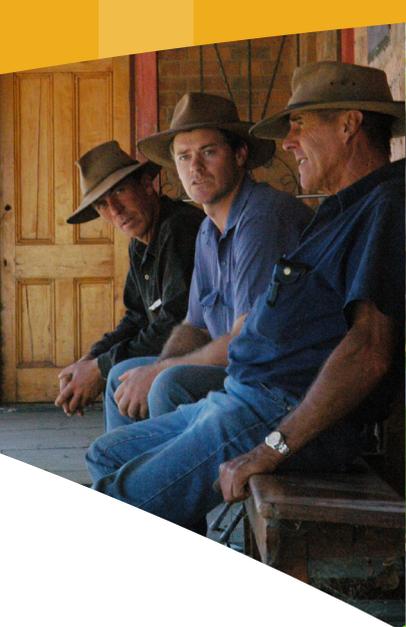




COUNCIL PLAN 2017 – 2021 (2020 Review)





CONTENTS

About this Plan	2
Message from the Mayor and Councillors	3
Meet your Councillors	4
Organisational Structure	5
Vision, Purpose and Values	6
Benalla Rural City	8
Our Community	10
How this Plan was Developed	12
Community Plan	13
Our Commitment to Health and Wellbeing	14
Opportunities and Challenges	16
 Theme 1: Connected and Vibrant Community	19
 Theme 2: Engaging and Accessible Places and Spaces	25
 Theme 3: Sustainable Environment	29
 Theme 4: Thriving and Progressive Economy	33
 Theme 5: High Performing Organisation	37
Strategic Resource Plan	41

Acknowledgement of Country

We, the Benalla Rural City Council, would like to acknowledge the traditional owners of the land upon which we meet and pay our respects to their Elders both past and present.

ABOUT THIS PLAN

The development of a Council Plan is a legislative requirement. Under the *Victorian Local Government Act 1989*, a Council Plan must be prepared every four years and submitted to the Minister for Local Government.

The Council Plan is our key strategic document and incorporates the Municipal Public Health Plan with our commitment to health and wellbeing reflected throughout the entire plan.

The Council Plan also includes our Strategic Resource Plan which sets out the financial and non-financial resources required to achieve our strategic objectives over the next four years.

The Council Plan is reviewed annually to ensure that it continues to reflect the priorities of Council and the community. We measure our progress using the indicators outlined for each of our key objectives and report against these biannually.

Our Council Plan forms a key part of Council's integrated business planning framework, which incorporates five essential business planning processes:

- Council Plan development incorporating municipal public health and wellbeing planning
- Departmental service planning
- Performance and Development Program
- Budget program
- Reporting

The development of the Council Plan is undertaken within the context of our integrated business planning framework.

Formulated in partnership with our community, this plan is structured around five key themes:



CONNECTED AND VIBRANT COMMUNITY

We are committed to building a healthy, active, safe and socially connected community that offers opportunities for people of all ages, backgrounds and abilities to participate in community life.



ENGAGING AND ACCESSIBLE PLACES AND SPACES

We will provide community places and spaces to meet the needs of our community and focus on thoughtfully planned growth to maintain and enhance the high amenity and character of our Rural City.



SUSTAINABLE ENVIRONMENT

We will take a proactive and strategic approach to protect our natural environment and safeguard its ability to support our community into the future.



THRIVING AND PROGRESSIVE ECONOMY

We will support, promote and encourage the long-term growth, diversification and strengthening of our economy as a key contributor to a healthier and more sustainable community.



HIGH PERFORMING ORGANISATION

We will be a high performing, efficient and innovative organisation based on sound financial management, accountability and good governance to provide best value service to our whole community.

MESSAGE FROM THE MAYOR

The year started full of promise with many new projects and a full year of exciting new plans and aspirations. All this came to a sudden halt in March with the arrival of COVID-19. 2020 will be remembered as the lock-down year.

In spite of these conditions Benalla Rural City has continued to grow and prosper in many areas. We understand our recovery from the economic, health and social impacts will take considerable time. With this in mind we present the 2020 review of the Council Plan 2017-2021. This is the final year of the current plan as council elections take place in October.

Over the next 12 months, Council, in conjunction with the Victorian and Australian Governments, will deliver many new projects. As we deliver our fourth budget we are able to address not only some ageing infrastructure problems, but add to the liveability of our Rural City with many new and exciting projects.

Major Projects:

- Finalisation of the new splash park.
- Landscaping and associated work around the lake.
- Construction of a car park at the corner of Mair and Church Street, Benalla.
- Refurbishment and extension of the Visitor Information Centre. This will include a cinema, café with a lake view deck, improved toilet facilities and an extended Museum.
- Arundel Street Sports Oval multi - purpose facility, a partnership with Junior Football, Benalla Bushrangers Cricket Club, Council and the Victorian Government.
- Construction of a transfer station at the Benalla Resource Recovery Centre.
- Design and construction of a new landfill cell.

The Proposed 2020/2021 Budget allocates:

- \$1.3 million to roads
- \$1 million to building works
- \$450,000 to plant and machinery
- \$164,000 to footpaths
- \$120,000 to on and off-street parking.

As Councillors we strive to ensure that our community receives the best possible infrastructure, programs and services we can afford.

Benalla is experiencing a period of unprecedented growth and my fellow councillors and I are proud and honoured to be able to steer the city through this exciting time.

