additional enterprise opportunity.</p> <p>Actions: Collaborations with DEECA, native horticulturalists, Caring for Country programs, community training and employment, business planning (native plant nursery).</p>
	<p><b>Tree Top Adventure Climb / Nature Play Adventure Playground</b></p> <p>A 2 hour adventure together with local Aboriginal Guide.</p> <ul style="list-style-type: none"> <li>• Welcome to Country</li> <li>• Learn about native plants from a whole new perspective, traditional and contemporary uses and the importance to the natural environment</li> <li>• Hear creation stories and how these have influenced Aboriginal people today with sustainable Caring for Country</li> <li>• Test yourself and your confidence on Pental Island’s Red Gum Tree Tops – viewing the mighty Murray River which has been a life source for generations.</li> </ul> <p><b>Indicative price:</b> \$80pp (min 6 people – max 10 people)</p> <p><b>Actions:</b> Business planning and product development, training and capacity building, detailed design schematics, financial investment, environmental clearances, marketing strategy, insurances and licences (e.g., food business).</p>



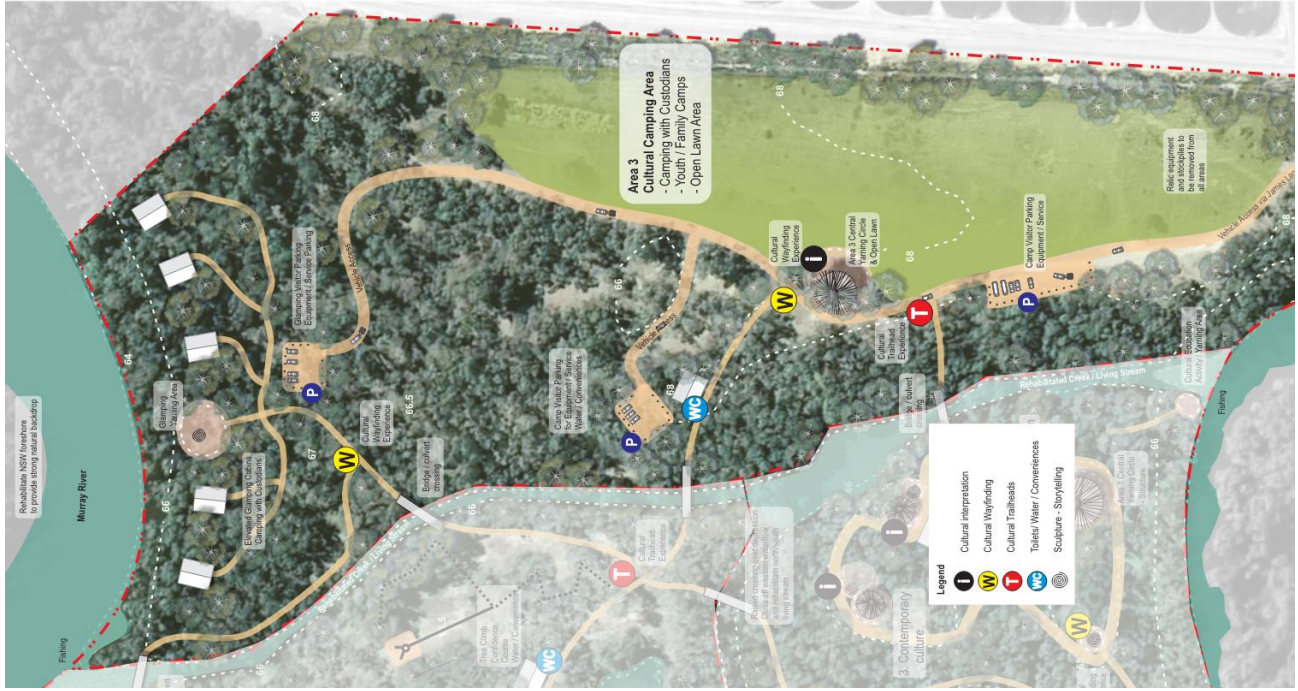
PENTAL ISLAND  
MONTAGE AREA 2 NATIVE BOTANICAL GARDEN

PHOTO: SWAN HILL @ A3  
JUNE 2023

TRC  
TERRITORY RECONSTRUCTION  
CORPORATION

brave.  
v&c  
curious.





3.7 Area 3 / Stage 3 Cultural Retreat and Camp

Area 3 delivers an all immersive Pental Island experience – for community, for culture, for Country, for visitors and the Swan Hill identity. Area three provides a Cultural Camping Area with opportunities for on Country community knowledge and culture sharing camps, education camps and a more exclusive ‘camping with custodians’ visitor experience that connects with all other proposed products.

Table 6. Area 3/Stage 3 Investment needs


Activity	Investment
1. Preliminaries	\$ 575,000.00
2. Trail and Structures (safari tents, camp kitchen, amenities)	\$1,751,250.00
3. Track Signage Interpretation and Wayfinding Elements	\$ 54,500.00
4. 12 Months Maintenance and Final Handover	\$ 60,000.00
<b>TOTAL AREA 3 exc GST</b>	<b>\$2,440,750.00</b>

Itemised Area Three costs can be viewed at Appendix A.

Stage Three / Area Three – Activation

Product and program development that can be realised through development of Area Three:

**Table 7.** Strategic alignment opportunities for the Pental Island Cultural Masterplan

	<p><b>Cultural Retreat (overnight)</b></p> <p>Two days / one night. An exclusive, paid experience with benefits returning directly to the local Aboriginal community.</p> <p>Includes:</p> <ul style="list-style-type: none"> <li>• Pental Island Cultural Tour</li> <li>• Guided walk through native garden</li> <li>• Tree-top adventure (optional)</li> <li>• Bush tucker dining experience</li> <li>• Heartbeat of the Murray</li> <li>• Comfortable glamping experience</li> <li>• Pioneer Settlement Guided Tour</li> <li>• Morning Yarning Circle and Reflection</li> </ul> <p><b>Indicative price:</b> \$880 pp (min 4 people – max 12 people)</p> <p><b>Actions:</b> Business planning and product development, detailed site planning / schematics, financial investment, training and capacity building, marketing strategy, insurances and licences (e.g., food business).</p> <p><b>On Country Camp</b></p> <ul style="list-style-type: none"> <li>• A space for the local Aboriginal Community to use for traditional and cultural purposes.</li> <li>• The space may also be used for school group camps as part of the Pental Island Cultural Education offer.</li> </ul>
<p>Additional opportunities</p>	<ul style="list-style-type: none"> <li>• Art, craft and other products that can be demonstrated on tours and sold at the Tourism and Cultural Hub Retail Space</li> <li>• Add on tours – e.g., guided walking tours of Swan Hill and half day tours to surrounding areas (e.g., Lake Boga, Buman Island Nature Reserve, Nyah Vinifera Park Aboriginal middens and canoe trees), landbased fishing tours etc.</li> <li>• Cultural storytelling embedded into existing experiences e.g., the PYAP Cruise, guided tours of the Pioneer Settlement, Swan Hill Food and Wine Festival, NAIDOC Week, Harmony Day.</li> </ul>



PHOTOGRAPH BY JAS  
JUNE 2023

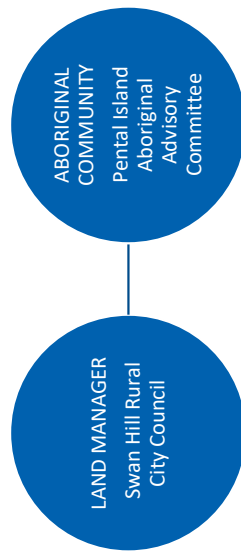
PENTAL ISLAND  
MONTAGE AREA 3 CULTURAL CAMPING



### 3.8 Governance

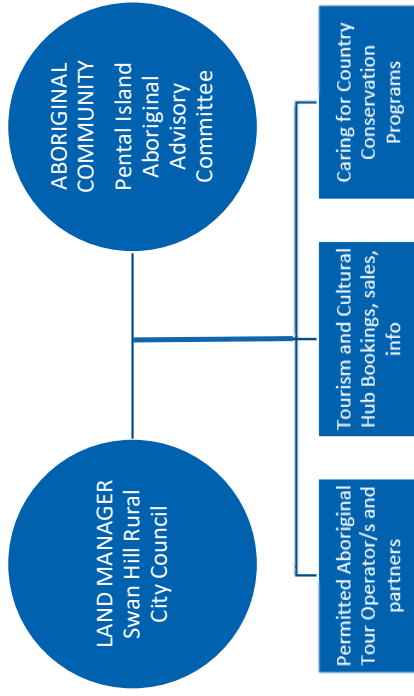
An initial governance structure which is led by Council as the current land managers in collaboration and consultation with the local Aboriginal Community is proposed. There is not currently an Aboriginal Land Council, Corporation, organisation or Prescribed Body Corporate representing relevant Aboriginal people for Pental Island, however it is recognised that this may occur in the future. As the Pental Island experience develops, this may evolve into operational contract delivery and commercial permits offered to local Aboriginal people, through to co-management and sole management.

#### Decision making and project management



Together, the project partners form a Pental Island Cultural Masterplan Project Steering Committee. The Steering Committee adopts Terms of Reference and membership structure to inform and advise Council on the implementation of the Pental Island Cultural Master Plan. A project manager will need to be appointed by Council to plan, manage and report on implementation. Relevant Aboriginal Community members will need to commence product / experience development and capacity building with the support of Council and identified strategic partners.

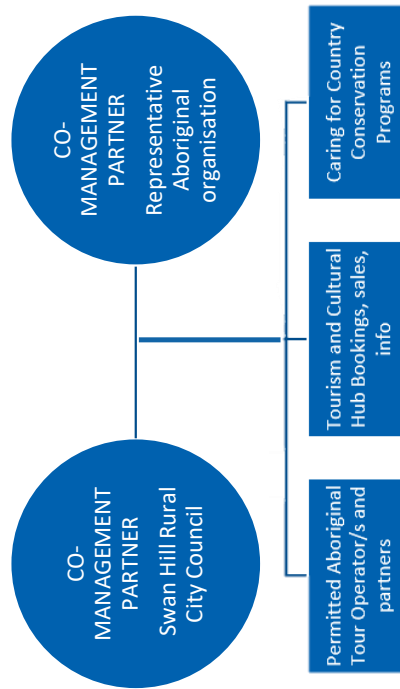
#### Operational Pental Island



While the Land Manager (the Council) may still hold responsibility for land management activities, these activities may be fee based contracts awarded to local businesses to deliver. This may include conservation land management activities, upkeep and maintenance of assets, delivery of services and activities. In this model, the Land Manager would still hold the ultimate decision-making responsibility for the land, however local Aboriginal businesses could tender for the delivery of services and tour businesses could apply for permits to conduct commercial activities on Pental Island. The Aboriginal Advisory Committee is consulted throughout all decision-making relating to Pental Island.

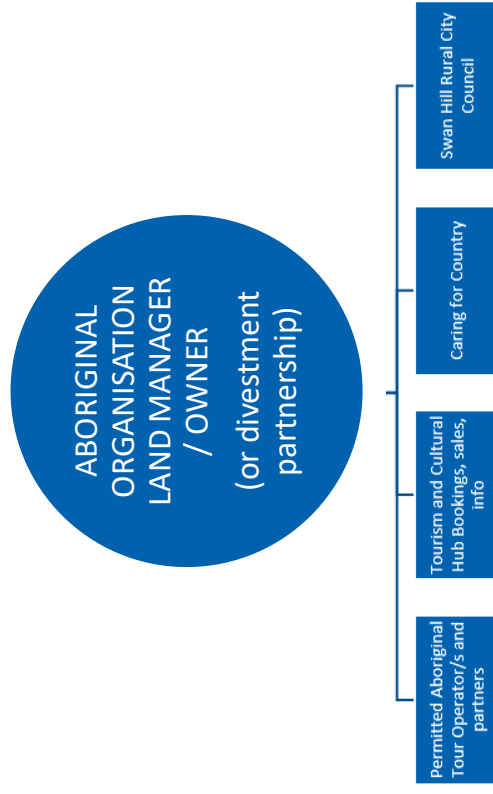
**Co-management**

In this structure, a co-management agreement for Pental Island between the Swan Hill Rural City Council and a representative local Aboriginal organisation may be established. This will require the formation of a Board of Management and a formal agreement between the Council and Aboriginal organisation who become joint leasehold partners / land managers. The Board is made up of majority relevant Aboriginal community members and key Council / stakeholders and is responsible for all decision-making relating to Pental Island (cultural, environmental, commercial, social).



**Sole management**

The Representative Aboriginal organisation takes on sole management of Pental Island through a sub-lease, direct leasehold with the Crown or land acquisition / ownership. This could also be done through a joint venture with a commercial operator or a divestment partnership with an entity such as Indigenous Business Australia, Indigenous Land and Sea Corporation or Voyages Indigenous Tourism.



Regardless of governance structure, it will be critical for the local Aboriginal community to work together with the Swan Hill Rural City Council who can provide support with training, employment, essential services, regional promotion and other complementary services such as the Pioneer Settlement connecting experience and the Tourism and Cultural Hub. An example of a mix of governance models, partnerships, co-management and divestment agreements can be viewed in Appendix C Case Studies.

### 3.9 Target markets

A range of target markets have been identified for a potential Pental Island cultural experience based on demands, trends, forecasts, regional/State and National tourism priorities and current visitation patterns. An overview of each market is provided including expectations and what each may be seeking from Pental Island cultural experience.



#### LOCAL COMMUNITY

Pental Island provides an opportunity for local Aboriginal community members to access Country and culture, practice traditions, share knowledge and gain social, cultural, environmental and economic benefits. The broader non-Indigenous community of the Swan Hill Region may also benefit from a Pental Island cultural experience through respectful knowledge sharing with Aboriginal people, through recreation and enhanced liveability and economically by provide support products and services such as accommodation, dining and other complementary experiences.



#### VISITING FRIENDS AND RELATIVES

Family and friends visiting local / regional residents  
 Will fly or drive to stay with relatives / friends at their home  
 Locals will be keen to showcase the best of their region to family and friends. Will be looking for unique, scenic and exciting experiences that can be done together as a group, catering for a range of ages and abilities.



#### GREY NOMADS

Retired travellers on a journey of a lifetime.  
 Travelling in a caravan or camper, for internationals may be a hire camper  
 Mindful of budget  
 Staying at caravan parks and campgrounds  
 Interested in short to day walks, local history, bird and wildlife watching, wildflowers, rural Australia and Indigenous culture, local food and wine. Will usually stay in destinations for longer, but will be mindful of expenditure.



**AUSTRALIAN FAMILIES**

Many Australian families will be looking for a getaway from busy city life. They want to spend time in nature and learn about different cultures, environment and history.

Long trips with a caravan or camper

Short school holiday trips in the car or by plane

Interested in outdoor activities like hiking and learning about local history and culture with interactive experiences (e.g. guided, digital).



**YOUTH TRAVELLERS**

Often backpackers, students or working holiday makers looking for amazing experiences that they can photograph and share on social media

Self-drive in a 4WD or camper or budget tour

Short trip with friends during work or university holidays

Interested in hiking and adventure, Australian history and culture and participating in cultural workshops, ranger activities, keen to meet and learn from local people. Will be mindful of budget.



**HIGH VALUE COUPLES**

Working couples with grown up or no children.

Unique, exciting short holidays from work

Will fly into the region and join a tour on a cruise, scenic flight or 4WD vehicle

Will be seeking exclusive experiences, luxury eco-accommodation and all inclusive touring, activities, experiences, dining and transfers

Both domestic and international travellers.



**SCHOOL GROUPS**

Primary and secondary school groups on excursions and education based trips that meet the Australian curriculum. Generally facilitated by education travel specialists / coach tours. Teachers will be seeking experiences that provide outdoor learning as well as lesson based outcomes such as history, Aboriginal culture, science etc. Immersive, interactive and hands on experiences suitable for age groups.



**CORPORATE GROUPS**

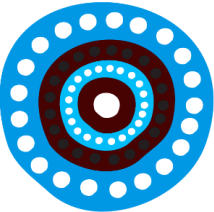



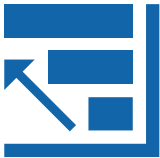



Domestic visitors travelling for work-related purposes or to corporate events. Will generally fly in, staying in hotels with or close to meeting/ conference facilities. May extend travel by a couple of days to undertake sightseeing either as a corporate group or individual. In addition to accommodation, venue and meals, Business visitors require things to do (such as sightseeing) in and close to their location during their free time. Corporate events seek field trips, Welcome to Country and team building opportunities. The Corporate market is also an opportunity to introduce the regional offer, encouraging return visits as holiday visitors with family and friends.



4. CASE FOR CHANGE

4.1 Benefits of the Pental Island Cultural Masterplan

Implementation of the Pental Island Master Plan will deliver on a multitude of benefits:

	<p>Celebrates and respectfully acknowledges the First Nations people of Swan Hill</p>		<p>Education that enhances the understanding and awareness of Swan Hill's Aboriginal culture</p>		<p>Exciting, immersive and memorable visitor experiences that further grow the local visitor economy</p>		<p>Business development, training and employment opportunities for local people to proudly live and work in Swan Hill</p>
	<p>Addresses the growing demand and market desire to connect with and learn more about Aboriginal culture</p>		<p>Connects the holistic 'River Life' story that is Swan Hill – past, present and future</p>		<p>Empowers community leadership</p>		<p>A place for continuing culture, knowledge sharing, cultural pride and healing of people and Country</p>

4.2 Feasibility

The financial and economic modelling takes account of the 3 stages of development of Pental Island .

**Visitors**

All visitors will be participants in programs, and there are no individual visits to wander around the island. Visitor numbers increase as each stage of development is completed and new programs are introduced.

Total visitors/program participants increase from around 10,100 in year 1 to around 23,300 in year 10. Tourist visitors increase from around 5700 in year 1 to 13,800 in year 10. Local and regional visitors increase from 2333 in year 1 to 5500 in year 1. Special program visits increase from 2040 in year 1 to 3960 in year 10.

**Programs**

The programs are a mixture of planned group programs and programs for individual visitors.

- **Participants:** increase from 10,390 in year 1 to 25,900 in year 10. Some visitors may be involved in 2 programs. Participant numbers grow as the island is developed and it becomes more of an attraction.
- **Program revenue:** Total program revenue increases from around \$1.049 million in year 1 (Stage 1 operations) ; \$1.698 million in year 4 (Stage 2 operations commence) ; \$3.041 million in year 7 (Stage 3 operations commence) and \$3.207 million in year 10.
- **Pental Island Employees:** Employees increase from 6 with commencement of operations (Stage 1 Years 1-3); increases to 10 in Stage 2 ; and 13.5 in Stage 3.

