

ACTION PLAN 2021-2025

TO 30 JUNE 2023





OUR VISION

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

Acknowledgement of Country

We, the Benalla Rural City Council, acknowledge the traditional custodians of the land. We pay our respects to their Elders past and present and to Elders from other communities.

ABOUT THIS ACTION PLAN

The Council Plan is a medium-term (four years) plan that describes the ambitions and philosophy of the elected Council.

The Council Plan is the primary document to reflect the strategic agenda of the Council and it outlines clear themes, objectives and strategies.

The Council Plan is shaped by the voice of the community and incorporates:

- **Community Vision**

The long-term aspirations that the community has for Benalla Rural City.

- **Municipal Public Health and Wellbeing Plan**

What the Council will do to protect, improve and promote public health and wellbeing in Benalla Rural City.

The Council Plan, which must be reviewed annually, is implemented through an action plan that details the projects and programs that will be delivered to achieve Council Plan strategies.

Progress towards delivering the Council Plan Action Plan will be reported to the Council and the community bi-annually.

COMMUNITY VISION 2036

Council's Community Vision 2036 captures the community's vision for the next 15 years with a focus on liveability, sustainability, inclusivity and resilience.

This vision has seven guiding themes:

1. Community wellbeing and sense of place

2. A well planned, connected and accessible community

3. A vibrant, thriving and progressive economy

4. Planning for population growth

5. A sustainable environment

6. A destination of choice

7. Leadership and community spirit

YEAR ONE ACTION PLAN TO 30 JUNE 2023

This Action Plan highlights the five theme areas, as identified in the Council Plan as the top advocacy issues from 2021 to 2025. The Plan is divided into each theme, highlighting the associated key objective, the strategy, who is responsible to deliver and the success measure relevant to the timeframe (through to 30 June 2023). Any activities not relevant to this timeframe will be covered in subsequent Action Plans.

Five Themes provide the framework for the key objective and strategies within the Council Plan:

THEME 1

COMMUNITY

THEME 2

LIVEABILITY

THEME 3

ECONOMY

THEME 4

ENVIRONMENT

THEME 5

LEADERSHIP





STRATEGIES	ACTION (TO 30 JUNE 2023)
Objective: A healthy, safe and resilient community	
<p>1 Work closely with community and key stakeholders to plan for emergencies and build community resilience.</p>	<p>Develop a new <i>Municipal Emergency Management Plan</i>.</p>
<p>2 With our community and key stakeholders to address some of the priorities of the <i>Victorian Public Health and Wellbeing Plan 2019-2023</i>: healthy eating and active living; mental wellbeing, preventing violence and injury, and climate change and its impact on health.</p>	<p>Development, implementation and monitoring of <i>Benalla Rural City Municipal Health and Wellbeing Action Plan</i>.</p>
<p>3 Offer programs, services, activities and events that support, develop and connect community members of all abilities and lead the community in being age friendly and child and Covid safe.</p>	<p>Update and adopt <i>Benalla Rural City Council Community Access and Inclusion Plan</i>.</p>
Objective: A connected, involved and inclusive community	
<p>1 Support and promote opportunities for the community to participate in a range of social, recreational, and arts and cultural programs, activities and events.</p>	<p>Update and adopt <i>Benalla Rural City Council Youth Strategy</i>. Investigate development of an Off-Leash Dog Park. (MD)</p>
<p>2 Encourage, support, value and celebrate volunteering in the community.</p>	<p>Develop and adopt a strategy for engaging new volunteer participation.</p>
<p>3 Continue to respectfully engage, include, celebrate and promote Aboriginal and Torres Strait Islander culture and people.</p>	<p>Develop and adopt a <i>Benalla Rural City Council Aboriginal Reconciliation Plan</i>.</p>



STRATEGIES	ACTION (TO 30 JUNE 2023)
Objective: Vibrant public spaces and places	
<p>1 Maintain and develop sport and recreation facilities and reserves, parks, gardens, playgrounds, and walking and cycling paths to increase passive and active community participation and social connection.</p>	<p>Progress the Benalla Indoor Recreation Centre Redevelopment Project. Deliver Mitchell Street Lakeside Park project. Deliver Benalla Ceramic Mural Precinct Upgrade project.</p>
<p>2 Maintain the amenity and cleanliness of townships, public spaces, roadsides and community facilities.</p>	<p>Deliver Benalla Town Hall Infrastructure Upgrade project. (MFIT)</p>
<p>3 Ensure open spaces and public places in existing and developing communities are thoughtfully planned, connected, green, sustainable, accessible, engaging and inclusive and consider the needs of an ageing community.</p>	<p>Deliver the Playground Renewal Program.</p>
<p>4 Beautify streetscapes, landscaping, signage and town entrances.</p>	<p>Deliver the Bridge Street Streetscape project.</p>
<p>5 Enhance and maintain key places of significance.</p>	<p>Delivery of key capital works projects: Visitor Information Centre Redevelopment, Benalla Art Gallery Redevelopment and Benalla Art Gallery Off-Site Storage. Update Benalla Airport Master Plan.</p>
<p>6 Advocate for and act on opportunities to protect, maintain and preserve heritage assets.</p>	<p>Develop <i>Benalla Rural City Heritage Study</i>.</p>
Objective: Connected and accessible roads, footpaths, transport and parking	
<p>1 Deliver and maintain accessible and safe footpaths and cycle paths in existing and new neighbourhoods.</p>	<p>Review and update <i>Pathways to the Future – Shared Path Project Strategy</i>. Deliver new footpath works. Deliver Lakeside Walk Boardwalk Renewal project. Deliver Kerb and Channel Replacement program.</p>
<p>2 Maintain and improve drainage, bridges, parking and road networks to meet the needs of the current and future population.</p>	<p>Deliver Fawckner Drive, Benalla Upgrade project. Implement <i>Benalla Rural City Council Drainage Strategy</i>. Develop and adopt a <i>Benalla Rural City Council Asset Plan</i>.</p>
<p>3 Plan for population growth and accessibility for all.</p>	<p>Develop and adopt <i>Benalla Rural City Growth Strategy</i>.</p>