Cr Danny Claridge
Mayor

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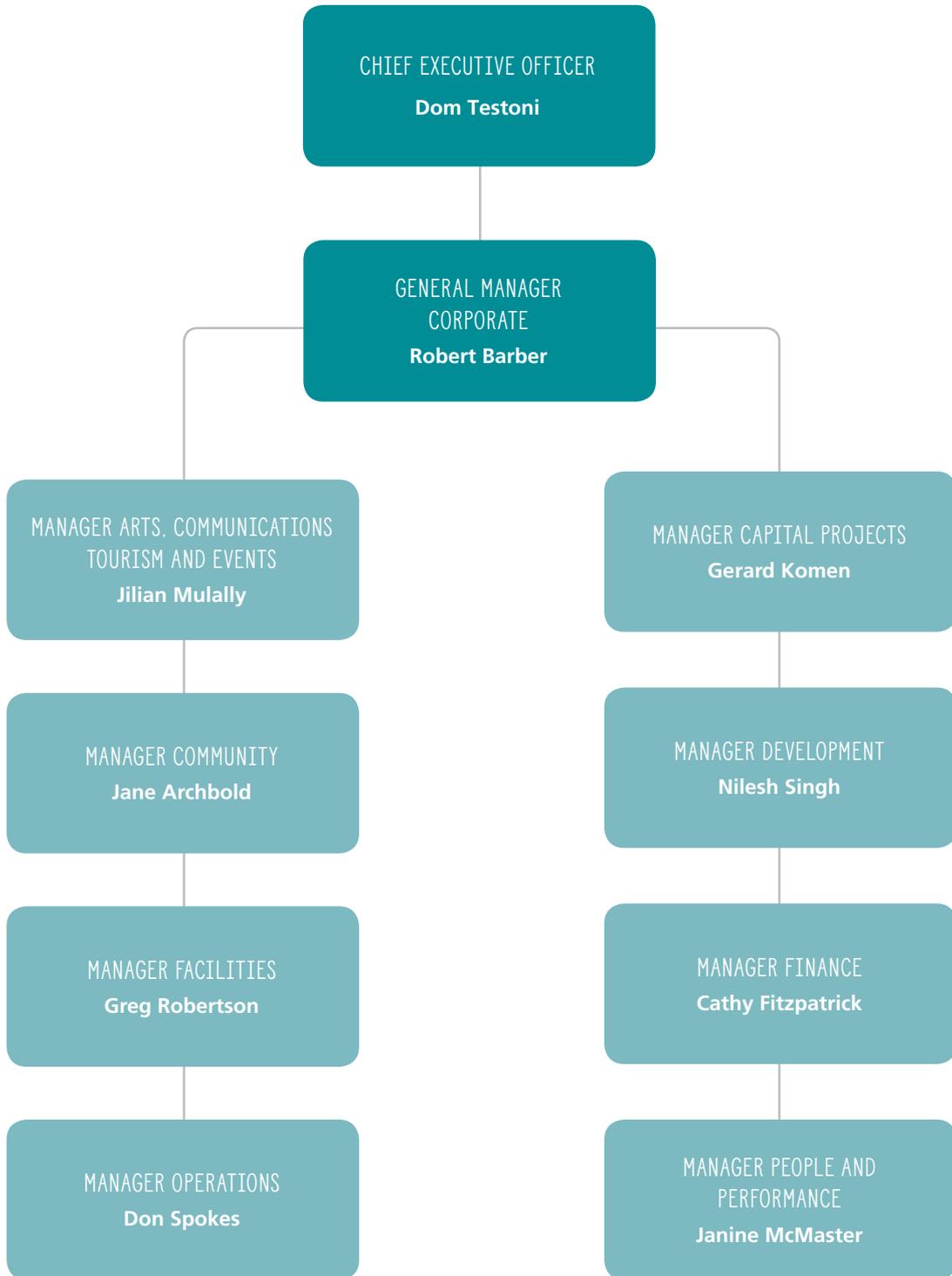


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ORGANISATIONAL STRUCTURE 2020





VISION, PURPOSE AND VALUES

OUR VISION

To provide a sustainable, thriving and cohesive community where lifestyle, culture, health and wellbeing are supported by strong leadership and community partnership.

OUR PURPOSE

Through leadership and quality service we will meet our community's needs and aspirations with a focus on thoughtfully planned growth to maintain and enhance the high productivity of our collective community.

VALUES

We will:

- Construct plans and govern the community of Benalla Rural City with unwavering ACCOUNTABILITY.
- Strive for CONTINUOUS IMPROVEMENT.
- Make judgments based on sound research and participate in decision making that meets the needs of the whole community in solid EQUITY.
- Act with transparency, truthfulness and INTEGRITY.
- Provide clear, innovative and strong LEADERSHIP.
- Serve our community, environment and council with RESPECT.



BENALLA RURAL CITY

Benalla Rural City is located in north-east Victoria, 193km north east of Melbourne, and is centred in the Broken River valley. The current estimated resident population of Benalla Rural City is 13,597, with approximately 9,000 living in the Benalla urban area and the remainder living in and around our smaller towns. The population forecast for 2031 is 14,834.

Benalla Rural City was established as an agricultural and pastoral district in the 1840s, following long habitation by Aboriginal people. The rural area was characterised by wheat, oats and potato growing, alongside some vineyards and mining. It was proclaimed a city in 1965 and Lake Benalla was artificially created in 1973.

The geography of Benalla Rural City is divided by the Hume Freeway with hills, valleys, grazing land and forests to the south. The communities include those of Acherton, Baddaginnie, Boho South, Glenrowan West, Lima, Lima South, Lurg, Molyullah, Moorngag, Samaria, Swanpool, Tatong, Upper Lurg, Upper Ryan's Creek, Warrenbayne and Winton.

The north side of the freeway is characterised by plains and rolling hills used as cropping and grazing land. The communities include those of Boweya, Boxwood, Broken Creek, Bungeet, Chesney Vale, Devenish, Goomalibee, Goorambat, Stewarton, Taminick, Tarnook and Thoona.