**Financial Analysis**

The report provides a high level indicative financial analysis of the operations of Pental Island over a 10 year period. Revenue and costs are in constant \$2025 prices. The key features are:

- Revenue increases from \$1.049 million in year1 (2025) to \$3.207 million in year 10 (2034). This is driven by the extension of programs and the increase in visitor/participant numbers.
- Operating expenses increase from \$1.007 million in year to \$2.191 million in year 10.
- The net operating result (after GST paid) is a loss in year 1 (**\$13,148**) with results increasing progressively over time with annual profits in the range \$697,852 to \$814,730 in Stage 3 (Years 7-10).
- In Stage 2 operating profits are in the range \$153,000 to \$211,000.



**Economic Impacts**

**Construction Phase**

- Jobs and regional income are estimated for each of the stages of the development.

**Operations Phase**

- Visitor spending in the region was modelled and estimated. Total spending by visitors in the region increases from \$1.323 million in year 1 to \$3.351 million in year 10. This spending generates a range of jobs in the region.

**Jobs in Region**

- Visitors' spending** - total jobs generated increase from 7.4 FTE jobs in year 1 to 17.9 FTE jobs in year 10, with overnight visitors have the major impacts.
- Most of the jobs are in several sectors - food and beverage, recreation and other visitor services (other experiences that visitor participate in) and accommodation.
- Pental Island direct jobs** increase from 6.0 in year 1 to 13.5 in year 10. The spending of these employees generated additional indirect jobs in the region (e.g. 1.9 FTE in year 10).

**Benefits & Costs**

**Benefits comprise** : the value to consumers of the services used at Pental Island, and this is measured by the payments for these services (total gross revenue); and the regional income generated by visitors through their spending in the region .

- Consumer value increases from \$0.951 million in year 1 to \$2.947 million in year 10.
- Regional income increases from \$0.487 million in year 1 to \$1.182 million in year 10.
- Total 10 year benefits are \$27.486 million (\$19.015 million consumer value and \$8.471 million regional income).

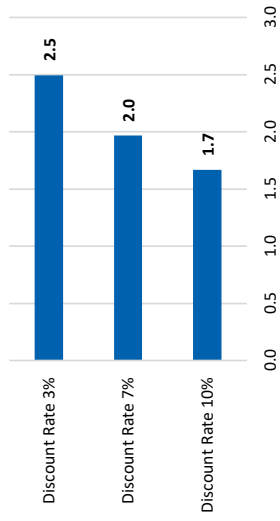
**Project Costs comprise**: the combined construction costs for the 3 stages of the Masterplan ; and asset maintenance costs which are assumed to be 2% of capital cost per year.

- Total project cost (including contingencies & GST) is \$7.548 million. Maintenance costs are \$1.517 million over 10 years (\$115,722 per year).
- Total costs used in the benefit cost analysis is \$9.103 million.

**Benefit Cost Ratios (BCR)** : the project yields BCRs that are significantly above 1: discount rate 3% - BCR of 2.5; discount rate 7% - BCR of 2.0; and discount rate 3% - BCR of 1.7

These are strong results for a project of this type.

**Chart 1 Pental Island Project - Benefit Cost Ratio (BCR)**



Source: MCA modelling & estimates , May 2023

The full Economic and Financial Analysis can be viewed at Appendix B.

4.3 Considerations and Risks

A range of risks and possible treatments have been assessed for the implementation of the Pental Island Cultural Masterplan.

**Table 8.** Risks to consider towards the implementation of the Pental Island Cultural Masterplan

Risk	Actions required
<p><b>Cultural heritage impacts</b></p>	<p><b>Aboriginal Cultural Heritage Clause 15.03-25</b></p> <p><b>Pental Island is defined as an 'area of cultural heritage sensitivity'</b></p> <p>Under the Aboriginal Heritage Act 2006, where a cultural heritage management plan is required, planning permits, licences and work authorities cannot be issued unless the cultural heritage management plan has been approved for the activity.</p> <p>This includes activities such as development of walking and cycle tracks longer than 500 m and disturbance of topsoil and surface rock layers</p>
<p><b>Environmental impacts</b></p>	<p><b>Environmental Significance Overlay Clause 42.01</b></p> <p>For property determined as holding environmental significance, a permit is required to:</p> <ul style="list-style-type: none"> <li>• Construct a building or construct or carry out works. This does not apply if a schedule to this overlay specifically states that a permit is not required.</li> <li>• Construct a fence if specified in a schedule to this overlay.</li> <li>• Construct bicycle pathways and trails.</li> <li>• Subdivide land. This does not apply if a schedule to this overlay specifically states that a permit is not required.</li> <li>• Remove, destroy or lop any vegetation, including dead vegetation. This does not apply if a schedule to this overlay specifically states that a permit is not required.</li> </ul> <p>To the removal, destruction or lopping of native vegetation in accordance with a native vegetation precinct plan specified in the schedule to Clause 52.16</p>

Risk	Actions required
Land tenure	<p>Zoning and planning requirements – environmental, cultural heritage and water inundation. Crown Land obligations. Pental Island is defined as Crown Land as per the Crown Land (Reserves) Act 1978. The Swan Hill Rural City Council hold a current lease with the Crown for Pental Island. Conditions of lease include:</p> <ul style="list-style-type: none"> <li>• All improvements and structures on the leased premises become the property of the Crown at the end of the lease term. Generally, it is policy that all structures and improvements are to be maintained by the tenant at the tenant’s cost during the lease term.</li> <li>• All sub-leases and sub-licences made under a lease must be consistent with the purpose of the head lease and require the consent of the land manager in its capacity as landlord.</li> <li>• All leases will require that the tenant hold public liability insurance.</li> <li>• Land managers will be required to adapt and respond to the future impacts of climate change, maintain and restore natural assets, use resources efficiently and reduce impacts.</li> </ul>
Investment, management and capacity	<ul style="list-style-type: none"> <li>• No current resources to support the delivery of a Pental Island experience.</li> <li>• A sound and secure governance structure is required to undertake project management, implementation and ongoing site management.</li> <li>• Investment will not turn a profit if independently funded through loans</li> <li>• Local Aboriginal Community members do not have the current capacity to invest or manage this project alone.</li> </ul> <p>Treatment:</p> <ul style="list-style-type: none"> <li>• Formalisation or confirmation of an appropriate project management structure – in the beginning this may be a collaboration between Council and the local Aboriginal Community in the form of a Project Steering Committee. Over time, this may evolve into a co-management partnership or sole management by a local Aboriginal entity.</li> <li>• The proposed ‘Steering Committee’ work together to attract investment or apply for grant funding opportunities to support project delivery.</li> </ul>

Risk	Actions required
<p><b>Flooding impacts and inaccessibility</b></p>	<p><b><i>Inundation Overlay Clause 44.04</i></b></p> <p>The property has been determined as land subject to water inundation (flooding).</p> <p>A permit is required to construct a building or to construct or carry out works, including:</p> <ul style="list-style-type: none"> <li>• A fence.</li> <li>• Roadworks, if the water flow path is redirected or obstructed.</li> <li>• Bicycle pathways and trails.</li> <li>• Public toilets.</li> <li>• Rainwater tank with a capacity of not more than 10,000 litres.</li> <li>• A pergola or verandah, including an open-sided pergola or verandah</li> <li>• A deck, including a deck to a dwelling with a finished floor level not more than 800mm above ground level.</li> <li>• A disabled access ramp.</li> </ul> <p>Site planning has been considerate of previous flood events. Any proposed structures have been identified on high points that historically have not been impacted by flooding, materials used to be flood tolerant. Future operational planning will need to incorporate a flood action plan to manage visitor safety and asset protection.</p> <p>A flood impact map from previous years can be viewed at Appendix D.</p>



Pental Island footbridge

## 5. ACTION PLAN

In addition to the Pental Island staged Activation, the following actions are required:

<b>Governance</b>	<ul style="list-style-type: none"> <li>• Formalization of initial structure (e.g. Pental Island Steering Committee formed by Council + Aboriginal Advisory Committee), Terms of Reference, membership, roles and responsibilities and agreements</li> <li>• The Pental Island Steering Committee continue oversight, ongoing communication and implementation of this Master Plan</li> </ul>
<b>Communication Strategy</b>	<ul style="list-style-type: none"> <li>• Develop a Communication Strategy that identifies all internal and external stakeholders, key messages, frequency and method of communication. The <a href="#">IAP2 Spectrum of Public Participation</a> provides guidance on communicating with internal and external stakeholders.</li> </ul>
<b>Caring for Country</b>	<ul style="list-style-type: none"> <li>• Council to work with the local Aboriginal Community and the Department of Energy, Environment and Climate Action on a Caring for Country Program including cultural burns, weed management, native species protection and propagation.</li> <li>• An opportunity for the Swan Hill Aboriginal Community to commence healing of Pental Island through cultural practices.</li> </ul>
<b>Funding / investment</b>	<ul style="list-style-type: none"> <li>• Use this Masterplan to apply for available funding opportunities such as the Federal Government’s Growing Regions Program, Priority Community Infrastructure Program, Investing in our Communities Program and the Regional Precincts and Partnerships Program.</li> <li>• Additional funding opportunities may be identified through non-Government or commercial partners (e.g., tree-tops adventure, glamping safari camp).</li> </ul>
<b>Partnerships</b>	<ul style="list-style-type: none"> <li>• Work with the local Aboriginal Community to determine where joint ventures and commercial partnerships to deliver the Pental Island experience may be appropriate. This may include advertising an Expression of Interest for a suitable partner to invest in or provide commercial support (e.g., Tree Tops adventure climb, cultural retreat glamping).</li> </ul>
<b>Project planning and management</b>	<p>Swan Hill Rural City Council to appoint/contract a dedicated Project Manager to manage Pental Island activation stages including:</p> <ul style="list-style-type: none"> <li>• Project Plan</li> <li>• Review of land tenure, permissions and applications required to further develop the Pental Island experience including cultural heritage, environmental impact, Crown Land obligations and land planning / zoning requirements.</li> <li>• Funding applications and budget management</li> <li>• Project coordination, monitoring and reporting</li> </ul>

	<ul style="list-style-type: none"> <li>• Communications and stakeholder liaison</li> <li>• Product and experience development support for local Aboriginal Community members</li> <li>• Design to construction</li> <li>• Tender and procurement processes</li> <li>• Operational management planning</li> <li>• Policies and procedures</li> <li>• Financial systems</li> <li>• Recruitment and training</li> <li>• Permits, leases, licences structure for commercial activities on Pental Island.</li> </ul>
<b>Training and capacity building</b>	<ul style="list-style-type: none"> <li>• The local Aboriginal Community Knowledge Holders and Elders to work with community members interested in developing tourism on Pental Island to ensure appropriate cultural stories, practices and traditions are shared.</li> <li>• Undertake an audit of existing skills and abilities of local Aboriginal community members who may have existing businesses or be interested in commercial development for the Pental Island experience.</li> <li>• Identify existing training programs, work experience, employment and support services to work together with the Council and local Aboriginal Community members interested in offering or being involved with experiences on Pental Island.</li> </ul>
<b>Product development, business and marketing planning</b>	<ul style="list-style-type: none"> <li>• Identify training, mentoring and business support needs and programs available. E.g., the Federal Government's First Nations business development, First Nations Tourism Mentoring Program.</li> <li>• Work with Murray Valley Tourism to identify opportunities for product and business development for local Aboriginal Community members and collaborative marketing approaches.</li> <li>• Work with key partners such as the Pioneer Settlement, Council, Visit Victoria and the Department of Education and Training on product development and enhancement including aligning with the education curriculum and tapping into client opportunities and building a business client / business event portfolio for Cultural Awareness Training.</li> </ul>
<b>Broader Swan Hill Destination Management Planning</b>	<ul style="list-style-type: none"> <li>• To support the Vision, Guiding Principles and Positioning of Pental Island, the Council should undertake Destination Management Planning. A Destination Management Plan will provide an overarching identity, branding, marketing and experience of Pental Island to become a place known to for the all encompassing and quintessential 'River Life.'</li> <li>• Work together with Murray Valley Tourism and Visit Victoria to synergise with regional and State priorities and broader destination development and marketing support.</li> </ul>

Appendix



### Appendix A – cost estimates

AREA 1 : Cultural Education - approx 50,000 sq m (5 Ha)						
ITEMS	Construction Stage Name / Tasks	QTY	UNIT	RATE	TOTALS	
1.00	<b>Preliminaries</b>					
1.01	Minor Earthworks	50000	m2	\$0.75	\$	37,500.00
1.02	Weed Control	50000	m2	\$0.25	\$	12,500.00
1.03	Arboriculture	50000	m2	\$1.50	\$	75,000.00
1.04	Vegetation Rehabilitation and temporary irrigation	50000	m2	\$2.50	\$	125,000.00
	<b>... Additional Items to be added (as required)</b>				\$	-
	<b>Preliminaries Subtotal</b>				\$	250,000.00
2.00	<b>Trail and Structures</b>					
2.02	Large Yarning Circle and Structure	1	items	\$575,000.00	\$	575,000.00
2.03	Supply and install toilets / conveniences	1	Items	\$65,000	\$	65,000
2.04	Supply and install 3 Open Yarning Shelters excluding roofs	3	items	\$40,000.00	\$	120,000.00
2.05	Install Storytelling props for 3 cultural interpretation areas	3	items	\$75,000.00	\$	225,000.00
2.06	Electrical installation, including minor station, trail and wayfinding lighting	1	Allow	\$150,000.00	\$	150,000.00
2.07	Plumbing for potable water and plant rehabilitation	1	Allow	\$75,000.00	\$	75,000.00
2.08	Gravel track and 4 yarning areas construction	1750	m2	\$75.00	\$	131,250.00
2.09	<b>... Additional Items to be added by Contractor (as required)</b>				\$	-
	<b>Trail and Structures Subtotal</b>				\$	1,341,250.00

<b>Track Signage Interpretation and Wayfinding Elements</b>						
3.00						
3.01	Supply and install Artistic Shelter Roofs - mild steel w/ lazercut cultural art perforations	3	items	\$15,250.00		\$ 45,750.00
3.02	Supply and install Trailhead Decorative Panels - mild steel w/ lazercut perforation	3	items	\$3,900.00		\$ 11,700.00
3.03	Supply and install Aluminium Trailhead Interpretation Panels - graphics printed on aluminium	3	items	\$2,500.00		\$ 7,500.00
3.04	Supply and install Cultural Storyboard Blades - mild steel w/ lazercut perforations (2000x400mm)	7	items	\$3,300.00		\$ 23,100.00
3.05	Supply and install Cultural Storyboard Interpretation Panels - graphics printed on aluminium	7	items	\$1,500.00		\$ 10,500.00
3.06	Supply and install Wayfinding Posts - mild steel (1300x100mm)	11	items	\$525.00		\$ 5,775.00
3.07	Supply and install Wayfinding Panels - graphics printed on aluminium (450x80mm)	11	items	\$275.00		\$ 3,025.00
3.08	Supply and install Council req'd signage (safety)	5	items	\$550.00		\$ 2,750.00
3.09	... <b>Additional Items to be added by Contractor (as required)</b>					\$ -
<b>Signage Interpretation and Wayfinding Elements Subtotal</b>						<b>\$ 110,100.00</b>
4.00	<b>12 Months Maintenance and Final Handover</b>					
4.01	Allow for 12 Months Plant and Structure Maintenance period	12	Months	\$5,000.00		\$ 60,000.00
4.02	... <b>Additional Items to be added by Contractor (as required)</b>					\$ -
<b>Subtotal</b>						<b>\$ 60,000.00</b>
<b>TRACK UPGRADE CONTRACT PACKAGE 1 TOTAL (inc. GST)</b>						
NET TOTAL (exc. GST)						\$ 1,761,350.00
GST 10%						\$ 176,135.00
<b>TRACK UPGRADE CONTRACT PACKAGE 1 TOTAL (inc. GST)</b>						<b>\$ 1,967,485.00</b>

AREA 2 : Native Botanical Garden - approx 54,000 sq m (5.4 Ha)						
ITEMS	Construction Stage Name / Tasks	QTY	UNIT	RATE	TOTALS	
<b>1.00</b>	<b>Preliminaries</b>					
1.01	Minor Earthworks	54000	m2	\$0.75	\$ 40,500.00	
1.02	Weed Control	54000	m2	\$0.25	\$ 13,500.00	
1.03	Arboriculture	54000	m2	\$1.50	\$ 81,000.00	
1.04	Vegetation Rehabilitation and temporary irrigation	54000	m2	\$2.50	\$ 135,000.00	
1.05	... <b>Additional Items to be added (as required)</b>				\$ -	
	<b>Preliminaries Subtotal</b>				<b>\$ 270,000.00</b>	
<b>2.00</b>	<b>Trail and Structures</b>					
2.01	Estimate footbridge / culvert to area 1 and area 3	3	allow	\$150,000.00	\$ 450,000.00	
2.02	Supply and install 1 Open Yarning Shelters excluding roof	1	items	\$40,000.00	\$ 40,000.00	
2.03	Tree Top Climb - Confidence Course	1	Allow	\$575,000.00	\$ 575,000.00	
2.04	Supply and install toilets and conveniences	1	Items	\$65,000	\$ 65,000	
2.05	Electrical installation, including minor station, trail and wayfinding lighting	1	Allow	\$90,000.00	\$ 90,000.00	
2.06	Plumbing for potable water and plant rehabilitation	1	Allow	\$55,000.00	\$ 55,000.00	
2.07	Gravel track and 3 yarning areas construction	1200	m2	\$75.00	\$ 90,000.00	
2.08	... <b>Additional Items to be added by Contractor (as required)</b>				\$ -	
	<b>Trail and Structures Subtotal</b>				<b>\$1,365,000.00</b>	