STRATEGIES	ACTION (TO 30 JUNE 2023)
Objective: Thriving business and industry	
<p>1 Work together with key stakeholders to engage, support, strengthen, enhance and diversify local business.</p>	<p>Develop the <i>Economic Diversification Plan</i>.</p>
<p>2 Attract new investment, business and industry to the Benalla Rural City to facilitate business growth and job creation.</p>	<p>Develop the <i>Economic Diversification Plan</i>.</p>
Objective: Flourishing tourism	
<p>1 Strengthen the visitor economy through growth of events and promotion of unique assets and experiences and visitor attractions.</p>	<p>Review and update the <i>Events and Tourism strategy</i>.</p>
Objective: Sustainable practices	
<p>1 Work with key stakeholders to improve local learning and employment pathway opportunities that address skills gaps, align with future needs and support lifelong learning.</p>	<p>Develop the <i>Economic Diversification Plan</i>.</p>



STRATEGIES	ACTION (TO 30 JUNE 2023)
Objective: Healthy and protected natural environment	
<p>1 Partner with agencies and the community to manage and enhance our natural environmental assets, water quality and river health across Benalla Rural City and support the Goulburn Broken Catchment Management Authority Regional Catchment Strategy and other regional environmental strategies.</p>	<p>Review and update the <i>Environmental Strategy</i> and the <i>Climate Change Adaptation Plan</i>.</p>
Objective: High quality, efficient and sustainable waste management	
<p>1 Actively promote responsible behaviours to reduce waste.</p>	<p>Review and update <i>Waste Management Policy</i>, considering the introduction of hard waste collection and ‘tip vouchers’.</p>
<p>2 Provide efficient and sustainable waste management services.</p>	<p>Bring Benalla Landfill and Resource Recovery Centre Transfer Station into operation.</p>
Objective: Sustainable practices	
<p>1 Partner with business, industry and community to plan and implement local approaches and initiatives that respond to climate change.</p>	<p>Review, update and adopt <i>Benalla Rural City Council Environment Strategy</i>.</p>
<p>2 Advocate, promote, support and encourage the use of renewable and clean energy and technology.</p>	<p>Review, update and adopt <i>Benalla Rural City Council Environment Strategy</i>.</p>
<p>3 Improve Council’s sustainability performance through greater use of renewable energy and demonstrating sustainability leadership to the community.</p>	<p>Review, update and adopt <i>Benalla Rural City Council Environment Strategy</i>.</p>



STRATEGIES	ACTION (TO 30 JUNE 2023)
Objective: Good governance	
<p>1 Ensure compliance with the Local Government Act 2020 and other relevant legislation and regulations.</p>	<p>Development and adoption of policies and strategies required under the <i>Local Government Act 2020</i>.</p>
<p>2 Ensure key community priorities captured in the long-term community vision are reflected in the Council Plan.</p>	<p>Review and update the <i>Long Term Community Plan</i>.</p>
<p>3 Deliver responsible budget outcomes linked to strategy that maintain financial sustainability and deliver value for money and rating fairness.</p>	<p>Ongoing development of <i>Financial Plan</i>.</p>
Objective: Engaged and informed community	
<p>1 Work in partnership with community members, groups and organisations to achieve the aspirations captured within the Benalla Rural City long-term Community Vision.</p>	<p>Review and update the <i>Long Term Community Plan</i>.</p>
<p>2 Create opportunities for deliberative engagement prior to decision making and actively improve and enhance Council's community engagement practices.</p>	<p>Develop and adopt a <i>Benalla Rural City Council Community Engagement Policy and Community Engagement Framework and Toolkit</i>.</p>
<p>3 Provide timely and effective communications in plain language to the community about Council services, activities and decision making.</p>	<p>Develop and adopt a <i>Benalla Rural City Council Community Engagement Policy and Community Engagement Framework and Toolkit</i>. (MC)</p>
Objective: High performance culture	
<p>1 Improve customer experience through responsive, timely, efficient, well planned, and accessible services.</p>	<p>Review and update the <i>Customer Relations Strategy</i>. Review, update and implement the <i>Benalla Rural City Council Information Technology and Communications Strategy</i>.</p>
<p>2 Develop a skilled, efficient and high performing customer focussed workforce.</p>	<p>Develop a <i>Benalla Rural City Council Workforce Plan</i>.</p>
Objective: Effective and responsive advocacy	
<p>1 Work in partnership with community, groups, local agencies, and all levels of government to advocate for improved services, infrastructure and social outcomes for the community and report on advocacy outcomes.</p>	<p>Develop and adopt a <i>Benalla Rural City Council Advocacy Strategy</i>.</p>

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