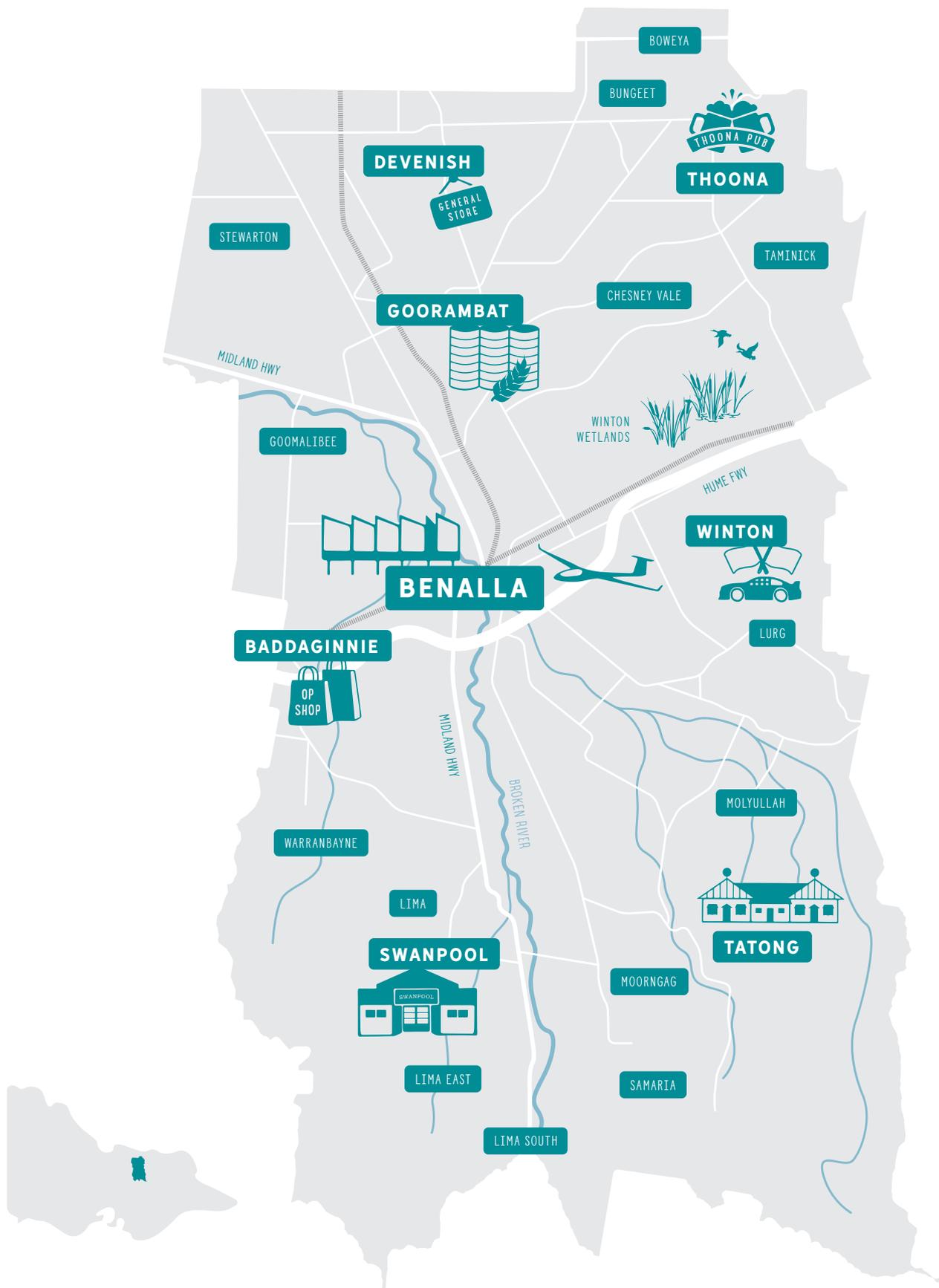
The Benalla Rural City economic sectors include the town's role as a regional centre, agricultural production, tourism and manufacturing. It is dominated by employment in the manufacturing, retail trade, health and community services sectors. The proportion of people employed in agriculture is above the state average.

Some of the main tourism attractions include, but are not limited to, the Winton Motor Raceway, Winton Wetlands, State Gliding Centre (Benalla Airport), Benalla Street Art Wall to Wall Festival and the Benalla Art Gallery.

The rural areas of the municipality are recognised for their good soils and many areas have access to irrigation. The major agricultural industries are prime lamb and beef production, some dairying and broad acre cropping. Recent agricultural diversification has seen a rise in viticulture, more intensive forms of horticulture and forestry.

Benalla Rural City offers a lifestyle that has a choice of primary and secondary schools, a TAFE college, comprehensive health services and a wealth of participation opportunities including theatre, sport, music, wine and art. Lake Benalla, with the surrounding Botanical Gardens and walking track, is a key attraction located within the town. Benalla Rural City has well developed disability, aged care and childcare services.

There are many active community and service groups throughout Benalla Rural City.



OUR COMMUNITY

IF BENALLA RURAL CITY CONSISTED OF 100 PEOPLE ...



- 8** BORN OVERSEAS
- 3** SPEAK ANOTHER LANGUAGE AT HOME
- 1** ABORIGINAL & TORRES STRAIT ISLANDER
- 33** LIVING BY THEMSELVES
- 64** LIVING WITH FAMILIES



- 17** AGED < 14 YEARS
- 11** AGED 15-24
- 18** AGED 25-44
- 31** AGED 45-64
- 20** AGED 65-84
- 3** AGED > 85

- 27** COMPLETED HIGHER EDUCATION QUALIFICATION
- 64** DID NOT COMPLETE YEAR 12



- 68** OWN OR MORTGAGE A HOUSE
- 28** RENT A HOUSE
- 44** EXPERIENCE RENTAL OR MORTGAGE STRESS
- 45** HAVE AN INCOME OF LESS THAN \$400 PER WEEK
- 8** LIVE IN DWELLINGS WITHOUT A MOTOR CAR