<b>Track Signage Interpretation and Wayfinding Elements</b>						
3.00						
3.01	Supply and install Artistic Shelter Roofs - mild steel w/ lazercut cultural art perforations	1	items	\$15,250.00		\$ 15,250.00
3.02	Supply and install Trailhead Decorative Panels - mild steel w/ lazercut perforation	3	items	\$3,900.00		\$ 11,700.00
3.03	Supply and install Aluminium Trailhead Interpretation Panels - graphics printed on aluminium	3	items	\$2,500.00		\$ 7,500.00
3.04	Supply and install Cultural Storyboard Blades - mild steel w/ lazercut perforations (2000x400mm)	5	items	\$3,300.00		\$ 16,500.00
3.05	Supply and install Cultural Storyboard Interpretation Panels - graphics printed on aluminium	5	items	\$1,500.00		\$ 7,500.00
3.06	Supply and install Wayfinding Posts - mild steel (1300x100mm)	7	items	\$525.00		\$ 3,675.00
3.07	Supply and install Wayfinding Panels - graphics printed on aluminium (450x80mm)	7	items	\$275.00		\$ 1,925.00
3.08	Supply and install Council req'd signage (safety)	5	items	\$550.00		\$ 2,750.00
3.09	... <i>Additional Items to be added by Contractor (as required)</i>					\$ -
<b>Signage Interpretation and Wayfinding Elements Subtotal</b>						<b>\$ 66,800.00</b>
4.00	<b>12 Months Maintenance and Final Handover</b>					
4.01	Allow for 12 Months Plant and Structure Maintenance period	12	Months	\$5,250.00		\$ 63,000.00
4.02	... <i>Additional Items to be added by Contractor (as required)</i>					\$ -
<b>Subtotal</b>						<b>\$ 63,000.00</b>
NET TOTAL (exc. GST)						\$1,764,800.00
GST 10%						\$ 176,480.00
<b>TRACK UPGRADE CONTRACT PACKAGE 1 TOTAL (inc. GST)</b>						<b>\$1,941,280.00</b>

AREA 3 : Cultural Camping - approx 115,000 sq m (11.5 Ha)						
ITEMS	Construction Stage Name / Tasks	QTY	UNIT	RATE	TOTALS	
<b>1.00</b>	<b>Preliminaries</b>					
1.01	Minor Earthworks / Road Construction	115000	m2	\$0.75	\$	86,250.00
1.02	Weed Control	115000	m2	\$0.25	\$	28,750.00
1.03	Arboriculture	115000	m2	\$1.50	\$	172,500.00
1.04	Vegetation Rehabilitation and temporary irrigation	115000	m2	\$2.50	\$	287,500.00
1.04	<b>... Additional items to be added (as required)</b>				\$	-
	<b>Preliminaries Subtotal</b>				\$	575,000.00
<b>2.00</b>	<b>Trail and Structures</b>					
2.01	Estimate footbridge / culvert to area 1 and area 3	2	allow	\$150,000.00	\$	300,000.00
2.02	Supply and install 1 Open Yarning Shelters excluding roof	1	items	\$40,000.00	\$	40,000.00
2.03	Supply and install toilets and conveniences	1	items	\$65,000	\$	65,000
2.03	Electrical installation, including minor station, trail and wayfinding lighting	1	Allow	\$90,000.00	\$	90,000.00
2.04	Plumbing for potable water and plant rehabilitation	1	Allow	\$75,000.00	\$	75,000.00
2.05	Gravel track and 3 yarning areas construction	750	m2	\$75.00	\$	56,250.00
2.06	Glamping Accommodation	5		\$225,000.00	\$	1,125,000.00
2.06	<b>... Additional items to be added by Contractor (as required)</b>				\$	-
	<b>Trail and Structures Subtotal</b>				\$	1,751,250.00

<b>3.00</b>	<b>Track Signage Interpretation and Wayfinding Elements</b>						
3.01	Supply and install Artistic Shelter Roofs - mild steel w/ lazercut cultural art perforations	1	items	\$15,250.00	\$	15,250.00	
3.02	Supply and install Trailhead Decorative Panels - mild steel w/ lazercut perforation	3	items	\$3,900.00	\$	11,700.00	
3.03	Supply and install Aluminium Trailhead Interpretation Panels - graphics printed on aluminium	3	items	\$2,500.00	\$	7,500.00	
3.04	Supply and install Cultural Storyboard Blades - mild steel w/ lazercut perforations (2000x400mm)	3	items	\$3,300.00	\$	9,900.00	
3.05	Supply and install Cultural Storyboard Interpretation Panels - graphics printed on aluminium	3	items	\$1,500.00	\$	4,500.00	
3.06	Supply and install Wayfinding Posts - mild steel (1300x100mm)	5	items	\$525.00	\$	2,625.00	
3.07	Supply and install Wayfinding Panels - graphics printed on aluminium (450x80mm)	5	items	\$275.00	\$	1,375.00	
3.08	Supply and install Council req'd signage (safety)	3	items	\$550.00	\$	1,650.00	
3.09	<b>... Additional Items to be added by Contractor (as required)</b>					\$	-
<b>Signage Interpretation and Wayfinding Elements Subtotal</b>					\$	<b>54,500.00</b>	
<b>4.00</b>	<b>12 Months Maintenance and Final Handover</b>						
4.01	Allow for 12 Months Plant and Structure Maintenance period	12	Months	\$5,000.00	\$	60,000.00	
4.02	<b>... Additional Items to be added by Contractor (as required)</b>					\$	-
<b>Subtotal</b>					\$	<b>60,000.00</b>	
<b>NET TOTAL (exc. GST)</b>					\$	<b>2,440,750.00</b>	
<b>GST 10%</b>					\$	<b>244,075.00</b>	
<b>TRACK UPGRADE CONTRACT PACKAGE 1 TOTAL (inc. GST)</b>					\$	<b>2,684,825.00</b>	

## Appendix B – Financial Analysis

### Introduction

This report provides an economic and operational financial assessment of the proposed development of Pental Island as outlined in the Masterplan. For the financial assessment, participant numbers have been estimated for each of the proposed programs, and indicative pricing used. The economic assessment covers the construction phase and the operational phase (over 10 years). The analysis takes account of the timing of the 3 stages of development. The analysis has been conducted by economic consultants MCA <Michael Connell & Assocs.>

**Disclaimer**  
This report is for the use only of the party to whom it is addressed and for the specific purposes to which it refers. We disclaim any responsibility to any third party acting upon or using the whole or part of the report and its contents.  
This report (including appendices) is based on estimates, assumptions and information sourced and referenced by MCA <Michael Connell & Assocs.>. These estimates, assumptions and projections are provided as a basis for the reader's interpretation and analysis. In the case of projections, they are not presented as results that will actually be achieved.  
The report has been prepared on the basis of information available at the time of writing. While all possible care has been taken by the authors in preparing the report, no responsibility can be undertaken for errors or inaccuracies that may be in the data used.

## Pental Island Programs

The section contains estimates of visitors to Pental Island and program participation over a 10 year period from commencement in 2025.

- Revenue estimates from programs and an indicative financial analysis is included. This includes estimates of staffing required to delivering the programs.
- The visitor estimates are based on all persons being participants in a program. There would be no individual access to the island for independent visits.

### Modelling Assumptions

The following table shows the assumptions used in modelling visitor and programs at Pental Island. The key assumption is that all visitors are participants in programs, and there are no individual visits to wander around the island.

The modelling takes account of the 3 stages of development of Pental Island : Stage 1 operations Years 1-3; Stage 2 operations Years 4-6; Stage 3 operations Years 7-10. Programs commence in the identified years and then continue.

**Table 1 Pental Island Operations – Modelling Assumptions**

Assumption	Description	Source
<b>Visitor Categories</b>		
Local & regional visitors	Residents from Swan Hill LGA and adjacent LGAs: Mildura; Buloke, Gannawarra, Loddon, Greater Bendigo. These are day visitors to Swan Hill	Based on Victorian government population estimates. <i>Victoria in Future 2019 (VIF2019) Population and Household Projections</i>
Tourist Visitors	Categories: International (overnight); Domestic overnight – intrastate & interstate; and day visitors	Based on Tourism Research Australia (TRA) estimates 2019. <Swan Hill LGA> Growth projections for 2025-2034. M/Ca assumption
<b>Visitors to Pental Island</b>		All visitors are part of programs
<b>Tourists</b>	<% of annual visitors>	
International (overnight)	20%	M/Ca assumption
Domestic overnight – intrastate	2%	M/Ca assumption
Domestic overnight –interstate	4%	M/Ca assumption
Day Visitors	2%	M/Ca assumption
<b>Local &amp; Regional Visitors</b>	<% of annual population>	
Swan Hill	Y1-3 1% Y4-6 2% Y7-10 4%	M/Ca assumption
<b>Other LGAs</b>	Y1-3 1% Y4-6 2%	M/Ca assumption



Assumption	Description	Source
<b>Stage 1/Area 1</b> <Y1-3 & ongoing>		
<b>Program Participation</b>		
<b>Schools Groups</b>		
Schools 2 Hour	Group numbers assumed to grow with development of island. Ave 12 persons \$225 per group	M/Ca assumption
Schools Full day	Group numbers assumed to grow with development of island. Ave 12 persons \$900 per group	TRC assumption M/Ca assumption TRC assumption
<b>Program Participation</b>		
Cultural Awareness Training	Group numbers assumed to grow. Ave 12 persons \$2500 per group	M/Ca assumption TRC assumption
Pental Island Cultural Tours (4 hour)	50% of visitors \$160 per person	M/Ca assumption TRC assumption
Bush Tucker Dining (2 hours)	30% of visitors \$80 per person	M/Ca assumption TRC assumption
<b>Stage 2/Area 2</b> <Y4-6 & ongoing>		
Tree Top Adventure Climb	40% of visitors \$80 per person	M/Ca assumption TRC assumption
<b>Stage 3 /Area 3</b> <Y7-10>		
Cultural retreat - 2days/1 night	5% of visitors \$880 per person	M/Ca assumption TRC assumption
<b>Retail Operations</b>		
Product Sales - Visitors	35% of visitors purchase. Ave spend \$35	M/Ca assumption
Product Sales – School Students	40% of visitors purchase. Ave spend \$25	M/Ca assumption

Source: M/Ca modelling & estimates , May 2023

**Visitors to Pental Island**

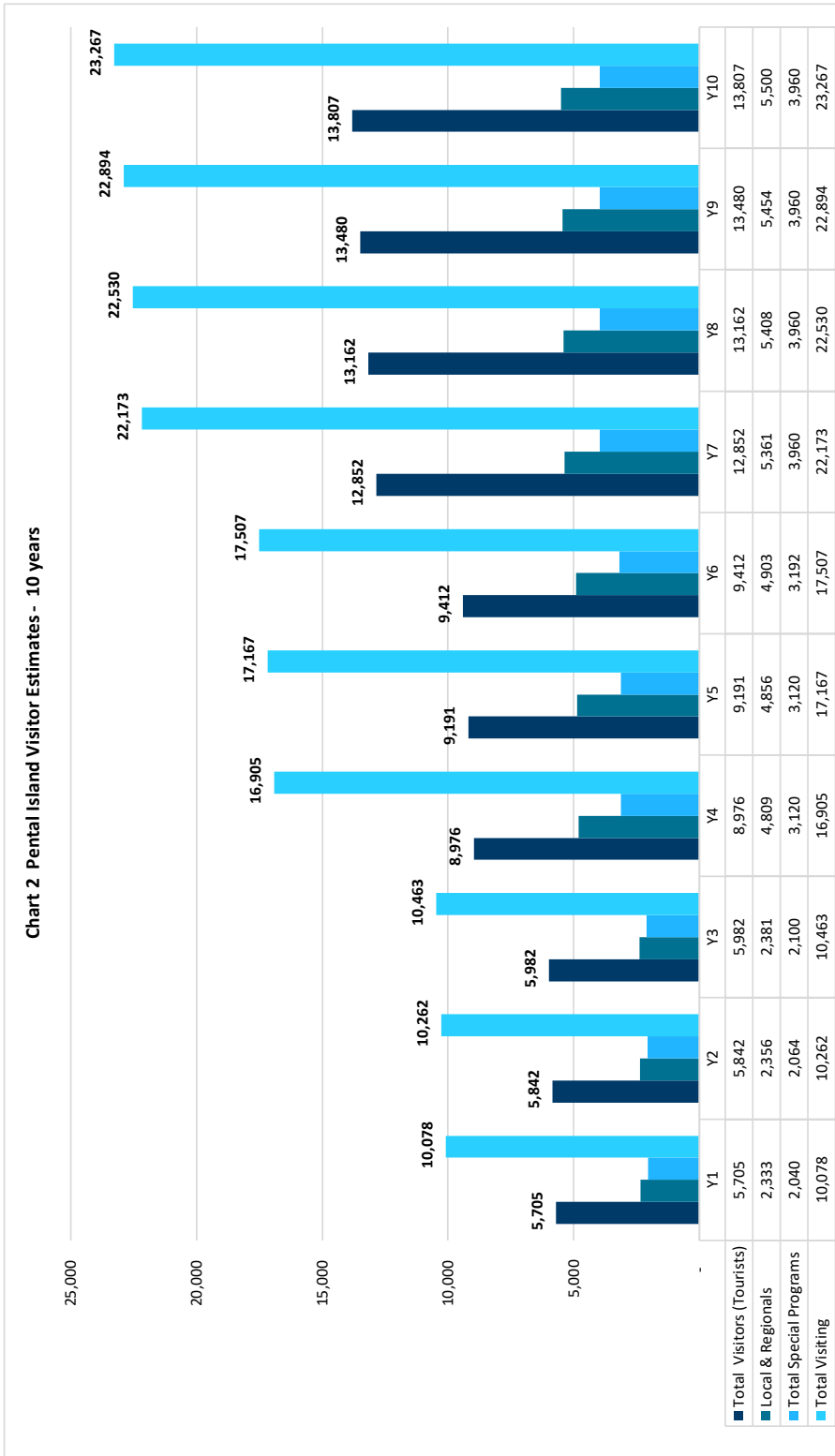
All visitors will be participants in programs, and there are no individual visits to wander around the island. The following are estimates by visitor type. Visitor numbers increase as each stage of development is completed and new programs are introduced.

- Total visitors/program participants increase from around 10,100 in year 1 to around 23,300 in year 10.
- Tourist visitors increase from around 5700 in year 1 to 13,800 in year 10.
- Local & regional visitors increase from 2333 in year 1 to 5500 in year 1.
- Special program visits increase from 2040 in year 1 to 3960 in year 10.

**Table 2 Pental Island Visitor Estimates by Type (annual no.)**

	Stage 1			Stage 2			Stage 3			
	2025 Y1	2026 Y2	2027 Y3	2028 Y4	2029 Y5	2030 Y6	2031 Y7	2032 Y8	2033 Y9	2034 Y10
<b>Overnight Visitors</b>										
International	780	804	828	1,066	1,098	1,131	1,553	1,599	1,647	1,697
Domestic - intrastate	1,625	1,674	1,724	2,564	2,744	2,826	3,882	3,998	4,118	4,242
Domestic - interstate	1,003	1,033	1,064	1,644	1,694	1,744	2,396	2,467	2,541	2,618
<b>Day Visitors - Tourists</b>										
Day visitors	2,296	2,331	2,366	3,602	3,656	3,711	5,022	5,097	5,174	5,251
<b>Total Tourists</b>	<b>5,705</b>	<b>5,842</b>	<b>5,982</b>	<b>8,976</b>	<b>9,191</b>	<b>9,412</b>	<b>12,852</b>	<b>13,162</b>	<b>13,480</b>	<b>13,807</b>
<b>Locals</b>										
Local & Regional Residents	2,333	2,356	2,381	4,809	4,856	4,903	5,361	5,408	5,454	5,500
<b>Total Visitors (Tourists &amp; Locals)</b>	<b>8,038</b>	<b>8,198</b>	<b>8,363</b>	<b>13,785</b>	<b>14,047</b>	<b>14,315</b>	<b>18,213</b>	<b>18,570</b>	<b>18,934</b>	<b>19,307</b>
<b>Special Program Visitors</b>										
School visits	1,920	1,920	1,920	2,880	2,880	2,880	3,600	3,600	3,600	3,600
Cultural Awareness Training	120	144	180	240	240	312	360	360	360	360
<b>All Visitors</b>										
<b>Total – All Visitors</b>	<b>10,078</b>	<b>10,262</b>	<b>10,463</b>	<b>16,905</b>	<b>17,167</b>	<b>17,507</b>	<b>22,173</b>	<b>22,530</b>	<b>22,894</b>	<b>23,267</b>

Source: MCA modelling & estimates, May 2023



Source: MCA modelling & estimates, May 2023

**Program Participation**

The following are estimates of persons participating in the programs on offer on Pental Island. The programs are a mixture of planned group programs and programs for individual visitors.

- Total participants increase from 10,390 in year 1 to 25,900 in year 10.
- It should be noted that some visitors may be involved in 2 programs, therefore the number of program participants is higher than total visitors (e.g. Y10 25,900 program participants and around 23,300 visitors).
- For example, a person may take a Cultural Tour and then return in the evening for Bush Tucker Dining.
- Participant numbers grow as the island is developed and it becomes more of an attraction.

**Table 3 Program Participants – 10 years (no.)**

Programs & Participants	Stage 1					Stage 2					Stage 3				
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039
	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10					
<b>Stage 1/Area 1</b>															
<b>Cultural Awareness Training</b>															
Groups	10	12	15	20	20	26	30	30	30	30					
Participants	120	144	180	240	240	312	360	360	360	360					
<b>Education Programs (schools)</b>															
<b>2 hour experience</b>															
Groups	80	80	80	120	120	120	150	150	150	150					
Participants	960	960	960	1440	1440	1440	1800	1800	1800	1800					
<b>Full day experience</b>															
Groups	80	80	80	120	120	120	150	150	150	150					
Participants	960	960	960	1440	1440	1440	1800	1800	1800	1800					
<b>Education Program (totals)</b>															
Groups	160	160	160	240	240	240	300	300	300	300					
Participants	1920	1920	1920	2880	2880	2880	3600	3600	3600	3600					

Programs & Participants	Stage 1					Stage 2					Stage 3									
	2025 Y1	2026 Y2	2027 Y3	2028 Y4	2029 Y5	2030 Y6	2031 Y7	2032 Y8	2033 Y9	2034 Y10										
Pental Island Cultural Tours (4 hour)																				
Participants	4,019	4,099	4,181	4,135	4,214	4,295	5,464	5,571	5,680	5,792										
Bush Tucker Dining (2 hours)																				
Participants	2411	2459	2509	4135	4214	4295	5464	5571	5680	5792										
Stage 2 /Area 2																				
Tree Top Adventure Climb																				
Participants				4135	4214	4295	5464	5571	5680	5792										
Stage 3 /Area 3																				
Cultural retreat - 2days/1 night																				
Participants							911	928	947	965										
Retail Sales																				
Purchasers (individuals)	2,251	2,296	2,342	4,342	4,425	4,509	6,056	6,174	6,296	6,420										
School kids (purchasers)	768	768	768	1152	1152	1152	1440	1440	1440	1440										
<b>Total Persons in Programs</b>	<b>10,390</b>	<b>10,543</b>	<b>10,710</b>	<b>18,406</b>	<b>18,642</b>	<b>18,956</b>	<b>24,862</b>	<b>25,201</b>	<b>25,548</b>	<b>25,902</b>										

Source: MCA modelling & estimates , May 2023

**Program Revenue**

The following table shows estimates of annual revenue from each of the programs. The estimates are in constant \$2025 prices.