- 60** WORK FULL TIME
- 34** WORK PART TIME
- 29** VOLUNTEER



- 7** UNEMPLOYED AND LOOKING FOR WORK
- 10** WORK IN RETAIL
- 18** WORK IN MANUFACTURING
- 14** WORK IN CONSTRUCTION

97% OF CHILDREN HAVE BEEN IMMUNISED BETWEEN 24 -27 MONTHS

79% OF CHILDREN ATTENDING 3.5 YEAR OLD MATERNAL AND CHILD HEALTH CHECKS



68 FEEL SAFE ON THE STREETS ALONE

97 RATE THEIR COMMUNITY AS A PLEASANT ENVIRONMENT

93 RATE THEIR COMMUNITY AS AN ACTIVE COMMUNITY

69 ARE ABLE TO DEFINITELY GET HELP FROM NEIGHBOURS

42 REPORT HAVING AN ADEQUATE WORK-LIFE BALANCE

27 SELF-REPORT HAVING FAIR AND POOR HEALTH STATUS

57 FEEL VALUED BY SOCIETY

75 ATTENDED A LOCAL COMMUNITY EVENT



81 DRIVE TO WORK

7 WALK TO WORK

28 ARE OVERWEIGHT

27 ARE OBESE

61 ARE NOT DOING ENOUGH PHYSICAL ACTIVITY TO BENEFIT THEIR HEALTH

51 ARE NOT EATING ENOUGH FRUIT AND VEGETABLES

14 REPORT HIGH OR VERY HIGH PSYCHOLOGICAL DISTRESS

40 HAVE AN INCREASED RISK OF ALCOHOL RELATED HARM

6 NEED ASSISTANCE WITH CORE ACTIVITIES



33 SPORTS GROUP MEMBER

Sources
ABS CENSUS 2011 www.censusdata.abs.gov.au/census_services/getproduct/census/2011/communityprofile/SSC20115?opendocument&navpos=220
LGA Profiles 2015, Victorian Department of Health & Human Services www2.health.vic.gov.au/about/reporting-planning-data/gis-and-planning-products/geographical-profile
The source for the self-reporting health status is www.health.vic.gov.au/healthstatus/survey/vphs.htm

HOW THIS PLAN WAS DEVELOPED

The Council Plan takes into account a range of issues and opportunities identified by the community.

Community input considered alongside:

- Councillors' directions and priorities
- State and Federal government policies and priorities
- Current and previous Council priorities and decisions, including adopted plans and strategies
- Benchmarks and evidence of liveability factors
- Professional advice from council staff
- Issues, challenges and other influences.

COMMUNITY CONSULTATION

During the development of the Council Plan 2017-2021 the community provided valuable input into the plan. Our community was engaged in a variety of ways, including:

- Six open house sessions, four in rural communities and two in Benalla
- Two staff open house sessions
- A key stakeholder workshop
- Input from Council Advisory Committees
- Online survey
- Facebook posts
- "Have your say" Council Plan postcards.

"What you told us" is highlighted under each of the five key themes.

ANNUAL REVIEW

As prescribed by the *Local Government Act 1989* the Council Plan is reviewed annually and outcomes reported to the community.



COMMUNITY PLAN

Developed in 2016, the Benalla Rural City Community Plan 2016-2036 outlines broad objectives and strategic directions for strengthening liveability, sustainability, inclusivity and resilience under seven themes:

- Community wellbeing and sense of place
- A well-connected and accessible community
- A vibrant, thriving and progressive economy
- Planned population growth
- A sustainable environment
- Benalla Rural City, a destination of choice
- Leadership and community spirit.

OUR VISION

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

To achieve this, individuals, communities, organisations and businesses must continue to work together for the common good and prosperity of all people who live, visit, work and invest in Benalla Rural City.

Our common values have developed through past times of adversity, prosperity and hard work. These values are cherished in the present. They need to be strengthened over the next 20 years to assist us to build on the Benalla Rural City we love now and wish to have into the future.

OUR VALUES

Limited Population Growth presents many challenges to our community. A well planned approach is required to protect and enhance our living standards.

Young people are our future. Youth involvement and participation is crucial for a thriving and prosperous community.

Benalla Rural City is considered a great place for older people to live and retire. We need to plan to maintain adequate services, facilities and the workforce to support our **ageing population**.

When people come, stay and return to our community, **population turnover** brings opportunities to reinvigorate the community through innovation, new ideas and fresh interaction.

Significant levels of disadvantage can be addressed by working together to revitalise and strengthen our **vulnerable communities**.

Climate change requires planning to protect the resilience of our economies.

We participate in the **global economy**. International market and economic cycle fluctuations present both opportunities and challenges. At times, we will have to operate within a tight fiscal environment.

OUR COMMITMENT TO HEALTH AND WELLBEING

Benalla Rural City recognises that the health and wellbeing of individuals and families is a key foundation for a sustainable, safe and prosperous community and that a primary function for the Council is to protect, improve and promote the health and wellbeing of our community.

The extent to which people are able to enjoy good health and maintain a sense of physical, mental and social wellbeing has significant bearing on the overall strength of the community.

This Council Plan incorporates our plan to protect and enhance community health and wellbeing for the next four years. This is reflected in our planning framework that includes our Council vision, our strategic objectives and also in our operational plan that outlines specific actions for implementation. This approach is in accordance with Section 26 of the *Public Health and Wellbeing Act 2008* that provides for Councils to integrate public health and wellbeing matters into their Council Plan.

Our approach to health and wellbeing acknowledges that many factors influence health and wellbeing including those which occur within the social, built/physical, economic and natural environments as outlined in *Victoria's Environments for Health Municipal Public Health Planning Framework (2008)*. These four environments align with the core business and service areas of the Council that contribute to community health and wellbeing and are acknowledged as key commitment areas in our planning framework for the next four years.

Our approach to health and wellbeing has been developed with regard to the *Victorian Public Health and Wellbeing Plan 2015-2019* and aims to support all members of the community across various life stages to enjoy good health and wellbeing.

It also aims to address a number of specifically identified health issues, within the community, including the priorities of the Department of Health and Human Services, Benalla Health and the Central Hume Primary Care Partnership a focus on healthier eating and active living, improving mental health and preventing violence and injury.

In partnership with key health, community, education and government organisations, we are committed to implementing a range of initiatives across Council functions to contribute to the health and wellbeing of individuals and families in our community, particularly those most vulnerable and in need of assistance.

Key partners in ensuring our community's health and wellbeing include:

- Advancing Benalla
- Aged care providers
- Ambulance Victoria
- Benalla Health
- Benalla Health and Wellbeing Action Committee
- Aboriginal corporations
- Cancer Council Victoria
- Central Hume Primary Care Partnership
- Child care providers
- Churches
- Community and sporting groups
- Environmental Health Professionals Australia
- GOTAFE
- Headspace
- Medical practitioners
- Mind Victoria
- Murray Primary Health Network
- National Health and Medical Research Council
- North East Health
- North East Support and Action for Youth
- North East Water
- NE Tracks LLEN
- Odyssey House
- Ovens and King Community Health
- Salvation Army
- Red Cross
- St Vincent De Paul
- Schools
- The Centre
- Tomorrow:Today Foundation
- Upper Murray Family Care
- Victorian State Government
- VicHealth
- Victoria Police
- Waminda Community House
- World Health Organisation
- VicHealth
- YMCA



OPPORTUNITIES AND CHALLENGES

INCREASING COSTS AND REDUCED FUNDING

The cost of delivering key services such as waste collection and disposal and the maintenance and renewal of Council's portfolio of assets continues to rise. Rising costs combined with reduced funding from other levels of government presents a serious risk to Council's long-term financial sustainability.

POPULATION GROWTH

Since 2000, Benalla Rural City has experienced slow population growth, however, Benalla has recently attracted several new businesses and industries which have greatly increased employment opportunities.

The long term impact of employment growth has yet to be quantified, but it will need to be taken into account to ensure we have a well-planned approach to the resulting increase in people calling Benalla Rural City home. This includes the provision of essential services for all and agreement on the level of growth and required planning to manage it in such a way that living standards and our values are protected and enhanced.

AGEING POPULATION

We respect and value our ageing residents. They are vital to the prosperity of our community through their skills and experience, volunteering, mentoring and wisdom. It is also acknowledged that our ageing population will require access to health, social and accommodation services to meet their changing needs. Benalla Rural City is considered a great place for older people to live and retire due to its proximity to Melbourne and good provision of health care and aged services. It is therefore important to find ways to plan and provide for adequate services, facilities and the workforce to support our older residents.

POPULATION TURNOVER

There is a turnover of people coming and going across all age groups within the municipality. It is important to ensure that the community is as vibrant and attractive as possible, helping to encourage people to come, stay and return to Benalla Rural City. Population turnover creates opportunities for communities to re-invigorate themselves through innovation, new ideas and fresh community interaction.

YOUNG PEOPLE

Young people are our future. Factors such as online communication, digital technology advances, cultural diversity and globalisation will reshape Benalla Rural City's future. Encouraging and empowering young people to build their skills and knowledge as well as good citizenship will be important to ensure continued youth involvement and participation. Creating a community that is inclusive, socially cohesive and welcoming will build resilience and promote opportunities for young people living in Benalla Rural City.

Benalla Rural City has higher than average rates of disengagement from education and early school leaving. Re-engaging young people through education, employment and training is crucial for a thriving and prosperous community.

VULNERABLE COMMUNITIES

Benalla Rural City has significant levels of disadvantage, identified in the latest “Dropping Off the Edge: The Distribution of Disadvantage in Australia” Vinson Report. The challenge for Benalla Rural City is to continue to address these levels of disadvantage. By working together we need to consider opportunities to support our vulnerable residents and look at options to revitalise and strengthen our rural communities, many of which are at risk of decline.

GLOBAL ECONOMY

Benalla Rural City is exposed to the effects of international markets and economic cycles. A diverse economy with ongoing investment and good decision-making will help us manage both the challenges and opportunities this presents.

CLIMATE CHANGE

By 2030 Benalla Rural City will experience more extreme weather events such as fire, drought and flood due to the impacts of climate change. Benalla Rural City can also expect warmer average annual temperatures, an increase in the number of days over 30°C and a reduction in the total average annual rainfall. All these changes will impact on local community, infrastructure, agriculture and the environment. Climate change adaptation and mitigation is essential to managing risks and protecting the economy and the resilience of our communities.





THEME 1

CONNECTED AND VIBRANT COMMUNITY

We are committed to building a healthy, active, safe and socially connected community that offers opportunities for people of all ages, backgrounds and abilities to participate in community life.

WHAT YOU TOLD US ...



STRATEGIC OBJECTIVE 1.1

Strengthen community capacity, emergency management preparedness, resilience and participation.

Initiatives	
1.1.1	Encourage and support community-led projects that build the capacity, skills, resilience and leadership capabilities of community members.
1.1.2	Promote, support, acknowledge and value volunteers.
1.1.3	Continue to offer and promote the annual Community Support Program so that community groups can be financially supported to deliver local projects that benefit their communities and build their own skills and capacity.
1.1.4	Build community capacity to plan and deliver projects that make a positive difference to the quality of life, social participation, health and wellbeing of our community.
1.1.5	Offer programs and activities that support and develop young people.
1.1.6	Review, update and implement the <i>Youth Strategy 2013-2017</i> .
1.1.7	Enhance emergency management practices and procedures to keep pace with a changing legislative environment.
1.1.8	Continue to provide active leadership and maintain strong partnerships in emergency management
1.1.9	Review, update and implement the <i>Early Years Plan 2013-2017</i> and <i>Positive Ageing Strategy</i> .
1.1.10	Review and update the <i>Benalla Rural City Municipal Recovery Plan</i> .