- Total program revenue increases from around \$1.049 million in year 1 (Stage 1 operations); \$1.698 million in year 4 (Stage 2 operations commence); \$3.041 million in year 7 (Stage 3 operations commence) and \$3.207 million in year 10.
- Section 3 provides a high indicative financial analysis of operations for a 10 year period.

Table 4 Program Revenue – 10 years Operations (\$2025 Prices)

Programs Revenue	Stage 1					Stage 2					Stage 3					
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10						
<b>Stage 1/Area 1</b>																
Group Programs																
Cultural Awareness Training																
Revenue (\$2500 per program)	\$25,000	\$30,000	\$37,500	\$50,000	\$50,000	\$65,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$25,000
Education Programs (schools)																
2 hour experience																
Revenue (\$225 per program)	\$18,000	\$18,000	\$18,000	\$27,000	\$27,000	\$27,000	\$33,750	\$33,750	\$33,750	\$33,750	\$33,750	\$33,750	\$33,750	\$33,750	\$33,750	\$33,750
Full day experience																
Revenue (\$900 per program)	\$72,000	\$72,000	\$72,000	\$108,000	\$108,000	\$108,000	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000
<b>Education Program (totals)</b>																
Revenue	\$90,000	\$90,000	\$90,000	\$135,000	\$135,000	\$135,000	\$168,750	\$168,750	\$168,750	\$168,750	\$168,750	\$168,750	\$168,750	\$168,750	\$168,750	\$168,750
Individual Programs																
Pental Island Cultural Tours (4 hour)																
Revenue (\$160 per person)	\$643,011	\$655,859	\$669,021	\$661,662	\$674,264	\$687,138	\$874,230	\$891,341	\$908,845	\$926,753	\$944,664	\$962,575	\$980,486	\$998,397	\$1,016,308	\$1,034,219
Bush Tucker Dining (2 hours)																
Revenue (\$80 per person)	\$192,903	\$196,758	\$200,706	\$330,831	\$337,132	\$343,569	\$437,115	\$445,671	\$454,423	\$463,376	\$472,329	\$481,282	\$490,235	\$499,188	\$508,141	\$517,094
<b>Stage 2/Area 2</b>																
Tree Top Adventure Climb																
Revenue (\$80 per person)				\$330,831	\$337,132	\$343,569	\$437,115	\$445,671	\$454,423	\$463,376	\$472,329	\$481,282	\$490,235	\$499,188	\$508,141	\$517,094

Programs Revenue	Stage 1				Stage 2				Stage 3			
	2025 Y1	2026 Y2	2027 Y3	2028 Y4	2029 Y5	2030 Y6	2031 Y7	2032 Y8	2033 Y9	2034 Y10		
<b>Stage 3 / Area 3</b>												
Cultural retreat - 2days/1 night												
Revenue (\$880 per person)							\$801,377	\$817,063	\$833,108	\$849,523		
Retail Sales												
Purchasers (individuals) (ave \$35)	\$78,769	\$80,343	\$81,955	\$151,975	\$154,870	\$157,827	\$211,955	\$216,104	\$220,348	\$224,689		
School kids (purchasers) (ave \$25)	\$19,200	\$19,200	\$19,200	\$28,800	\$28,800	\$28,800	\$36,000	\$36,000	\$36,000	\$36,000		
<b>Total Revenue</b>												
<b>Total Revenue – Programs &amp; Retail</b>	<b>\$1,048,882</b>	<b>\$1,072,160</b>	<b>\$1,098,382</b>	<b>\$1,689,099</b>	<b>\$1,717,199</b>	<b>\$1,760,903</b>	<b>\$3,041,542</b>	<b>\$3,095,600</b>	<b>\$3,150,897</b>	<b>\$3,207,468</b>		

Source: MCA modelling & estimates , May 2023



## Financial Analysis of Operations

### Pental Island Operations Staff

The following show operational employees and positions required to deliver the proposed programs. Employees increase from 6 in Stage 1 to 10 in Stage 2 and 13.5 in Stage 3.

**Table 5 Pental Island Operations – Employees and Wages (\$2025 prices)**

Pental Island Operations Staffing (FTE)	Wage (\$2025 prices)	Y1-3 Stage 1	Y4-6 Stage 2	Y7-10 Stage 3	Y1-3 Stage 1 Total Wages	Y4-6 Stage 2 Total Wages	Y7-10 Stage 3 Total Wages
Manager	\$95,000.00	1	1	1	\$95,000	\$95,000	\$95,000
Program Coordinator	\$75,000.00	1	1	1	\$75,000	\$75,000	\$75,000
Bush Tucker Chef	\$80,000.00	1	1	1	\$80,000	\$80,000	\$80,000
Maintenance Team	\$65,000.00	1	2	3	\$65,000	\$130,000	\$195,000
Cultural Presenters	\$75,000.00	2	3	4	\$150,000	\$225,000	\$300,000
Tree Climb Staff	\$65,000.00	0	2	2	\$0	\$130,000	\$130,000
Cultural Retreat staff	\$75,000.00	0	0	1.5	\$0	\$0	\$112,500
<b>Total Staff</b>		<b>6</b>	<b>10</b>	<b>13.5</b>	<b>\$465,000</b>	<b>\$735,000</b>	<b>\$987,500</b>

Source: MCA modelling & analysis, May 2023

**Financial Analysis**

The following table provides a high level indicative financial analysis of the operations of Pental Island over a 10 year period. Revenue and costs are in constant \$2025 prices. The key features are:

- Revenue increases from \$1.049 million in year1 (2025) to \$3.207 million in year 10 (2034). This is driven by the extension of programs and the increase in visitor/participant numbers.
- Operating expenses increase from \$1.007 million in year to \$2.191 million in year 10.
- The net operating result (after GST paid) is a loss in year 1 (**\$13,148**) with results increasing progressively over time with annual profits in the range \$697,852 to \$814,730 in Stage 3 (Years 7-10).
- In Stage 2 operating profits are in the range \$153,000 to \$211,000.

**Table 6 Pental Island Operations – Indicative Financial 10 Years (constant \$2025 prices)**

Pental Island Financials	Stage 1			Stage 2			Stage 3			2033	2034
	2025	2026	2027	2028	2029	2030	2031	2032	2033		
Revenue Estimates (Constant \$2025 prices)	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
<b>Group Programs</b>											
Cultural Awareness Training	\$25,000	\$30,000	\$37,500	\$50,000	\$50,000	\$65,000	\$75,000	\$75,000	\$75,000	\$75,000	
Education - 2 hour experience	\$18,000	\$18,000	\$18,000	\$27,000	\$27,000	\$27,000	\$33,750	\$33,750	\$33,750	\$33,750	
Education - Full Day Experience	\$72,000	\$72,000	\$72,000	\$108,000	\$108,000	\$108,000	\$135,000	\$135,000	\$135,000	\$135,000	
<b>Total Revenue Group Programs</b>	<b>\$115,000</b>	<b>\$120,000</b>	<b>\$127,500</b>	<b>\$185,000</b>	<b>\$185,000</b>	<b>\$200,000</b>	<b>\$243,750</b>	<b>\$243,750</b>	<b>\$243,750</b>	<b>\$243,750</b>	
<b>Individual Programs</b>											
Pental Island Cultural Tours (4 hour)	\$643,011	\$655,859	\$669,021	\$661,662	\$674,264	\$687,138	\$874,230	\$891,341	\$908,845	\$926,753	
Bush Tucker Dining (2 hours)	\$192,903	\$196,758	\$200,706	\$330,831	\$337,132	\$343,569	\$437,115	\$445,671	\$454,423	\$463,376	
Tree Top Adventure Climb	\$0	\$0	\$0	\$330,831	\$337,132	\$343,569	\$437,115	\$445,671	\$454,423	\$463,376	
<b>Total Revenue - Individual Programs</b>	<b>\$835,914</b>	<b>\$852,617</b>	<b>\$869,727</b>	<b>\$1,323,323</b>	<b>\$1,348,529</b>	<b>\$1,374,276</b>	<b>\$1,748,460</b>	<b>\$1,782,683</b>	<b>\$1,817,691</b>	<b>\$1,853,506</b>	

	Stage 1		Stage 2					Stage 3			2034
	2025	2026	2027	2028	2029	2030	2031	2032	2033		
Revenue Estimates (Constant \$2025 prices)	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
<b>Residential</b>											
Cultural retreat - 2days/1 night	\$0	\$0	\$0	\$0	\$0	\$0	\$801,377	\$817,063	\$833,108	\$849,523	
<b>Total Revenue - All Programs</b>	<b>\$950,914</b>	<b>\$972,617</b>	<b>\$997,227</b>	<b>\$1,508,323</b>	<b>\$1,533,529</b>	<b>\$1,574,276</b>	<b>\$2,793,587</b>	<b>\$2,843,496</b>	<b>\$2,894,549</b>	<b>\$2,946,779</b>	
<b>Retail</b>											
Product Sales	\$97,969	\$99,543	\$101,155	\$180,775	\$183,670	\$186,627	\$247,955	\$252,104	\$256,348	\$260,689	
<b>Total All Revenue</b>	<b>\$1,048,882</b>	<b>\$1,072,160</b>	<b>\$1,098,382</b>	<b>\$1,689,099</b>	<b>\$1,717,199</b>	<b>\$1,760,903</b>	<b>\$3,041,542</b>	<b>\$3,095,600</b>	<b>\$3,150,897</b>	<b>\$3,207,468</b>	
<b>Operating Expenses Programs</b>											
<b>Labour Costs</b>											
Wage Costs	\$465,000	\$465,000	\$465,000	\$735,000	\$735,000	\$735,000	\$987,500	\$987,500	\$987,500	\$987,500	
Workers Comp	\$5,115	\$5,115	\$5,115	\$8,085	\$8,085	\$8,085	\$10,863	\$10,863	\$10,863	\$10,863	
Super Guarantee	\$51,150	\$51,150	\$51,150	\$80,850	\$80,850	\$80,850	\$108,625	\$108,625	\$108,625	\$108,625	
Holiday Pay	\$35,769	\$35,769	\$35,769	\$56,538	\$56,538	\$56,538	\$75,962	\$75,962	\$75,962	\$75,962	
Long Service provision	\$8,254	\$8,254	\$8,254	\$13,047	\$13,047	\$13,047	\$17,530	\$17,530	\$17,530	\$17,530	
<b>Total On Costs (22%)</b>	<b>\$100,289</b>	<b>\$100,289</b>	<b>\$100,289</b>	<b>\$158,521</b>	<b>\$158,521</b>	<b>\$158,521</b>	<b>\$212,979</b>	<b>\$212,979</b>	<b>\$212,979</b>	<b>\$212,979</b>	
Training Cost	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	
<b>Total Labour Costs</b>	<b>\$573,289</b>	<b>\$573,289</b>	<b>\$573,289</b>	<b>\$901,521</b>	<b>\$901,521</b>	<b>\$901,521</b>	<b>\$1,208,479</b>	<b>\$1,208,479</b>	<b>\$1,208,479</b>	<b>\$1,208,479</b>	
<b>Cost of Goods Sold</b>											
Cost of Goods Sold	\$39,188	\$39,817	\$40,462	\$72,310	\$73,468	\$74,651	\$99,182	\$100,842	\$102,539	\$104,276	
Food Cost - Bush Tucker Dining	\$67,516	\$68,865	\$70,247	\$115,791	\$117,996	\$120,249	\$152,990	\$155,985	\$159,048	\$162,182	
Food & other costs - Cultural Retreat	\$0	\$0	\$0	\$0	\$0	\$0	\$320,551	\$326,825	\$333,243	\$339,809	
<b>Total Cost of Goods</b>	<b>\$106,704</b>	<b>\$108,682</b>	<b>\$110,709</b>	<b>\$188,101</b>	<b>\$191,464</b>	<b>\$194,900</b>	<b>\$572,723</b>	<b>\$583,651</b>	<b>\$594,830</b>	<b>\$606,267</b>	

Operating Expenses (continued)	Stage 1		Stage 2					Stage 3			2034
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
Programs	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
<b>Other Costs</b>											
Equipment	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	
Maintenance & Materials	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	
Food Registration Fees/licence (Council)	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	
Insurance & Public liability	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	
Power	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	
Waste Disposal	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	
Water	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	
Bank & merchant fees	\$24,124	\$24,660	\$25,263	\$38,849	\$39,496	\$40,501	\$69,955	\$71,199	\$72,471	\$73,772	
Accounting Costs	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	
Marketing & Promotion	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	
Communications (telephone/internet)	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	
Supplies	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	
Miscellaneous Costs	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	
<b>Total Other Costs</b>	<b>\$326,824</b>	<b>\$327,360</b>	<b>\$327,963</b>	<b>\$341,549</b>	<b>\$342,196</b>	<b>\$343,201</b>	<b>\$373,655</b>	<b>\$373,899</b>	<b>\$375,171</b>	<b>\$376,472</b>	
<b>Total All Operating Expenses</b>	<b>\$1,006,817</b>	<b>\$1,009,331</b>	<b>\$1,011,961</b>	<b>\$1,431,171</b>	<b>\$1,435,181</b>	<b>\$1,439,622</b>	<b>\$2,153,857</b>	<b>\$2,166,029</b>	<b>\$2,178,480</b>	<b>\$2,191,217</b>	
Revenue	\$1,048,882	\$1,072,160	\$1,098,382	\$1,689,099	\$1,717,199	\$1,760,903	\$3,041,542	\$3,095,600	\$3,150,897	\$3,207,468	
<b>Net Result</b>	<b>\$42,066</b>	<b>\$62,829</b>	<b>\$86,422</b>	<b>\$257,928</b>	<b>\$282,018</b>	<b>\$321,282</b>	<b>\$887,685</b>	<b>\$929,571</b>	<b>\$972,417</b>	<b>\$1,016,251</b>	
GST (10%)	\$95,353	\$97,469	\$99,853	\$153,554	\$156,109	\$160,082	\$276,504	\$281,418	\$286,445	\$291,588	
GST Paid (inputs)	\$40,139	\$40,367	\$40,607	\$48,877	\$49,242	\$49,646	\$86,671	\$87,777	\$88,909	\$90,067	
<b>Payable to ATO</b>	<b>\$55,214</b>	<b>\$57,102</b>	<b>\$59,246</b>	<b>\$104,677</b>	<b>\$106,867</b>	<b>\$110,437</b>	<b>\$189,833</b>	<b>\$193,641</b>	<b>\$197,536</b>	<b>\$201,521</b>	
<b>Net Result (after GST Paid)</b>	<b>-\$13,148</b>	<b>\$5,728</b>	<b>\$27,175</b>	<b>\$153,251</b>	<b>\$175,151</b>	<b>\$210,845</b>	<b>\$697,852</b>	<b>\$735,930</b>	<b>\$774,881</b>	<b>\$814,730</b>	

## Regional Economic Analysis

This section provides an economic impact assessment for the construction phase and the operations phase.

### Construction Phase – Economic Analysis

A staged development is proposed for Pental Island. The years are the period when the construction will occur.

Table 7 Project Areas – Pental Island Masterplan Development

Project Areas
<b>Stage 1: Construction 2024</b>
<b>Area 1: Cultural Education</b> - A central yarning circle / meeting / gathering space provides access to a circular cultural narrated trail for education, storytelling and visitor experiences.
<b>Stage 2: Construction 2027</b>
<b>Area 2: Native Botanical Garden</b> - all areas to be rehabilitated, this area includes a focus on cultural land management, burning, diversity of cultural planting including trees, bushes and groundcover for cultural practices, medicine, bush foods and Country cultural marking.
<b>Stage 3 : Construction 2030</b>
<b>Area 3: Cultural Camping</b> - this area is set up for camping. The northern area near the Murray is for glamping / camping with custodians area, further south is for youth and family camps.

Source: Brave & Curious , April 2023

Table 8 Project Areas – Pental Island Masterplan Construction Costs

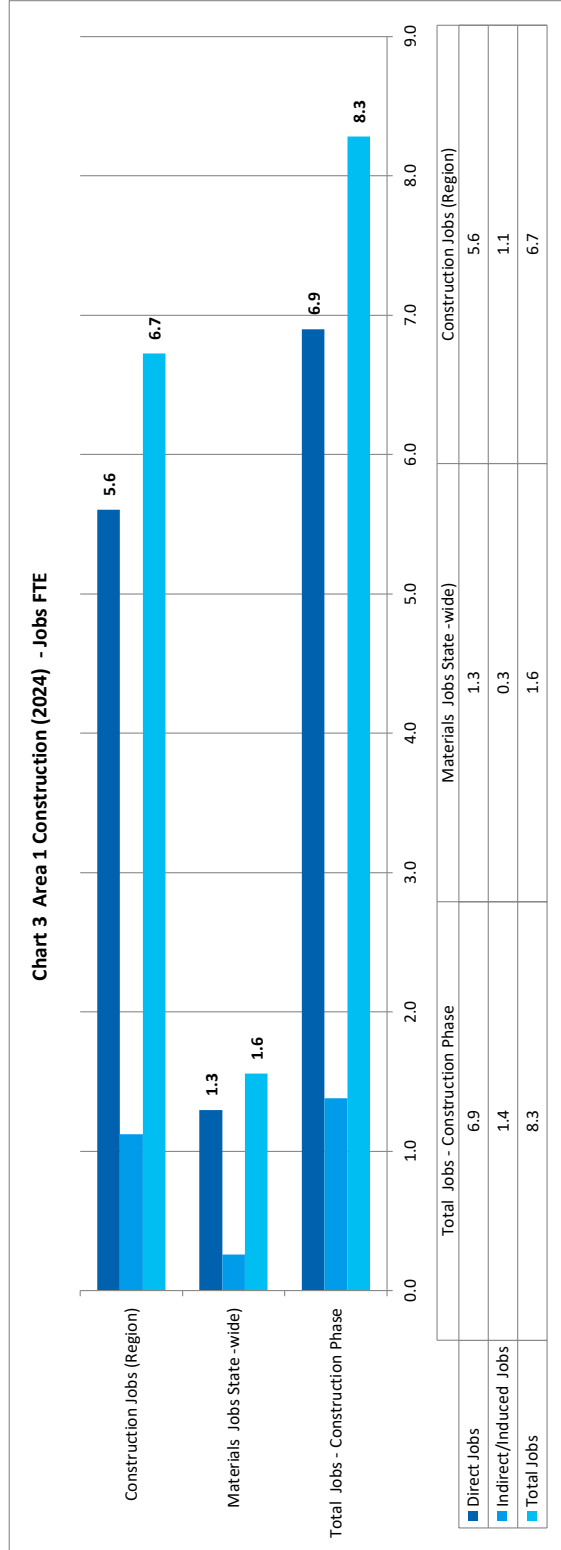
Pental Island Construction Costs		Costs \$
<b>Stage 1 2024</b>		
<b>Area 1 : Cultural Education - approx. 50,000 sq m (5 Ha)</b>		
1. Preliminaries		\$250,000.00
2. Trail and Structures		\$1,341,250.00
3. Track Signage Interpretation and Wayfinding Elements		\$110,100.00
4. 12 Months Maintenance and Final Handover		\$60,000.00
<b>TOTAL AREA 1 ( exc GST)</b>		<b>\$1,761,350.00</b>
<b>Stage 2 2027</b>		
<b>Area 2: Native Botanical Garden - - approx. 54,000 sq m (5.4 Ha)</b>		
1. Preliminaries		\$270,000.00
2. Trail and Structures		\$1,300,000.00
3. Track Signage Interpretation and Wayfinding Elements		\$66,800.00
4. 12 Months Maintenance and Final Handover		\$63,000.00
<b>TOTAL AREA 2 (exc GST)</b>		<b>\$1,699,800.00</b>
<b>Stage 3 2029</b>		
<b>Area 3: Cultural Camping - approx. 115,000 sq m (11.5 Ha)</b>		
1. Preliminaries		\$575,000.00
2. Trail and Structures		\$1,686,250.00
3. Track Signage Interpretation and Wayfinding Elements		\$54,500.00
4. 12 Months Maintenance and Final Handover		\$60,000.00
<b>TOTAL AREA 3 (exc GST)</b>		<b>\$2,375,750.00</b>
<b>Total – All Stages</b>		

<b>NET TOTAL (exc GST)</b>	<b>\$5,966,900.00</b>
Contingency / Escalation 15%	\$895,035.00
Contingency Net Total	\$6,861,935.00
GST 10%	\$686,193.50
<b>PENTAL ISLAND CONSTRUCTION COST ESTIMATION TOTAL (inc. GST)</b>	<b>\$7,548,128.50</b>

Source: Pental Island Masterplan Construction Opinion Of Probable Cost (OPC), Brave & Curious, April 2023

**Area 1 : Cultural Education – Stage 1 (2024)**

Area 1 construction would occur in 2024 for operations to commence in 2025. A total of 6.9 direct jobs (FTE) would be generated, comprising 5.6 on site construction jobs and 1.3 jobs in materials jobs. When indirect/induced jobs (1.4 jobs) are included total jobs are 8.3 FTE.



Source: M/Ca modelling & estimates, May 2023

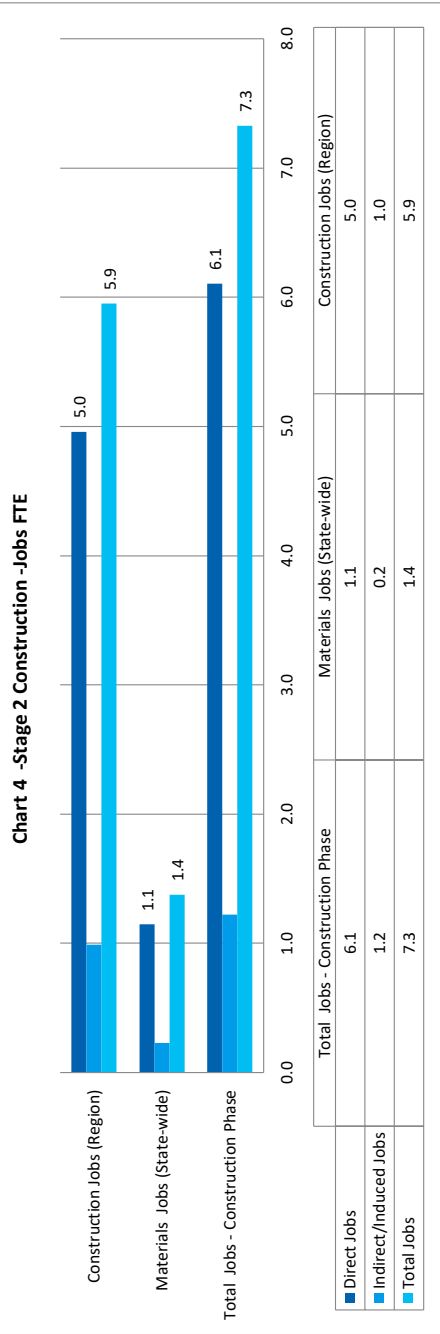
Table 9 Stage 1 Construction Jobs (FTE no)

Stage 1: Area 1 - Cultural Education Area 2024		Direct Jobs	Indirect/Induced Jobs	Total Jobs
<b>Construction Phase - Jobs</b>				
Construction Jobs (Region)		5.6	1.1	6.7
Materials Jobs (Aust-wide)		1.3	0.3	1.6
<b>Total Jobs – Stage 1</b>		<b>6.9</b>	<b>1.4</b>	<b>8.3</b>

Source: MCA modelling & estimates, May 2023

**Area 2: Native Botanical Garden – Stage 2 (2027)**

Area 2 construction would occur in 2027 for operations to commence in 2028. A total of 6.1 direct jobs (FTE) would be generated, comprising 5.0 on site construction jobs and 1.1 jobs in materials jobs. When indirect/induced jobs (1.2 jobs) are included total jobs are 7.3 FTE.



Source: MCA modelling & estimates, May 2023



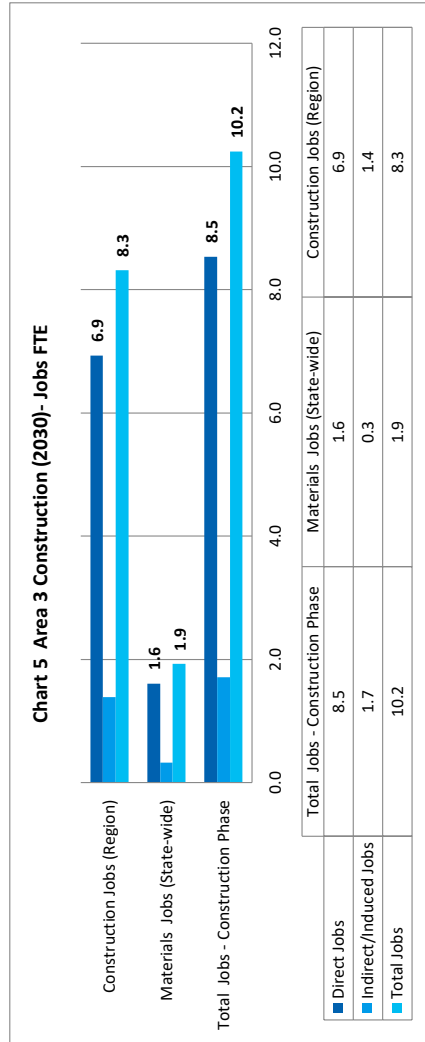
Table 10 Stage 2 Construction Jobs (FTE no)

Stage 2 : Area 2 - Native Botanical Garden 2027				
Construction Phase - Jobs		Direct Jobs	Indirect/Induced Jobs	Total Jobs
Construction Jobs (Region)		5.0	1.0	5.9
Materials Jobs (Aust-wide)		1.1	0.2	1.4
<b>Total Jobs – Stage 2</b>		<b>6.1</b>	<b>1.2</b>	<b>7.3</b>

Source: MCA modelling & estimates , May 2023

**Area 3: Cultural Camping -Stage 3 (2030)**

Area 3 construction would occur in 2030 for operations to commence in 2031. A total of 8.5 direct jobs (FTE) would be generated , comprising 6.9 on site construction jobs and 1.6 jobs in materials jobs. When indirect/induced jobs (1.7 jobs) are included total jobs are 10.2 FTE.



Source: MCA modelling & estimates , May 2023

Table 11 Stage 3 Construction Jobs (FTE no)

Stage 3: Area 3- Cultural Camping 2030		Direct Jobs	Indirect/Induced Jobs	Total Jobs
Construction Phase - Jobs				
Construction Jobs (Region)	6.9	1.4	6.9	
Materials Jobs (Aust-wide)	1.6	0.3	1.6	
<b>Total Jobs – Stage 3</b>	<b>8.5</b>	<b>1.7</b>	<b>8.5</b>	

Source: MCA modelling & estimates , May 2023

**Regional Income**

The following table summarises the increase in regional income generated during each of the construction stages.

Table 12 Summary Regional Income Generated in Constructions Phase (\$m 2025 prices)

Regional Income (\$million 2024 prices)	Direct Income	Indirect/Induced Income	Total Regional Income
Stage 1: Area 1 – Cultural Education (2024)	\$1.057	\$0.211	\$1.268
Stage 2: Area 2-Native Botanical Garden (2027)	\$0.935	\$0.187	\$1.122
Stage 3 :Area 3- Cultural Camping (2030)	\$1.307	\$0.261	\$1.568
<b>Total 3 Stages</b>	<b>\$3.298</b>	<b>\$0.660</b>	<b>\$3.958</b>

Source: MCA modelling & estimates , May 2023

**Operations Phase – Economic Analysis  
Modelling Assumptions**

The following table outlines the assumptions used in modelling visitors and spending in the region.

**Table 1.3 Assumptions Used in Modelling Visitors & Spending**

Visitor Spending	Assumption (per person)	Source
<b>Overnight Visitors</b>		
	Spend per night = \$145 Length of stay = 2 nights <assumes same as domestic visitors>	TRA LGA Profile 2019 Swan Hill Spending levels adjusted to 2025 (20% increase)
<b>Domestic - intrastate</b>	Spend per night = \$145 Length of stay = 2 nights	TRA 2019 adjusted
<b>Domestic - interstate</b>	Spend per night = \$145 Length of stay = 2 nights	TRA 2019 adjusted
<b>Day Visitors</b>		
<b>Day visitors - tourists</b>	Ave spend = \$60	MCA assumption
<b>Local &amp; Regionals</b>	Ave spend = \$48	MCA assumption
<b>Other Visitors</b>		
<b>School visits</b>	Ave spend = \$20	
<b>Cultural Awareness Training</b>	Spend per night = \$145 Length of stay = 1 night	TRA 2019 adjusted

Source: MCA modelling & estimates , May 2023

**Pental Island Visitors**

The following table shows estimates of visitors by type (overnights, day & special programs). Numbers increase with each of the stages of development and the extension of programs.

Visitors increase from 10,078 in year 1 to around 23,300 in year 10.

**Table 14 Pental Island Visitors by Type – Estimates (no.)**

Pental Island Visitors	Stage 1			Stage 2			Stage 3			
	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Overnight Visitors</b>										
International	780	804	828	1,066	1,098	1,131	1,553	1,599	1,647	1,697
Domestic - intrastate	1,625	1,674	1,724	2,664	2,744	2,826	3,882	3,998	4,118	4,242
Domestic - interstate	1,003	1,033	1,064	1,644	1,694	1,744	2,396	2,467	2,541	2,618
<b>Day Visitors</b>										
Day visitors	2,296	2,331	2,366	3,602	3,656	3,711	5,022	5,097	5,174	5,251
<b>Total Visitors (Tourists)</b>	<b>5,705</b>	<b>5,842</b>	<b>5,982</b>	<b>8,976</b>	<b>9,191</b>	<b>9,412</b>	<b>12,852</b>	<b>13,162</b>	<b>13,480</b>	<b>13,807</b>
<b>Local Visitors</b>										
Local & Regionals	2,333	2,356	2,381	4,809	4,856	4,903	5,361	5,408	5,454	5,500
<b>Total Visitors (Tourists &amp; Locals)</b>	<b>8,038</b>	<b>8,198</b>	<b>8,363</b>	<b>13,785</b>	<b>14,047</b>	<b>14,315</b>	<b>18,213</b>	<b>18,570</b>	<b>18,934</b>	<b>19,307</b>
<b>Other Visitors</b>										
School visits	1,920	1,920	1,920	2,880	2,880	2,880	3,600	3,600	3,600	3,600
Cultural Awareness Training	120	144	180	240	240	312	360	360	360	360
<b>Total Special Programs</b>	<b>2,040</b>	<b>2,064</b>	<b>2,100</b>	<b>3,120</b>	<b>3,120</b>	<b>3,192</b>	<b>3,960</b>	<b>3,960</b>	<b>3,960</b>	<b>3,960</b>
<b>Total All Visitors</b>										
<b>Total Visiting/Participating</b>	<b>10,078</b>	<b>10,262</b>	<b>10,463</b>	<b>16,905</b>	<b>17,167</b>	<b>17,507</b>	<b>22,173</b>	<b>22,530</b>	<b>22,894</b>	<b>23,267</b>

Source: M/Ca modelling & estimates, May 2023

**Visitor Spending**

Visitor spending in the region was modelled and estimated based on the assumptions outlined. Total spending in the region by visitors increases from \$1.323 million in year 1 to \$3.251 million in year 10. This spending generates a range of jobs in the region.

**Table 15 Spending in Region by Pental Island Visitors (\$ million 2025 prices)**

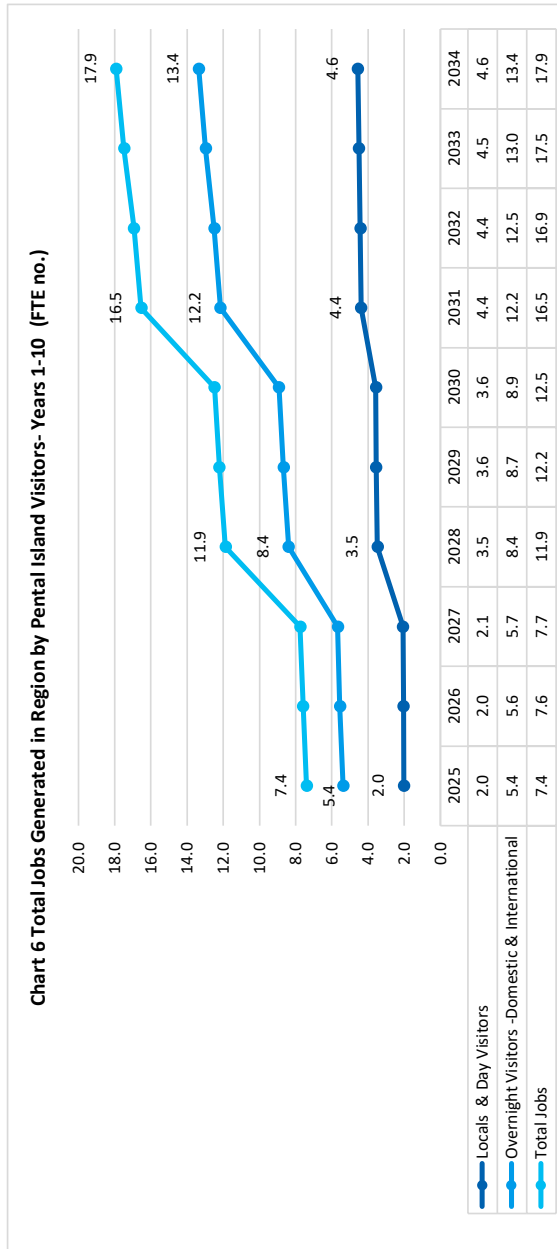
Pental Island Visitors Spending in Region \$ million (\$2025 prices)	Stage 1					Stage 2					Stage 3									
	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
<b>Overnight Visitors</b>																				
International	\$0.227	\$0.233	\$0.240	\$0.309	\$0.319	\$0.328	\$0.451	\$0.464	\$0.478	\$0.493										
Domestic - intrastate	\$0.472	\$0.486	\$0.501	\$0.774	\$0.797	\$0.821	\$1.127	\$1.161	\$1.196	\$1.232										
Domestic - interstate	\$0.291	\$0.300	\$0.309	\$0.477	\$0.492	\$0.507	\$0.696	\$0.717	\$0.738	\$0.760										
<b>Day Visitors</b>																				
Day Visitors	\$0.165	\$0.168	\$0.170	\$0.259	\$0.263	\$0.267	\$0.362	\$0.367	\$0.372	\$0.378										
<b>Total Visitors (Tourists)</b>	<b>\$1.155</b>	<b>\$1.187</b>	<b>\$1.221</b>	<b>\$1.820</b>	<b>\$1.871</b>	<b>\$1.923</b>	<b>\$2.635</b>	<b>\$2.709</b>	<b>\$2.785</b>	<b>\$2.863</b>										
<b>Local Visitors</b>																				
Local & Regionals	\$0.112	\$0.113	\$0.114	\$0.231	\$0.233	\$0.235	\$0.257	\$0.260	\$0.262	\$0.264										
<b>Total Visitors (Tourists &amp; Locals)</b>	<b>\$1.267</b>	<b>\$1.301</b>	<b>\$1.335</b>	<b>\$2.051</b>	<b>\$2.104</b>	<b>\$2.158</b>	<b>\$2.893</b>	<b>\$2.969</b>	<b>\$3.047</b>	<b>\$3.127</b>										
<b>Other Visitors</b>																				
School visits	\$0.038	\$0.038	\$0.038	\$0.058	\$0.058	\$0.058	\$0.072	\$0.072	\$0.072	\$0.072										
Cultural Awareness Training	\$0.017	\$0.021	\$0.026	\$0.035	\$0.035	\$0.045	\$0.052	\$0.052	\$0.052	\$0.052										
<b>Total Special Programs</b>	<b>\$0.056</b>	<b>\$0.059</b>	<b>\$0.065</b>	<b>\$0.092</b>	<b>\$0.092</b>	<b>\$0.103</b>	<b>\$0.124</b>	<b>\$0.124</b>	<b>\$0.124</b>	<b>\$0.124</b>										
<b>Total Spending – All Visitors</b>																				
<b>Total Visitor Spending</b>	<b>\$1.323</b>	<b>\$1.360</b>	<b>\$1.399</b>	<b>\$2.143</b>	<b>\$2.196</b>	<b>\$2.261</b>	<b>\$3.017</b>	<b>\$3.093</b>	<b>\$3.171</b>	<b>\$3.251</b>										

Source: M/Ca modelling & estimates, May 2023

**Jobs Generated - Visitors**

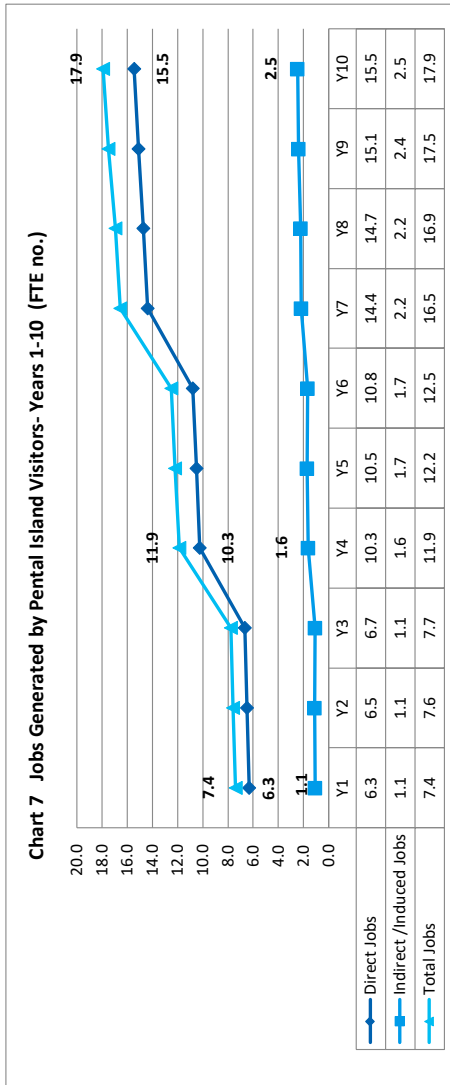
Our regional economic model generates estimates of jobs generated by visitor spending in the region. As number of visitors increase the number of jobs generated in the region increase. The model estimates both direct jobs and indirect/induced jobs.<sup>1</sup>

- Total jobs generated increase from 7.4 FTE jobs in year 1 to 17.9 FTE jobs in year 10.
- Local & day visitors generate 2.0 FTE jobs in year 1 and 4.6 jobs in year 10.
- Overnight visitors have the major impact – accounting for 5.4 jobs in year 1 increasing to 13.4 jobs in year 10.