STRATEGIC OBJECTIVE 1.2

Improve community connectedness and respect for diversity.

Initiatives	
1.2.1	Promote, support and actively engage with smaller rural communities, including conducting regular informal forums in our rural townships.
1.2.2	Implement the <i>Community Access and Inclusion Plan 2019-2023</i> .
1.2.3	Improve access and inclusion for all people by reducing barriers and actively promoting participation in all aspects of community life.
1.2.4	Embrace, promote, respect and celebrate the contribution Aboriginal, European settler and other cultures have made to Benalla Rural City.

STRATEGIC OBJECTIVE 1.3

Encourage community members to be healthy, safe and active.

Initiatives	
1.3.1	With our community and key stakeholders address the priorities of the <i>Victorian Public Health and Wellbeing Plan 2019-2023</i> with a focus on healthier eating and active living; improving mental health and preventing violence and injury.
1.3.2	Develop, implement and report on an annual <i>Benalla Rural City Municipal Health and Wellbeing Action Plan</i> .
1.3.3	Family violence considerations are incorporated in organisational strategies and policies.
1.3.4	Partner with key stakeholders, such as Victoria Police to promote and enhance community safety.
1.3.5	Partner with other agencies to increase the safety of pedestrians, mobility scooter users and cyclists in our community.
1.3.6	Work with key health and welfare organisations to support better outcomes for vulnerable children, youth, families and communities.
1.3.7	As a provider of services and programs support frontline workers contribute to the prevention of family violence.



PERFORMANCE MEASURES

- Community satisfaction with community development activities
- Community satisfaction with community and cultural activities
- Community satisfaction with support services for older people
- Community satisfaction with emergency and disaster management
- Community satisfaction with family support services
- Community satisfaction with libraries
- Community satisfaction with youth services and activities
- Community groups allocated support from the Community Support Program
- Family violence incidents per 1,000 population
- Immunisation rates
- Number of groups allocated funding from the Community Support Program
- Number of forums held in rural townships
- Number of Local Safety Committee meetings
- Participation in maternal child and health service
- % of people reporting being obese (BMI greater than 30)
- % meeting vegetable consumption guidelines
- % daily consumer of sweetened soft drinks
- % high or very high level of psychological distress
- % of people who help as a volunteer
- % of required food safety assessments undertaken
- Number of visits to the Benalla Aquatic Centre

OUR SERVICES

- Aged and Disability Services
- Children’s Services
- Community Planning and Development
- Emergency Services Management
- Family Services
- Grants and Contributions
- Library
- Public Health Services
- Youth Services

Related Strategies / Plans

- *Benalla and District Community Taskforce Strategic Plan March 2014*
- *Benalla Municipal Emergency Management Plan and related sub-plans*
- *Benalla Rural City Community Plan 2016-2036*
- *Benalla Rural City Youth Strategy 2013-2017*
- *Community Access and Inclusion Plan 2015-2017*
- *Heatwave Plan 2014-2017*
- *Municipal Early Years Plan 2013-2017*
- *Positive Ageing Strategy*





THEME 2

ENGAGING AND ACCESSIBLE PLACES AND SPACES

We will provide community places and spaces to meet the needs of our community and focus on thoughtfully planned growth to maintain and enhance the high amenity and character of our Rural City.

WHAT YOU TOLD US ...

Fix our roads, drains and footpaths

Protect our history and heritage

Provide affordable and safe meeting places

Improve signage and landscaping

Improve walking/bike tracks

Multiuse of existing facilities

Maintain what assets we have

STRATEGIC OBJECTIVE 2.1

Beautify open spaces and places throughout the municipality.

Initiatives	
2.1.1	Maintain and capitalise on the Lake Benalla, Art Gallery and Botanical Gardens precinct incorporating cultural, recreational and community activities and protecting environmental and cultural assets.
2.1.2	Install vibrant town entry signage and landscaping in Benalla and our rural townships.
2.1.3	Develop an Open Space Strategic Plan.

STRATEGIC OBJECTIVE 2.2

Develop and maintain infrastructure so that it meets community need.

Initiatives	
2.2.1	Deliver and promote maintenance programs for core assets such as roads, bridges and drainage.
2.2.2	Develop and implement a footpath strategy to improve connectivity, accessibility and paths of travel for all in the community.
2.2.3	Develop a Central Business District Heritage Gutter Strategy.
2.2.4	Undertake infrastructure improvements at the Benalla Aquatic Centre.

STRATEGIC OBJECTIVE 2.3

Enhance, develop and care for key places of significance.

Initiatives	
2.3.1	Enhance key places of significance such as the Lake Benalla precinct, including the Botanical Gardens and Aboriginal Gardens; Former Benalla Migrant Camp; and various rural precincts of importance to local communities.
2.3.2	Progress the Arundel Street Oval Improvements and Benalla Indoor Recreation Centre redevelopment projects.
2.3.3	Progress the redevelopment of the Benalla Visitor Information Centre.
2.3.4	Implement the <i>Recreation Strategic Plan</i>

STRATEGIC OBJECTIVE 2.4

Improve accessibility and use of community spaces and places for all.

Initiatives	
2.4.1	Facilitate appropriate land use development and protection of environmental values through planning processes, particularly the Benalla Planning Scheme.
2.4.2	Maintain sporting and recreational facilities, reserves and parks to encourage and support increased participation in various sporting and recreational activities.