Source: M/Ca modelling & estimates , May 2023

<sup>1</sup> See Appendix A for model details.



Source: M/Ca modelling & estimates , May 2023

**Table 16 Total Jobs Generated in Region by Pental Island Visitors' Spending (FTE no.)**

Jobs Generated by Visitor Spending	Stage 1			Stage 2			Stage 3			
	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
<FTE Jobs>	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Locals & Day Visitors	2.0	2.0	2.1	3.5	3.6	3.6	4.4	4.4	4.5	4.6
Overnight Visitors -Domestic & International	5.4	5.6	5.7	8.4	8.7	8.9	12.2	12.5	13.0	13.4
<b>Total Jobs</b>	<b>7.4</b>	<b>7.6</b>	<b>7.7</b>	<b>11.9</b>	<b>12.2</b>	<b>12.5</b>	<b>16.5</b>	<b>16.9</b>	<b>17.5</b>	<b>17.9</b>

Source: M/Ca modelling & estimates , May 2023

**Regional Jobs**

The following table summarises the jobs (direct & indirect/induced) generated over the 10 year period of operations.

- Pental island direct jobs increase from 6.0 in year 1 to 13.5 in year 10. The spending of these employees generated additional indirect jobs in the region (e.g. 1.9 FTE in year 10).
- Visitor spending generates a total of 6.3 direct jobs in year 1 increasing to 15.5 in year 10.
- All jobs (direct & indirect ) total 14.2 FTE in year 1 and 33.3 FTE in year 10.

**Table 17 Summary of Jobs in Region (FTE no.)**

Summary	Stage 1			Stage 2			Stage 3			
	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
<FTE Jobs>	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Pental Island - Employees</b>										
Direct Jobs – onsite	6.0	6.0	6.0	10.0	10.0	10.0	13.5	13.5	13.5	13.5
Indirect/induced Jobs	0.8	0.8	0.8	1.4	1.4	1.4	1.9	1.9	1.9	1.9
<b>Total Jobs</b>	<b>6.8</b>	<b>6.8</b>	<b>6.8</b>	<b>11.4</b>	<b>11.4</b>	<b>11.4</b>	<b>15.4</b>	<b>15.4</b>	<b>15.4</b>	<b>15.4</b>
<b>Visitor Spending</b>										
Direct Jobs	6.3	6.5	6.7	10.3	10.5	10.8	14.4	14.7	15.1	15.5
Indirect/induced Jobs	1.1	1.1	1.1	1.6	1.7	1.7	2.2	2.2	2.4	2.5
<b>Total – Visitor Spending</b>	<b>7.4</b>	<b>7.6</b>	<b>7.7</b>	<b>11.9</b>	<b>12.2</b>	<b>12.5</b>	<b>16.5</b>	<b>16.9</b>	<b>17.5</b>	<b>17.9</b>
<b>Total All Jobs</b>										
Direct Jobs	12.3	12.5	12.7	20.3	20.5	20.8	27.9	28.2	28.6	29.0
Indirect/induced Jobs	1.9	1.9	1.9	3.0	3.1	3.1	4.1	4.1	4.3	4.4
<b>Total Jobs</b>	<b>14.2</b>	<b>14.4</b>	<b>14.5</b>	<b>23.3</b>	<b>23.6</b>	<b>23.9</b>	<b>31.9</b>	<b>32.3</b>	<b>32.9</b>	<b>33.3</b>

Source: MCA modelling & estimates , May 2023



**Jobs by Industry**

The following table shows jobs generated by visitor spending in the region . Most of the jobs are in several sectors food & beverage, recreation and other visitor services (other experiences that visitor participate in) and accommodation.

**Table 18 Jobs Generated by Industry Sector**

Total Jobs – Generated by Visitor Spending	Stage 1			Stage 2			Stage 3			
	Y1 2025	Y2 2026	Y3 2027	Y4 2028	Y5 2029	Y6 2030	Y7 2031	Y8 2032	Y9 2033	Y10 2034
Accommodation	1.4	1.4	1.5	2.2	2.2	2.3	3.1	3.2	3.3	3.4
Food & Beverage	1.8	1.9	1.9	2.9	3.0	3.1	4.1	4.2	4.3	4.4
Other Retail	0.6	0.7	0.7	1.0	1.0	1.1	1.4	1.4	1.5	1.5
Health	0.1	0.1	0.1	0.1	0.1	0.1	0.2	0.2	0.2	0.2
Transportation	0.9	0.9	0.9	1.4	1.5	1.5	2.0	2.1	2.1	2.2
Communication	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.1	0.1	0.1
Recreation Services/Other Services	2.4	2.5	2.5	3.9	4.0	4.1	5.4	5.5	5.6	5.8
Education	0.0	0.0	0.0	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Miscellaneous Services	0.1	0.1	0.1	0.2	0.2	0.2	0.3	0.3	0.3	0.3
<b>Total Jobs</b>	<b>7.4</b>	<b>7.6</b>	<b>7.7</b>	<b>11.9</b>	<b>12.2</b>	<b>12.5</b>	<b>16.5</b>	<b>16.9</b>	<b>17.5</b>	<b>17.9</b>

Source: M/Ca modelling & estimates , May 2023

**Regional Income Generated**

The following table shows regional income (direct and indirect/induced) generated by visitors' spending in the region.<sup>2</sup>

- Total regional income increases from \$0.487 million in year 1 to \$1.182 million in year 10.
- Most of this increase is generated by overnight visitors and their spending levels.

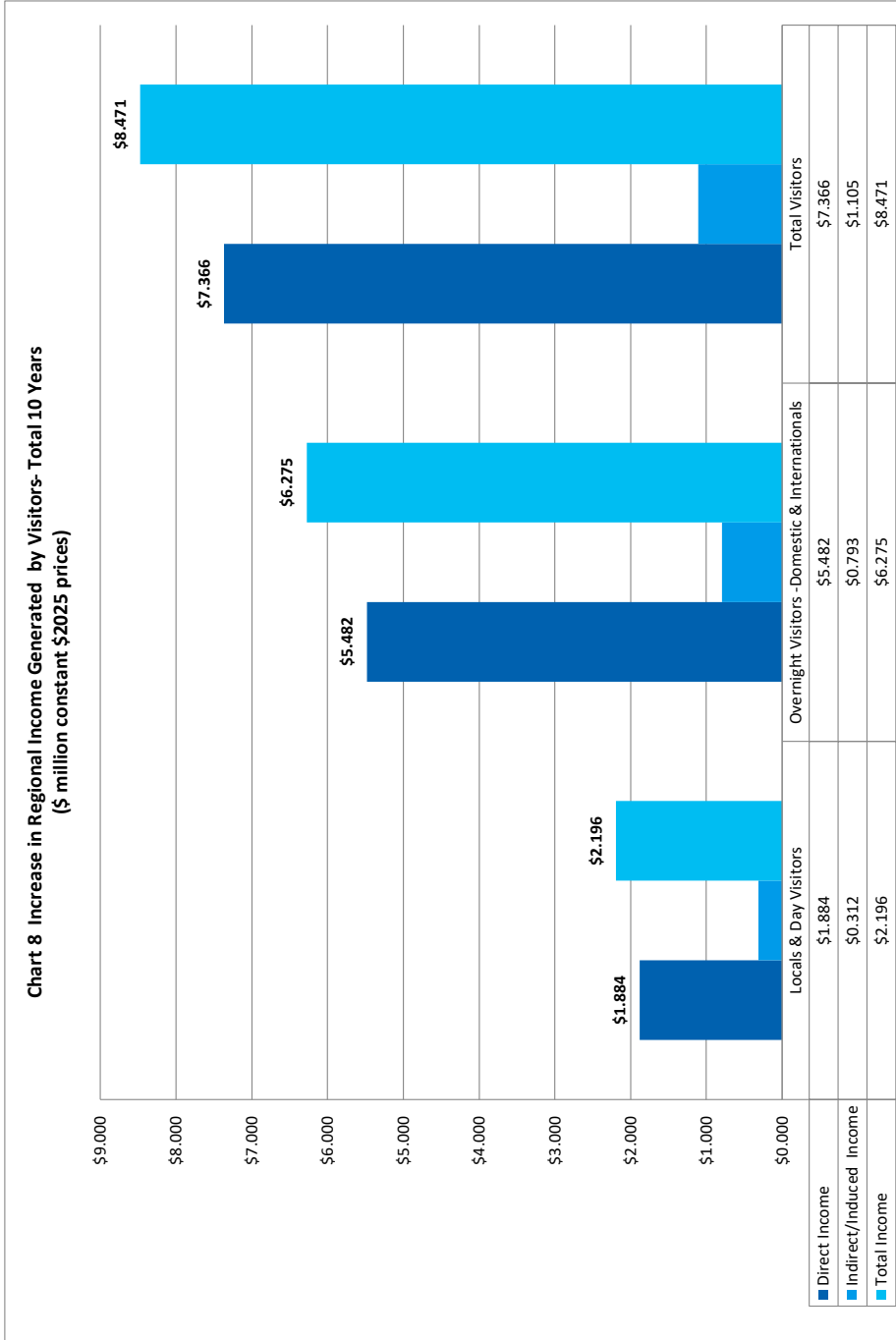
**Table 19 Regional Income Generated by Visitor Spending (\$ million \$2025 prices)**

Total Regional Income (\$ million - \$2025 prices)	Stage 1					Stage 2					Stage 3					Total 10 Years					
	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y1	Y2	Y3	Y4	Y5		Y6	Y7	Y8	Y9	Y10
Generated by Visitor Spending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034											
Locals & Day Visitors	\$0.128	\$0.129	\$0.131	\$0.220	\$0.224	\$0.227	\$0.280	\$0.283	\$0.286	\$0.289											
Overnight Visitors - Domestic & International	\$0.359	\$0.371	\$0.379	\$0.561	\$0.579	\$0.600	\$0.820	\$0.844	\$0.868	\$0.894											
<b>Total Regional Income</b>	<b>\$0.487</b>	<b>\$0.500</b>	<b>\$0.510</b>	<b>\$0.781</b>	<b>\$0.804</b>	<b>\$0.827</b>	<b>\$1.099</b>	<b>\$1.126</b>	<b>\$1.154</b>	<b>\$1.182</b>											<b>\$8.471</b>

Source: MCA modelling & estimates, May 2023

Over the 10 year operations period \$8.471 million in additional regional income is generated (\$7.366 million direct and \$1.105 million indirect).

<sup>2</sup> See Appendix A for model details.



Source: MCA modelling & estimates, May 2023

## Benefit Cost Analysis

### Benefits

The benefits of the project comprise : the value to consumers of the services used at Pental Island, and this is measured by the payments for these services (total gross revenue); and the regional income generated by visitors through their spending in the region .

- Consumer value increases from \$0.951 million in year 1 to \$2.947 million in year 10.
- Regional income increases from \$0.487 million in year 1 to \$1.182 million in year 10.
- Total 10 year benefits are \$27.486 million (\$19.015 million consumer value and \$8.471 million regional income).

**Table 20 Benefits of the Project (\$ million 2025 prices)**

Benefits Measure	Stage 1					Stage 2					Stage 3				
	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Total 10 Years				
<\$2025 prices>															
Generated by Visitor Spending															
Consumer value (Pental Island Revenue)	\$0.951	\$0.973	\$0.997	\$1.508	\$1.534	\$1.574	\$2.794	\$2.843	\$2.895	\$2.947	\$19.015				
Total Regional Income	\$0.487	\$0.500	\$0.510	\$0.781	\$0.804	\$0.827	\$1.099	\$1.126	\$1.154	\$1.182	\$8.471				
<b>Total Benefits</b>	<b>\$1.438</b>	<b>\$1.473</b>	<b>\$1.507</b>	<b>\$2.290</b>	<b>\$2.337</b>	<b>\$2.401</b>	<b>\$3.893</b>	<b>\$3.970</b>	<b>\$4.049</b>	<b>\$4.129</b>	<b>\$27.486</b>				

Source: MCA modelling & estimates , May 2023

Costs

The following table shows total project costs for 10 years. It comprises: the combined construction costs for the 3 stages of the Masterplan ; and asset maintenance costs which are assumed to be 2% of capital cost per year.

- Total project cost (including contingencies & GST) is \$7,586 million.
- Maintenance costs are \$1,517 million over 10 years (\$115,722 per year).
- Total cost used in the benefit cost analysis is \$9,103 million.

**Table 21 Project Costs – 10 Years (\$2025 prices)**

Pental Island Construction Costs (Estimates)	Costs \$ <2025 prices>
Total Project – All Stages (1-3)	
<b>Total Construction Cost (exc GST)</b>	<b>\$5,996,900</b>
Contingency / Escalation 15%	\$899,535
<b>Total-with contingency</b>	<b>\$6,896,435</b>
GST 10%	\$689,643
<b>TOTAL Project Cost (Inc. GST)</b>	<b>\$7,586,078</b>
<b>Maintenance Cost</b>	
Assumed 2% of project cost (per year)	\$151,722
<b>Maintenance Cost (10 Years)</b>	<b>\$1,517,216</b>
<b>Total Project Costs (10 years)</b>	<b>\$9,103,294</b>

Source: MCA modelling & estimates , May 2023

**Benefit Cost Analysis**

The following table shows the benefit /cost analysis for the project. The project yields Benefit Cost Ratios (BCR), which are significantly above 1.

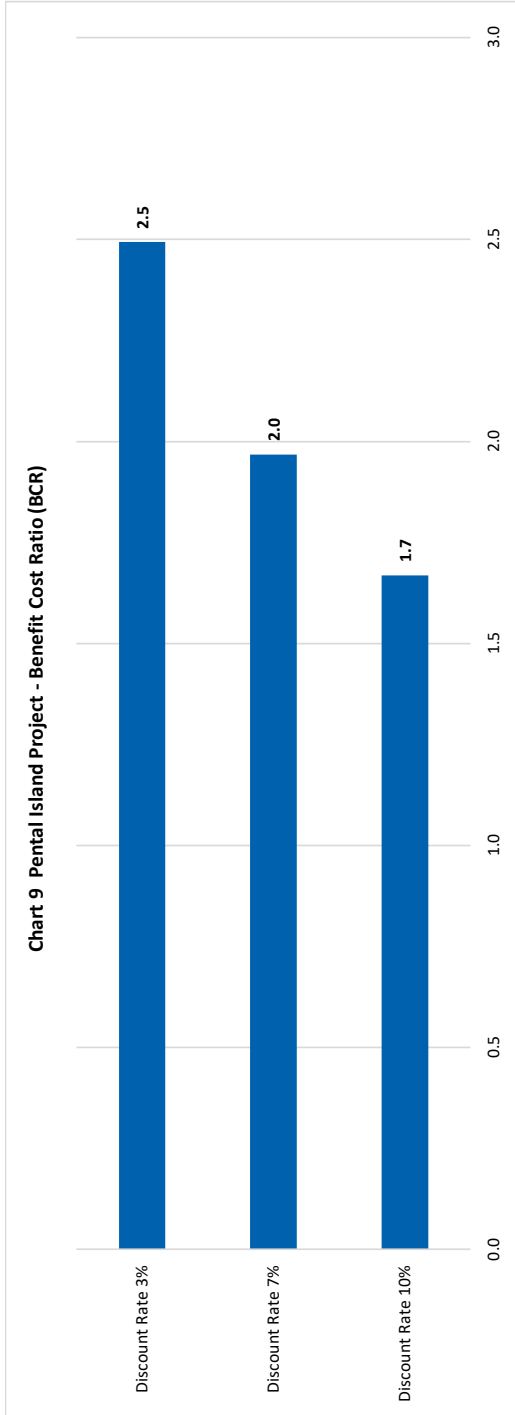
- Discount rate 3% - BCR of 2.5
- Discount rate 7% - BCR of 2.0
- Discount rate 3% - BCR of 1.7

These are strong results for a project of this type.

**Table 22. Benefit Cost Analysis**

Pental Island Project	Discount Rate	Discount Rate	Discount Rate
Regional Cost Benefit (\$2025 prices)	3%	7%	10%
Period : 10Years			
<b>Project Costs</b>			
Capital Costs	\$7,586,079	\$7,586,079	\$7,586,079
Costs - Maintenance (10 years) 2%	\$1,517,216	\$1,517,216	\$1,517,216
<b>Total Costs</b>	<b>\$9,103,294</b>	<b>\$9,103,294</b>	<b>\$9,103,294</b>
<b>Project Benefits (Operations)</b>			
Direct Benefits (users) (10 years)	\$ 19,015,298	\$ 19,015,298	\$19,015,298
Regional Income Increase	\$8,471,043	\$8,471,043	\$8,471,043
<b>Total Benefits</b>	<b>\$27,486,341</b>	<b>\$27,486,341</b>	<b>\$27,486,341</b>
<b>Total Benefits (\$) Present Value</b>	<b>\$22,699,330</b>	<b>\$17,908,962</b>	<b>\$15,185,586</b>
<b>Net Present Value (\$) Total Benefits</b>	<b>\$13,596,036</b>	<b>\$8,805,667</b>	<b>\$6,082,292</b>
NPV/Cost	1.5	1.0	0.7
<b>Benefit Cost Ratio (BCR)</b>	<b>2.5</b>	<b>2.0</b>	<b>1.7</b>

Source: MCA modelling & estimates , May 2023



Source: MCA modelling & estimates, May 2023

## Attachments : Regional Economic Model

The MCA economic impact model is a regional model, which assesses the impacts of a project or new infrastructure on the region in which it is located. The model works in the following way.

It takes estimated visitor spending in the region (net of 10% GST, which is treated as a leakage out of region) and allocates it across a number of industry sectors based on the average spending patterns of tourist visitors.<sup>3</sup> The model takes account that a significant part of this total spending leaks outside of the region (as it comprises inputs into the goods and services sold by local businesses - and these inputs come from outside the region).

- **Direct Jobs:** the model then estimates the proportion of this spending by each industry sector that represents income to local employees and income to local business owners. Job numbers are then derived by industry sector using average wages (plus labour on costs) for each sector. The sector jobs generated are then aggregated to get the total direct jobs figure. These jobs are full time equivalent (FTE) jobs and may represent part of job spread across a large number of businesses in the region (rather than additional jobs in a few enterprises in each sector).
- **Indirect/Induced Jobs:** these are the jobs generated by the spending of the employees, who are in the direct jobs. The spending of these direct employees is calculated net of both income tax (based on average tax rates) and savings (an average savings rate). The model allocates this spending (net of 10% GST) across industry sectors based on the spending patterns of a local resident (not a visitor). The model then estimates the proportion of this spending by sector that represents incomes to local employees and income to local business owners and job numbers are then derived by industry sector using average wages (plus labour on costs) for each sector. The sector jobs are then aggregated to get the total indirect jobs figure. These jobs are full time equivalent (FTE) jobs and may represent part of a job spread across a large number of businesses in the region (rather than jobs concentrated in a few enterprises in each sector).
- **Regional income** is the total net income generated from the activity and covers wages and salaries of employees and profits of businesses within the region. It includes income generated directly within the business supplying the services to visitors and indirect income, which is generated in other regional businesses (wages and profits) from the multiplier impacts of employee spending on the region. In the modelling of income generated, income tax and GST on spending, are both treated as leakages from the region.

<sup>3</sup> For an overnight visitor this comprises spending on accommodation, food, recreational services, and other retail. For a day visitor this comprises spending on food, recreational services and other retail.



## Appendix C – Case Studies

### Sister Kate’s Place of Healing

Sister Kate’s bush block ‘A Place of Healing’ is currently being developed by Sister Kate’s Home Kids Aboriginal Corporation (SKHKAC) in Queens Park Perth. Brave and Curious were fortunate to facilitate the masterplanning process this opportunity in 2017 and have been involved in the site acquisition, business planning, funding and recent detailed design. The 2.7 Ha bushland site is smaller than Pental Island however has a similar Traditional Owner and Reservation connections. The bushland historically was used by Stolen Generation Kids and their parents as a place of meeting and refuge. Recently the bush block has been purchased by the Indigenous Land and Sea Council (ILSC) and appreciatively passed back to the original residents and their descendants.

The vision for the ‘The Place of Healing’ is to provide an economically sustainable enterprise, with a focus on cultural learning, teaching, healing for both the environment and people, physical and mental health care, empowerment, capacity building, leadership and caring for families and communities. SKHKAC provides a myriad of fee for service and grant funded programs to help strengthen self-esteem, resilience and capacity building for self-determination. Also, hosts cultural programs and events based around visitor and local community Aboriginal experience, education, creative arts and a large money earner corporate non-Indigenous cultural awareness training. Similar to the Swan Hill Aboriginal community, the corporation has pulled together numerous talented Aboriginal champions from the local community to establish and run their cultural businesses and creative art programs, including on-country retreats. Tjalaminu Mia SKHKAC CEO [tj@skhkac.org.au](mailto:tj@skhkac.org.au) 0400 900 958 <https://www.skhkac.org.au/a-place-of-healing/>



Yuin Retreat, NSW

Operated by 100% Indigenous owned and operated Ngaran Ngaran Cultural Awareness. The Yuin Retreat is a 2 night, 1 day (40 hour) experience that starts on the evening of Day 1 and concludes mid-morning on Day 3. This tour includes two nights' accommodation, meals as indicated and a team of guides offering insights, knowledge and dreamtime stories for the duration of the experience.

Offer:

- All inclusive 2 night experience with guided tours, workshops, meals and accommodation (from \$1,000pp)
- Traditional Aboriginal wellness sessions, dance, yidaki (didgeridoo), sound healing workshop, cooking demonstrations and yarnning circles
- Guided walks - Gulaga National Park or the Djirringanj dreaming experience
- Learn about the Yuin people's creation story and the Aboriginal Dreaming, history and culture
- Indigenous Twist Food Journey dining experience
- Caters for private and corporate tours
- Ecotourism Certified.

The Needwonnee Walk, Sculptural installations Tasmania

A unique Aboriginal interpretive experience, the Needwonnee Walk, has been created at Melaleuca in the Tasmania's remote south-west.

The installation comprises rusted steel panels as well as sculptural installations that evoke memory for the Needwonnee People and provide insight into today's Aboriginal community. Artworks for the below installation were drawn by one of the region's Elders and then cut into the corten panels.

In addition, local Aboriginal people have also made a range of installations from native materials that will wear away and return to the landscape as the seasons change. This provides regular opportunities for Tasmanian Aboriginal people to return to country, refurbish or recreate new installations for visitors to experience.



Pudakal Aboriginal Cultural Tours and workshops, Adelaide River NT

Pudukal Aboriginal Cultural Tours is a 100% Aboriginal owned and operated family business an hour out of Darwin heading towards Kakadu National Park.

Offer:

- A public tour (max 30 participants) operates daily from May to October for two hours, providing demonstrations and hands-on experiences with traditional clapsticks, didgeridoo, ochre and painting, pandanus leaf basket weaving, spear throwing, bush tucker and medicine guided walk and damper with billy tea.
- Pudukal also offers exclusive two hour activities for larger groups and tour companies as well as for school groups, special charters and corporate groups.
- Daily traditional painting workshop (up to 200 participants).
- Tour packages can include pick-up and drop-off in Darwin and an additional cruise on either the Adelaide River or Corroboree Wetlands (max 13 participants on each)
- Host a free annual host an annual 'open day' encouraging Darwin locals to come and try the tour which further enhances positive word of mouth and promotion towards the visiting friends and relatives market.
- Tour packages start from \$20 up to \$165 per person.



Nature Play spaces

Nature Play is a popular movement across Australia, fostering the value of unstructured outdoor 'nature play' on children's physical, cognitive, social and emotional development and creativity. Experience in nature as a child also leads to environmental stewardship later in life.

Nature Play styled playgrounds are usually based in nature and constructed with local and natural materials that blend into the surrounding environment.

Area 2 as the Native Botanical Garden could lend itself to a nature play adventure course or playground to offer to visiting education groups and families. This would be an alternate option especially if the Tree Tops Adventure cannot be achieved.

<https://www.natureplay.org.au/>



NATURE PLAYGROUND, MT FIELD NATIONAL PARK TASMANIA



CULTURAL 'NATURE PLAY' SPACE, GEELONG VICTORIA



MORIALTA MUKANTHI PLAYSPACE, MORIALTA CONSERVATION PARK, SA

Mossman Gorge, Daintree National Park, QLD

**Governance:**

The Traditional Owners of Mossman Gorge are the Eastern Kuku Yalanji Aboriginal people. The Traditional Owners have entered into a range of agreements, co-management, contractual and divestment models to deliver mutually beneficial outcomes to manage a range of aspects of Mossman Gorge and the Daintree National Park:

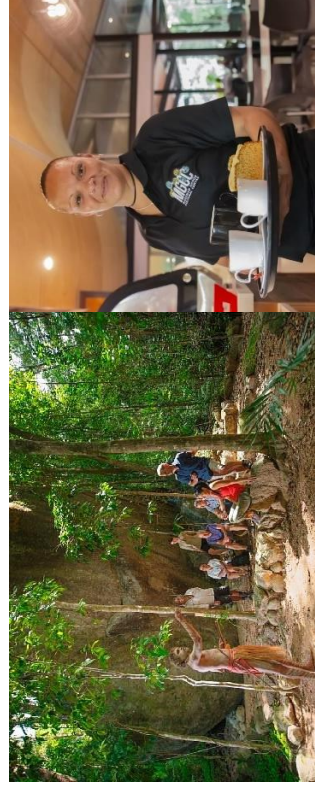
- **Co-management** - The Eastern Kuku Yalanji Aboriginal people signed a series of Indigenous Land Use Agreements (ILUAs) with the Queensland Government recognising their rights to be custodians and managers of this traditional country. A joint management agreement exists between the Traditional Owners and Queensland Parks and Wildlife Services, who jointly manage and make decisions for the Park through a Board of Management with majority Traditional Owner representation.
- **Land manager led with contractual services** - The Eastern Kuku Yalanji people Cairns Regional Council hold the contract and are responsible for operational conservation in across the Daintree.
- **Joint venture** - The Mossman Gorge Visitor Centre is owned and operated by the Indigenous Land and Sea Corporation (ILSC) in collaboration with Mossman Gorge Aboriginal Community on land purchased through the ILC's Land Acquisition Program. This arrangement is working towards future divestment of full ownership by the local Aboriginal community.
- **Joint venture / Divestment** - Voyages Indigenous Tourism Australia are the 'management arm', who operate all commercial products, services and tourism / hospitality training at Mossman Gorge. Once again a divestment model that is building capacity to support local Aboriginal people to 100% own and operate commercial activities in the future.

**Commercial offer:** Aboriginal tours and products can be booked and depart from the Centre.

- Enviro friendly shuttle bus hub
- Café and Restaurant with local Aboriginal bush foods
- Guided tours
- Art gallery and shop selling local Aboriginal products
- Picnic area
- Business Events & Team Building.

**Funding:** Operations of the Centre is funded through Voyages Indigenous Tourism Australia. Although entrance to the Centre is free, revenue is generated through sales of shuttle bus tickets, retail sales, events and dining which returns to the commercial partners.

**Employment & Training:** The centre employs over 90% local Kuku Yalanji workers and since opening has hosted and trained more than 60 nationally accredited Indigenous trainee students in hospitality and cookery. The centre employs up to 70 Indigenous people during the tourism high season.



Bilya Koort Boodja Cultural Centre

**Location:** Bilya Koort Boodja which translates as River, Heart, Land in Nyoongar is located at Northam to the North East of Perth (approx. 1 hour drive).

**Investment:** \$4.5M developed in collaboration with the Shire of Northam Aboriginal Advisory Group and supported by regional funding schemes.

**Facilities & Experiences offered:** Designed as a space to understand and celebrate Nyoongar culture and environmental values and as an educational and tourism location supporting Indigenous business development. Incorporates:

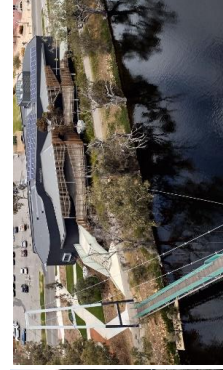
- The Place of Sorry Business introduces the Nyorn/Sorry/Healing space that brings together the stories of the Stolen Generation and Mission days.
- Technology-rich interactive experience. Local stories and information on artefacts are shared aurally through iPods. A yarning circle video experience transports visitors to a fireside conversation with Aboriginal elders. The centre incorporates a kids trail and a variety of educational experiences for both individuals and school groups.
- Office, workshop and meeting spaces are also available for both staff and event hire opportunities.
- Co-located with Northam Visitor Information Centre.

**Ownership / Governance / Partnerships:** The Shire of Northam owns and operates the Centre, however support and guidance on the operations is provided by the Shire’s Aboriginal Advisory Group (AAG). The AAG is responsible for ensuring that a focus on culture is appropriately maintained and that the Centre continues to represent and connect with the Aboriginal community.

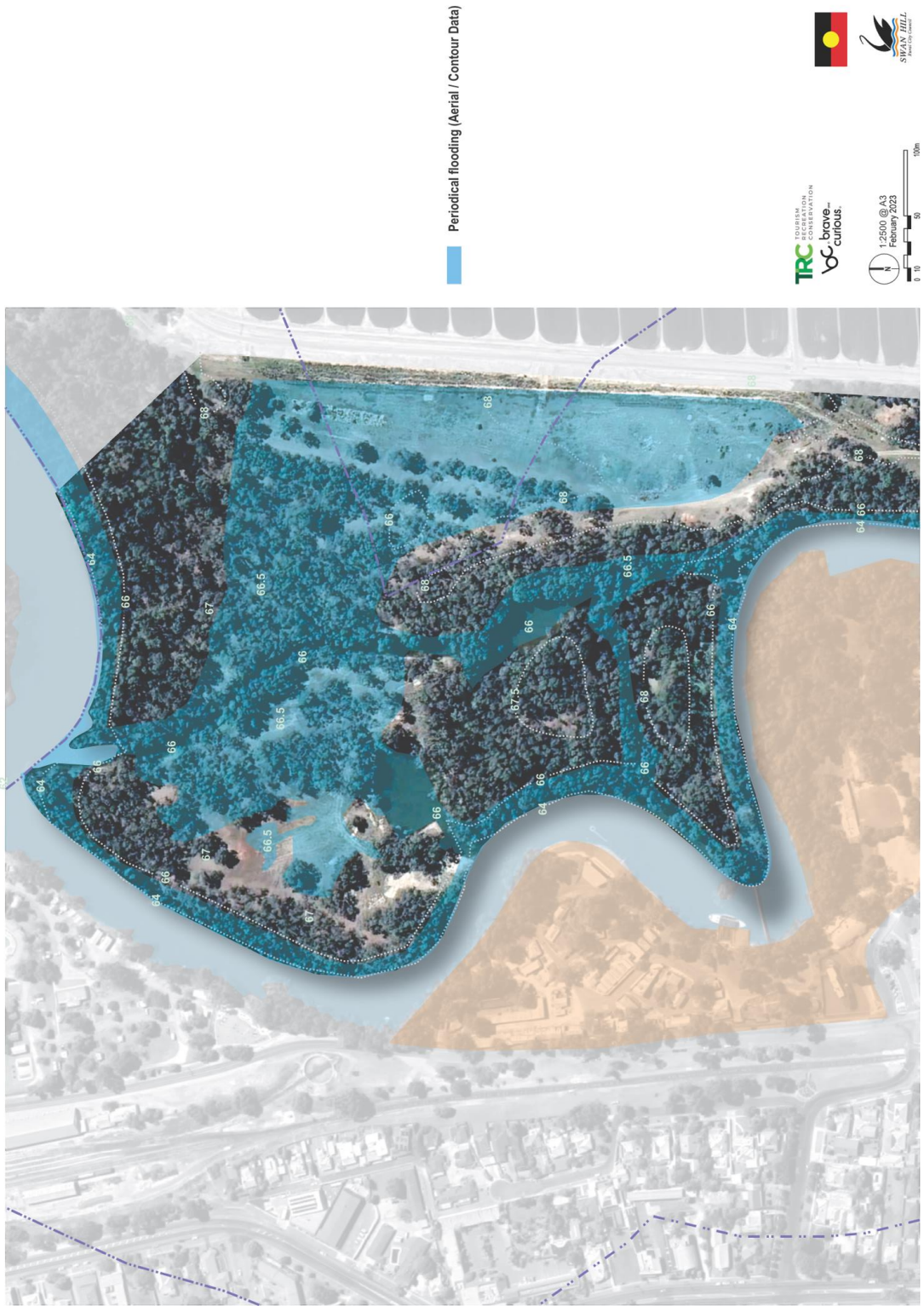
**Funding:** Revenue generated at the Centre includes entrance fees, tours to sacred and historical sites with a local Nyoongar tour guides, leasing / hire of the venue for events, activities and exhibitions, fees for Centre coordinated events / workshops, on-site sales in the art gallery and retail shop including bush foods and medicines.