PERFORMANCE MEASURES

- Active library members
- Community satisfaction with appearance of public areas
- Community satisfaction with art centres
- Community satisfaction with providing libraries
- Community satisfaction with local roads and footpaths
- Community satisfaction with recreational facilities
- Community satisfaction with condition of sealed local roads
- Community satisfaction with slashing and weed control
- Community satisfaction with condition of unsealed roads
- Ratio of Capital Works Program delivered compared to budget
- Footpath Strategy developed
- Urban Tree Management Plan reviewed and updated

OUR SERVICES

- Asset Management
- Building and Property Management
- Building Control
- Commercial Services
- Engineering Services
- Infrastructure Maintenance
- Library
- Parks and Reserves Management
- Project Management
- Public Halls and Community Facilities
- Public Lighting
- Recreation and Sport
- Spatial Services
- Stormwater Drainage Management
- Street Cleaning

Related Strategies / Plans

- *Asset Management Policy and Plan*
- *Benalla Airport Master Plan April 2015*
- *Benalla Aquatic Centre Community Engagement Strategy 2015*
- *Benalla Botanical Garden Conservation Plan Review 2012*
- *Benalla Central Business Area Traffic and Parking Study 2003-2018*
- *Benalla Performing Arts and Convention Centre BPACC Strategic Plan 2017-2020*
- *Footpath Asset Management Plan 2007*
- *Municipal Strategic Statement*
- *Playgrounds Asset Management Plan*
- *Recreation Strategic Plan: The Strategy and Recommendations July 2015*
- *Road Management Plan*
- *Ten Year Capital Management Plan*
- *Urban Stormwater Management Plan*



THEME 3

SUSTAINABLE ENVIRONMENT

We will take a proactive and strategic approach to protect our natural environment and safeguard its ability to support our community into the future.

WHAT YOU TOLD US ...

Protect our environment

Streetscape for the future

Recycle shop at the tip

Roadside weed management and mowing

Set aspirational targets for renewable energy

STRATEGIC OBJECTIVE 3.1

Involve and inform the community on environmental issues, strategies and opportunities for reducing our environmental impact.

Initiatives	
3.1.1	Implement actions from various strategies and plans such as <i>Benalla Rural City Environment Strategy 2016-2020</i> , <i>Climate Change Adaptation Action Plan 2013-2025</i> and the <i>Roadside Vegetation Management Plan 2014</i> .
3.1.2	Foster strong linkages between Benalla and Winton Wetlands that deliver positive environmental outcomes and physical and mental health benefits for the community.

STRATEGIC OBJECTIVE 3.2

In partnership with our community and various groups and agencies, such as the Goulburn Broken Greenhouse Alliance, protect and enhance our natural environment.

Initiatives	
3.2.1	Continue to work with other agencies and the community to manage and enhance our natural environmental assets, water quality and river health across Benalla Rural City and support the <i>Goulburn Broken Catchment Management Authority Regional Catchment Strategy</i> and other regional environmental strategies.

STRATEGIC OBJECTIVE 3.3

Support and implement an ongoing collaborative approach to exploring renewable energy opportunities.

Initiatives	
3.3.1	Establish a Greenhouse Gas Emission Reduction target for Council facilities and operations.
3.3.2	Support investment in renewable energy projects through provision of information, active support to approvals and community engagement.

STRATEGIC OBJECTIVE 3.4

Improve efficiencies at the Benalla Landfill and Resource Recovery Centre.

Initiatives	
3.4.1	Establish a transfer station at the Benalla Landfill and Resource Recovery Centre.
3.4.2	Review, adopt and commence implementation of the Benalla Landfill and Resource Recovery Centre Rehabilitation strategy.

PERFORMANCE MEASURES

- Community satisfaction with our environmental sustainability
- Community satisfaction with waste management
- Kerbside collection waste diverted from landfill
- Benalla Landfill and Resource Recovery Centre transfer station established
- Benalla Landfill and Resource Recovery Centre Rehabilitation strategy adopted.

OUR SERVICES

- Environment and Natural Resource Management
- Statutory and Strategic Planning
- Waste Management

Related Strategies and Plans

- *Climate Change Adaptation Action Plan 2013-2025*
- *Community Roadside Vegetation Management Handbook March 2014*
- *Domestic Wastewater Management Plan*
- *Environment Strategy 2011-2015*
- *Holland Bio Link Reserve Management Plan 2015-2020*
- *Lake Benalla Environs Study 2007*
- *Landfill Options Study*
- *Waste Management and Minimisation Strategy 2014-2019*





THEME 4

THRIVING AND PROGRESSIVE ECONOMY

We will support, promote and encourage the long-term growth, diversification and strengthening of our economy as a key contributor to a healthier and more sustainable community.

WHAT YOU TOLD US ...



STRATEGIC OBJECTIVE 4.1

Attract, support and strengthen local business.

Initiatives	
4.1.1	Work together with key stakeholders such as the Benalla Business Network to engage, support, strengthen and enhance local business.
4.1.2	Review the Council's Property and assets portfolio to identify opportunities to link the Council's property holdings to economic development outcomes.
4.1.3	Widely promote the availability of commercial and industrial land throughout Benalla Rural City.
4.1.4	Work in partnership with industry, education providers and the community to address skills required for the future, lifelong learning opportunities and skills shortage gaps.
4.1.5	Develop and <i>Economic Development Plan</i> .

STRATEGIC OBJECTIVE 4.2

Strengthen and grow tourism across Benalla Rural City.

Initiatives	
4.2.1	Actively support and promote tourism events across Benalla Rural City.
4.2.2	In partnership with key stakeholders create tourism campaigns to achieve the goals of the Benalla Rural City Tourism and Events Strategy.

STRATEGIC OBJECTIVE 4.3

Support opportunities for diverse local employment.

Initiatives	
4.3.1	Identify opportunities to partner with public and private organisations to facilitate business growth and job creation.

STRATEGIC OBJECTIVE 4.4

Facilitate population growth.

Initiatives	
4.4.1	Broadly market Benalla Rural City's liveability.
4.4.2	Continue to support Rural Councils Victoria projects and initiatives.