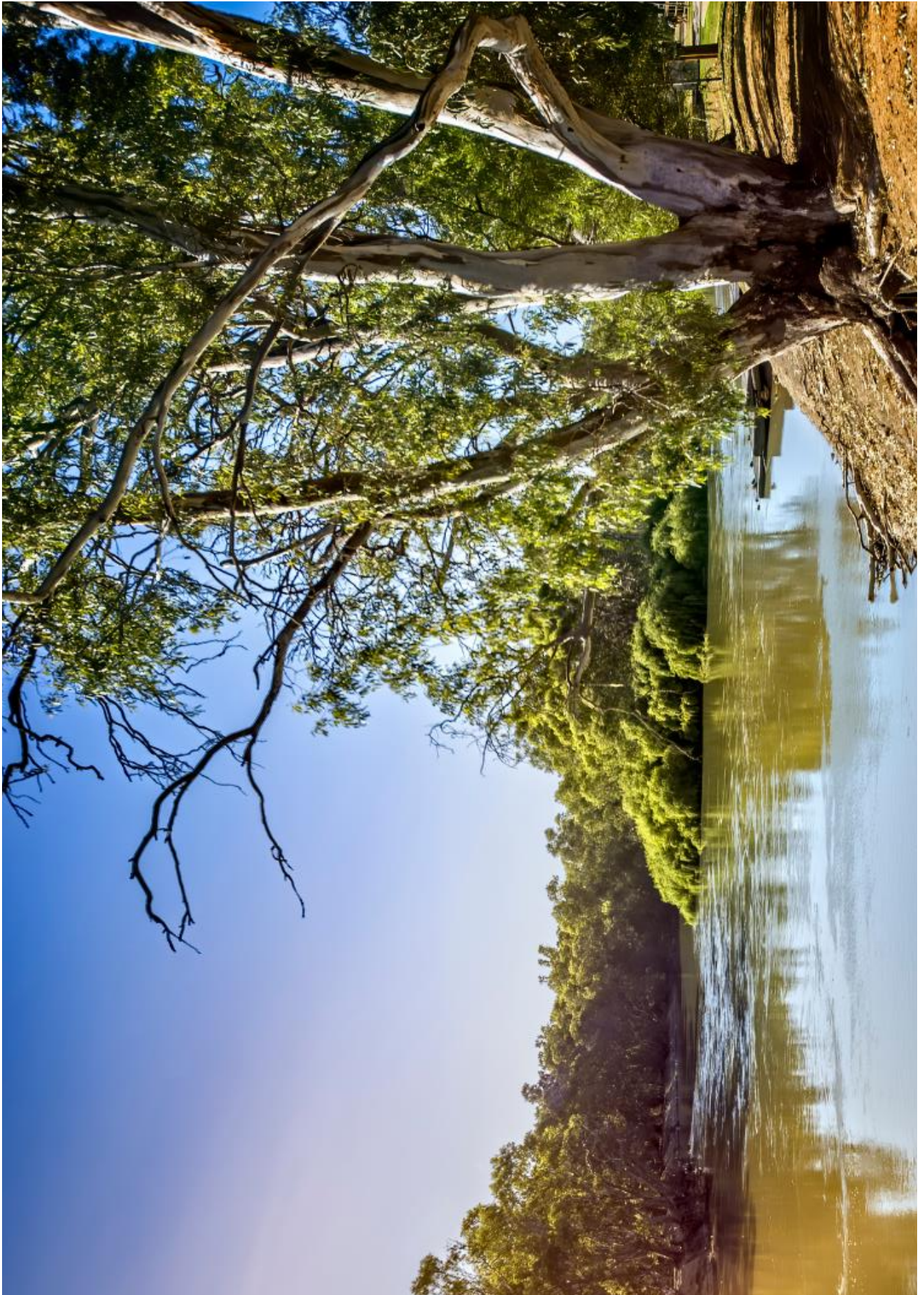
**Benefits:**

- **Cultural:** The entire centre has been designed as a learning, sharing and reconciliation space for Nyoongar culture.
- **Social:** Cultural events and activities enable family groups to come together, socially connect while proudly share culture with visitors.
- **Economic:** The visitor centre was designed as an additional point of attraction for visitors entering the WA Wheatbelt Region. It is anticipated that the Centre will provide additional opportunities for visitors to stop, stay and spend in the region.
- **Employment & Training:** Local people are employed to operate and manage the Centre. Local Nyoongar tours, products and services are sold and promoted on-site. The centre will provide assistance and upskilling in business development for small business owners, notably Indigenous start-ups.



Appendix D – Pental Island historic flooding overlay









<b>Background information</b>	<p><b>Project title</b></p> <p>Pental Island Cultural Masterplan</p> <p><b>Project manager</b></p> <p>Nathan Keighran / Jacinta Chaplin</p> <p><b>Your consultation dates</b></p> <p>July 2023</p>								
<b>Key information</b>	<p><b>Project summary:</b></p> <p>The Pental Island Cultural Masterplan will foster sustainable cultural tourism experiences along the Murray River, creating an authentic, immersive outdoor experience on the lands of the First Nation People. Through a detailed engagement and development approach, project deliverables include a co-designed long term vision for the Pental Island precinct, detailed designs, economic and social assessments and statutory approvals, to ensure the project is shovel ready for construction.</p>								
<b>Purpose of engagement</b>	<p><b>What are your engagement objectives?</b></p> <p>To inform and provide community the opportunity to provide comment and feedback on the Pental Island Cultural Masterplan</p>								
<b>Project stakeholders</b>	<p><b>Determine the maximum level of engagement for your project using the IAP2 Spectrum.</b></p> <p>XInform   XConsult   XInvolve   Collaborate   Empower</p>								
	<p><b>Councillors</b></p> <p>ALL</p>								
	<p><b>Internal stakeholders</b></p> <p>CEO, Director Development &amp; Planning, Pioneer Settlement, Comms, Planning, Economic &amp; Community Dev</p> <table border="1"> <tr> <td><b>Critical</b></td> <td><b>Essential</b></td> <td><b>Interested</b></td> </tr> <tr> <td>Aboriginal organisation</td> <td>Aboriginal community</td> <td>Media Visitors</td> </tr> <tr> <td>Adjoining Landowners/holders</td> <td></td> <td></td> </tr> </table>	<b>Critical</b>	<b>Essential</b>	<b>Interested</b>	Aboriginal organisation	Aboriginal community	Media Visitors	Adjoining Landowners/holders	
<b>Critical</b>	<b>Essential</b>	<b>Interested</b>							
Aboriginal organisation	Aboriginal community	Media Visitors							
Adjoining Landowners/holders									



<p><b>Methodology</b></p>	<p>List your engagement techniques</p>	<p><b>Critical:</b> Face-to-Face personal meeting with adjacent landholder</p> <p><b>Essential:</b> Community Session: Face-to-Face information session held at the Swan Hill Region Information Centre 19 July Engagement techniques will include A3 concept design intent visuals for each of the 3 Areas</p> <p>Let's Talk – Utilise dedicated page to receive feedback on the draft plans through a variety of information collection tools</p> <p><b>Promotion:</b> Council social media, media release,</p>
	<p>How will you record the feedback received?</p>	<p>Feedback will be collated by Council staff and via online portal. Rating system will be implemented using engagement panels of the site areas and coloured dot system to record preference activities</p>
<p><b>Reporting, analysis and evaluation</b></p>	<p>Where will you store the data collected?</p>	<p>Council Let's Talk website</p>
	<p>How and who will collate and analyse the data?</p>	<p>Council staff will collate the feedback and provide an engagement finding report for consideration</p>
	<p>What will you report on and to whom?</p>	<p>Key elements for each identified sites</p> <p>Priority actions / activities for future development for each site</p> <p>Feedback provided through this process will be incorporated into the updated masterplans</p>



	<p>What evaluation techniques will you use and when are you going to evaluate your engagement?</p>	<p>Council staff will evaluate the engagement's success based on community feedback</p>
--	--	---

### Communications Action Plan

Message/purpose	Audience	Channel	Date	Responsible
<b>Endorsement to go out for consultation</b>	ELT/Councillors	Assembly	June 2023	ECDU
Develop promo material	Community	-		Comms
Promotion that consultation will be opening	Community Groups	Face to face, Social media, posters, Let's Talk, , Media release	July 2023	Comms/ECDU
Consultation open		Face to face, Social media, posters, Let's Talk, , Media release	July 2023	Comms/ECDU
1 week to go until consultation closes, next steps	Residents Community Visitors	Social media, newspaper, community meetings	End July 2023	Comms/ECDU
Engagement reporting to Council	Councillors	Council meeting	August	ECDU
<b>Close the loop</b>	All participants	Let's Talk update page, media release, newspaper	TBC	EDCU/Comms

## **SECTION C – DECISIONS WHICH NEED ACTION/RATIFICATION**

### **C.23.8 SIGN & SEAL REPORT**

**Responsible Officer:** Chief Executive Officer

**Attachments:** Nil.

**Declarations of Interest:**

Scott Barber - as the responsible officer, I declare that I have no disclosable interests in this matter.

**Summary**

The following documents and agreements have been signed and sealed by the Councillors and the Chief Executive Officer on the respective dates. Those actions require the ratification of the Council.

**Discussion**

During the course of any month Council is required to sign and seal a range of documents arising from decisions made on a previous occasion(s). Examples include sale of land, entering into funding arrangements for Council programs etc.

As the decision to enter into these agreements has already been made, these documents are signed and sealed when received, with Council ratifying the signing and sealing at the next Council meeting.

The following documents were signed and sealed since the last Council meeting:

No.	Document Type	Document Description	Date signed/ sealed
1136	Management and operation of Leisure and Aquatic Services – Contract 23375801	Between Swan Hill Rural City Council and Belgravia Leisure Group Pty Ltd	16/05/23
1137	Instrument of Appointment and Authorisation	Between Swan Hill Rural City Council and H.Green	30/05/23
1138	Instrument of Appointment and Authorisation	Between Swan Hill Rural City Council and W.Fisher	30/05/23
1139	Section 173 Agreement for private infrastructure in Council's road reserve (pipeline) Woorinen – Vinifera Road.	Between Swan Hill Rural City Council and Sunset Ridge Pty Ltd	30/05/23

**DECISIONS WHICH NEED ACTION/RATIFICATION**

---

20 June 2023

Note: A Section 173 Agreement is a typically a contract between the Council and a landowner that places use or development restrictions on the land.

They are intended to ensure compliance with conditions contained in permits granted by the Council and are often used in subdivision matters. These agreements refer to Section 173 of the Planning and Environment Act 1987.

**Conclusion**

Council authorise the signing and sealing of the above documents.

**Recommendation**

**That Council notes the actions of signing and sealing the documents under delegation as scheduled.**

### **C.23.9 COUNCILLOR ASSEMBLIES - RECORD OF ATTENDANCE AND AGENDA ITEMS**

**Responsible Officer:** Chief Executive Officer  
**File Number:** S15-05-06  
**Attachments:** 1 [↓](#) Councillor Assemblies - Record of Attendance and Agenda Items

#### **Declarations of Interest:**

Scott Barber - as the responsible officer, I declare that I have no disclosable interests in this matter.

#### **Summary**

The following report provides attendance details of Councillor Assemblies on a monthly basis.

#### **Discussion**

Whilst Minutes have not been recorded, Agenda items and those in attendance are reported and presented to Council.

An assembly of Councillors is defined as a meeting that is planned or scheduled at which at least half of the Council and one Officer are in attendance, and where the matters being considered that are intended or likely to be the subject of a Council decision.

No formal decisions can be made at an assembly but rather direction can be given that is likely to lead to a formal decision of Council.

Details of the most recent assemblies of Council are attached.

#### **Consultation**

Not applicable.

#### **Financial Implications**

Not applicable.

#### **Social Implications**

Not applicable.

#### **Economic Implications**

Not applicable.

**Environmental Implications**

Not applicable.

**Risk Management Implications**

Not applicable.

**Council Plan Strategy Addressed**

*Leadership* - Bold leadership, strong partnerships and effective advocacy.

**Options**

Council Assemblies are reported to ensure good governance and transparency.

**Recommendation**

**That Council note the contents of the report.**

**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA**  
**23 May 2023 at 2.00pm, Swan Hill Town Hall – Council Chambers**

**AGENDA ITEMS**

- Swan Hill Drag Strip
- 2023.040 10 River Road
- 2023.068 5 Little Murray Weir
- Planning Permit Application Petrol Station
- Planning scheme amendment - changes to permit requirements for outbuildings in the rural suite of zones
- Telecommunication lease
- Local Roads Community Infrastructure Round 4
- Compost projects
- Risk Management Policy
- CEO Annual Review

**ADDITIONAL ITEMS DISCUSSED**

- Nil

**ATTENDANCE**

Councillors

- Cr Bill Moar
- Cr Les McPhee
- Cr Jacquie Kelly
- Cr Ann Young
- Cr Chris Jeffery
- Cr Nicole McKay

**Apologies**

- Cr Stuart King

**Leave of Absence**

- Nil

**OFFICERS**

- Leah Johnston, Director Infrastructure
- Heather Green, Director Development and Planning
- Bhan Pratap, Director Corporate Services
- Helen Morris, Organisational Development Manager
- Kate Jewell, Development Manager
- Grant Jones, Development Officer Facilities

**Other**

Nil

**CONFLICT OF INTEREST**

Nil



**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA  
30 May 2023 at 1.30pm, Swan Hill Town Hall – Council Chambers**

**AGENDA ITEMS**

- Fencing policy
- Deputy mayor Policy & Procedure
- Town Hall Café Bar naming
- Swan Hill Regional Hub / Swan Hill Show ground
- Julie Reid 2050 Vision
- CEO Annual Review

**ADDITIONAL ITEMS DISCUSSED**

- Nil

**ATTENDANCE**

Councillors

- Cr Bill Moar
- Cr Les McPhee
- Cr Jacquie Kelly
- Cr Ann Young
- Cr Nicole McKay
- Cr Stuart King

**Apologies**

- Cr Chris Jeffery

**Leave of Absence**

- Nil

**OFFICERS**

- Scott Barber, Chief Executive Officer
- Bruce Myers, Director Community and Cultural Services
- Leah Johnston, Director Infrastructure
- Heather Green, Director Development and Planning
- Bhan Pratap, Director Corporate Services
- Dennis Hovenden, Acting Economic & Development Manager
- Grant Jones, Development Officer Facilities

**Other**

- Julie Reid - consultant
- Daniel Haskell – consultant
- Philip Shanahan - consultant

**CONFLICT OF INTEREST**

Nil

**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA**  
**6 June 2023 at 10.30pm, Swan Hill Town Hall – Council Chambers**

**AGENDA ITEMS**

- Aged Care Reforms update
- Growing Regions Fund
- Pental Island Draft masterplan
- MP Rikkie-Lee Tyrrell
- CEO Performance Review

**ADDITIONAL ITEMS DISCUSSED**

- VCAT Finding

**ATTENDANCE**

Councillors

- Cr Bill Moar
- Cr Jacquie Kelly
- Cr Ann Young
- Cr Nicole McKay
- Cr Stuart King
- Cr Chris Jeffery

**Apologies**

- Cr Les McPhee

**Leave of Absence**

- Nil

**OFFICERS**

- Scott Barber, Chief Executive Officer
- Bruce Myers, Director Community and Cultural Services
- Leah Johnston, Director Infrastructure
- Heather Green, Director Development and Planning
- Bhan Pratap, Director Corporate Services
- Trish Barry, Community Care Services - Team Leader
- Rod Ewart, Community Care Services - Assessment Team Leader
- Helen Morris, Organisational Development Manager
- Nathan Keighran, Economic Development Coordinator
- Dennis Hovenden, Economic & Development Manager
- Jacinta Chaplin, Aboriginal Community Development Officer
- Jessica Warburton, Pioneer Settlement General Manager

**Other**

- MP Rikkie-Lee Tyrrell and Dani Morton
- Jocelyn Fuller - consultant
- Philip Shanahan - consultant

**CONFLICT OF INTEREST**

Nil

## **SECTION D – NOTICES OF MOTION**

### **D.23.5 PEDESTRIAN CROSSINGS**

Having given due notice, **Councillor Jacquie Kelly MOVED that:**

**A report be brought to a future Council Meeting on the progress of options for a pedestrian crossing at the rail tracks in Swan Hill, in line with Rutherford Street, to enable more links of river precinct to Central Business District.**

#### ***Preamble***

Nil.

### **D.23.6 COOL IT: HEAT VULNERABILITY MAPPING**

Having given due notice, **Councillor Jacquie Kelly MOVED** that:

**Officers bring a report back to Council on the ['Cool It' project](#) done by CVGA, and the usefulness of such aerial mapping to Swan Hill Rural City Councils planning for prioritising areas for cooling interventions and informing the following:**

- **tree planting programs (in both streets and parks)**
- **irrigation programs of open space**
- **where to position "shady walkways and cycle ways"**
- **where to prioritise Water Sensitive Urban Design for cooling**
- **capital works, strategic planning and planning**

#### ***Preamble***

There is an urgency for us to do this work before coming summers.

Our [Community Vision and Council Plan](#) includes the key priority area, 3. *Reducing the impact of Climate change on health and wellbeing*. Dot point 2 under Strategies states, "Support initiatives to green priority areas within our municipality". It also states on pg 20, "create a built, and promote a natural environment that enables an active life".

The [Cool It project](#) helps councils improve community resilience to increasing heat in regional Victoria. Funded by the Department of Environment, Land, Water and Planning (DELWP), the project was a partnership between the CVGA and 8 partner councils.

The two main objectives of the project were to:

1. Provide evidence and background information to inform better decision making for landscape based cooling solutions at each of the nine Councils
2. Provide a proof of concept for a simplified methodology that utilises existing and publicly available data to determine areas where social vulnerability and heat exposure overlap that other Councils can also implement without the need to acquire expensive thermal imagery or other datasets.

The Cool it project used existing spatial data to determine urban areas of 9 Victorian regional and rural Councils that were socially vulnerable to heat impacts. 2016 Census data, Victorian Government data, open data and aerial imagery were used to i) identify parcels of urban areas where populations are most vulnerable to urban heat and heatwaves, and ii) prioritise those parcels of urban areas that are also exposed to more heat due to a combination of high pedestrian activity and hot urban surfaces.

Urban Forest Consultants and the University of Melbourne were appointed to develop the proof of concept methodology. The methodology is suitable for smaller shires and rural cities to use existing and freely available datasets to identify focus areas. Given Council resource constraints, it is critical that Council can identify where to prioritise urban cooling interventions such as new tree plantings or permeable pavements. It is important that investments in heat mitigation maximise benefits to the most vulnerable sectors in the community in a cost effective way.

The mapping enables councils to instantly prioritise areas for cooling interventions and inform the following:

- tree planting programs (in both streets and parks)
- irrigation programs of open space
- where to position "shady walkways and cycle ways"
- where to prioritise Water Sensitive Urban Design for cooling
- capital works, strategic planning and planning

**SECTION E – FORESHADOWED ITEMS**

**SECTION F – URGENT ITEMS NOT INCLUDED IN AGENDA**

**SECTION G – TO CONSIDER & ORDER ON COUNCILLOR REPORTS**

## **SECTION H – IN CAMERA ITEMS**

### **Recommendation**

**That Council, pursuant to section 66(2)(a) of the *Local Government Act 2020* , resolve to close the meeting to members of the public to consider the following items which relate to matters specified under section 3(1), as specified below:**

#### **B.23.46 IN CAMERA CONSIDERATION OF CONFIDENTIAL REPORT**

**(a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.**