PERFORMANCE MEASURES

- Community satisfaction with providing arts centres
- Community satisfaction with business development
- Community satisfaction with tourism development
- Population growth figures

OUR SERVICES

- Arts and Culture
- Economic and Business Development
- Tourism Development and Event Management

Related Strategies and Plans

- *Benalla Beckons 2015*
- *Benalla Business Growth (Enterprise Park) Project Study*
- *Enterprise Park Strategy*
- *Benalla Business and Tourism Growth Strategy 2014-2017*
- *Benalla Tourism Strategic Plan 2012-2013*
- *Economic Development Strategy 2010-2013*
- *Winton Wetlands Cycling Tourist Trail Strategy 2010*



BENALLA

RURAL CITY



THEME 5

HIGH PERFORMING ORGANISATION

We will be a high performing, efficient and innovative organisation based on sound financial management, accountability and good governance to provide best value service to our whole community.

WHAT YOU TOLD US ...



STRATEGIC OBJECTIVE 5.1

Provide quality customer service focussed on continuous improvement.

Initiatives	
5.1.1	Build an organisational culture that is committed to excellent customer service, continuous improvement and a 'can do' attitude.
5.1.2	Pursue innovation and efficiency in systems and processes.
5.1.3	Review and update the <i>Information Communications and Technology Strategy 2013-2017</i> .

STRATEGIC OBJECTIVE 5.2

Strengthen community and stakeholder engagement in planning and decision making.

Initiatives	
5.2.1	Keep our community informed about the range and availability of our services and functions.
5.2.2	Work in partnership with community members, groups and organisations to achieve the aspirations captured within the <i>Benalla Rural City Community Plan 2016-2036</i> .

STRATEGIC OBJECTIVE 5.3

Provide good governance and responsible management and planning.

Initiatives	
5.3.1	Ensure Council is open, transparent, inclusive and accountable to the community through sound governance practices for making and implementing decisions.
5.3.2	Ensure services are efficient, well planned, accessible and meet community needs.
5.3.3	Develop and implement a three-year Internal Audit Program
5.3.4	Develop a 10-Year Forward Financial Plan to ensure assets and financial resources are managed responsibly to deliver financial sustainability.
5.3.5	Pursue appropriate and sustainable funding and service arrangements with State and Federal government to minimise cost shifting.
5.3.6	Develop a skilled and efficient workforce.

STRATEGIC OBJECTIVE 5.4

Demonstrate strong leadership and advocacy on key local issues on behalf of our community.

Initiatives	
5.4.1	Work in partnership with community, groups, local agencies and all levels of government to advocate for improved services, infrastructure and social outcomes for our community.
5.4.2	Advocate for a youth counsellor and improved service provision for our children and young people.
5.4.3	Advocate for improved passenger rail services and other transportation services.
5.4.4	Advocate for improved telecommunications services.
5.4.5	Develop and <i>Advocacy Strategy</i> .

STRATEGIC OBJECTIVE 5.5

We are compliant with our legislative and risk management responsibilities.

Initiatives	
5.5.1	Implement a Single Point Asset Management Program.
5.5.2	Promote an organisational culture of non-violence, respect and gender equity.
5.5.3	Review, update and implement our Risk Management Framework.
5.5.4	Manage the procurement of goods and services to provide transparency and best value for money.



PERFORMANCE MEASURES

- Community satisfaction with advocacy
- Community satisfaction with community consultation
- Community satisfaction with customer service
- Community satisfaction with informing the community
- Community satisfaction with making community decisions
- Community satisfaction with overall direction of Council
- Loans and borrowings
- Lost time injuries frequency rate
- % of required food safety assessments undertaken
- Planning application decided within 60 days
- Workforce turnover
- Working capital
- 100% compliance with Governance and Management Checklist

Related Strategies and Plans

- *Benalla Beckons 2015*
- *Benalla Business Growth (Enterprise Park) Project Study*
- *Enterprise Park Strategy*
- *Benalla Business and Tourism Growth Strategy 2014-2017*
- *Benalla Tourism Strategic Plan 2012-2013*
- *Economic Development Strategy 2010-2013*
- *Winton Wetlands Cycling Tourist Trail Strategy 2010*

OUR SERVICES

- Administration
- Contracts and Procurement
- Corporate Services
- Councillor Support
- Customer Service
- Executive
- Fleet Management
- Governance
- Information Management
- Marketing and Communication
- Organisational Development and Support
- Rates and Property

STRATEGIC RESOURCE PLAN



STRATEGIC RESOURCE PLAN

Council is required by the *Local Government Act 1989* (the Act) to prepare a Strategic Resource Plan (SRP) covering both financial and non-financial resources for at least the next four financial years to support the Council Plan.

The SRP takes the strategic objectives and initiatives as specified in the Council Plan and expresses them in financial terms for the next four years.

The key objective, which underlines the development of the SRP, is financial sustainability in the medium to long term, whilst still achieving Council's strategic objectives as specified in the Council Plan.

The key financial objectives, which underpin the Strategic Resource Plan, are:

- continuous improvement of service delivery within available resources
- effectively manage Council's risk
- where possible, increase capital projects funding to manage Council's renewal gap
- improve financial liquidity.

In preparing the SRP, Council has also been mindful of the need to comply with the following principles of sound financial management as contained in the Act:

- prudently manage financial risks relating to debt, assets and liabilities
- provide reasonable stability in the level of rate burden
- consider the financial impacts of Council decisions on future generations
- provide full, accurate and timely disclosure of financial information.

The SRP is prepared and revised annually based on the latest economic and financial at the time of preparing the plan. As economic and financial variables change over time, the plan is adjusted accordingly to take into accounts these movements.

The SRP comprises a four-year financial estimate that comprises the Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flow, Statement of Capital Works and Statement of Human Resources.

The 2020 Strategic Resource Plan will be updated with the Proposed 2020/21 Budget. Following a timeline extension from the Minister for Local Government, the 2020/21 Budget and 2020 Strategic Resource Plan must be adopted by 31 August 2020.





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