

7.2 Action Plan

The actions contained in this plan will be implemented by the Benalla Rural City Council over a period of twelve years. An indication of Council area of responsibility and of the resources required for implementation is provided against each action. Many actions are intended to be implemented by Council staff within existing resource allocations by incorporating the action into annual departmental business plans.

A number of actions in the plan require an additional allocation of resources, which will be sought through external funding opportunities and internal budget allocations over the twelve year period.

The Action Plan details funding arrangements for each action, expected time of implementation and area of responsibility, and success indicators. It also assesses the number of risks addressed. Numbers in the risk column denote the risk number in the risk table in Appendix One. The Action Plan also details benefits and risks addressed by each action outside of climate change adaptation.

Actions	Funding	Risks Addressed	Benefits outside of climate change adaptation	Risks addressed outside of climate change	Implementation schedule and responsibility	Success Indicators
Healthy and Resilient Community						
1. Community based food production is prevalent						
1.1 Encourage Community support of agriculture. Eg: Buying local; Farmer's markets; Introduction of farm corner alliances; Implementation of a pilot project for a community garden; edible street scape	Medium funding required. New Council capacity required, either a committee or new staff member. SUBJECT TO ADDITIONAL FUNDING	3, 39, 42, 44, 46, 47, 52, 61	Support local agriculture, build community connections	Food supply	2017 AND ONGOING: Manager Economic Development and Tourism, Environmental Sustainability Coordinator, Manager Community Development.	Various support means are implemented and reported. Local food sold locally.
1.2 Planning controls ensure there is space provided for future community food gardens	Medium funding required. New Council capacity required, either a committee or new staff member. SUBJECT TO ADDITIONAL FUNDING	3, 4, 61	Support local agriculture, build community connections	Food supply	2017: Manager Development. Potential to incorporate with other Planning Scheme reviews	Documentation of consideration in next Planning Scheme review
1.3 Compile, and make available to landholders and investors, information on alternative agricultural enterprises and potentially suitable land uses. Include identification of opportunities and constraints for different enterprises, impacts of climate change on potential enterprises, and gross margin analyses.	Low - resources required. SUBJECT TO ADDITIONAL FUNDING	61, 63, 64, 65, 66,	Sustainable land uses, support local agriculture	Food supply, inappropriate land use	2014: Manager Economic Development and Tourism.	Information is available and accessible. 'Innovation in Farming' workshop conducted.
2. There are integrated allied health and community services that are easily accessible and affordable to the whole community						
2.1 Encourage health services to be more accessible in the provision of climate related health care by identifying further opportunities for health services to collaborate. Advocate for increased accessibility of bulk billing.	Existing Resources	39	Support public health	Increased need for health services	ONGOING: Manager Community Services	Documented identification of opportunities and advocacy.

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2.2 Provide information to the community: service mapping of what services are available; assistance with mental health issues. Particularly for the farming community. Advocate for development of peer-support groups	Low to medium funding required. Advancing Country Towns Project 2011-2015 possibility.	39, 44, 45, 47, 54	Support public health	Increased need for health services	2013: Health and Wellbeing Action Team and Manager Community Services	Information is available and accessible.
3. An informed and resilient community is prepared for extreme events through mitigation, response and recovery planning						
3.1 Frequent community run-throughs of Emergency Management Plans to increase community preparedness, including small community clusters	Low - resources required. Council funded.	22, 37, 58, 75, 77, 78, 80	Efficient and effective emergency management, Increased community confidence	Emergency events	ONGOING FROM 2014: Manager Facilities.	Documented community run throughs are numerous and include small rural communities
3.2 Maintain strong relationships with emergency management providers	Existing funds and capacity	22, 37, 43, 58, 75, 77, 78	Efficient and effective emergency management, Increased community confidence	Emergency events	ONGOING: General Managers - Development and Environment, and Corporate and Community	Partnership structure is officially maintained
3.3 Council advocates for co-location of emergency services	Existing funds and capacity	22, 37, 43, 58, 75, 77, 78	Efficient and effective emergency management, Increased community confidence	Emergency events	ONGOING: Chief Executive Officer	Meeting minutes reflect advocacy
3.4 Community education for emergency management reviewed to ensure community preparedness for extreme events. Service providers engaged to help prepare clients for emergencies	Low - resources required. Council funded.	22, 37, 43, 58, 75, 77, 78	Efficient and effective emergency management, Increased community confidence	Emergency events	ONGOING: Emergency Management Team	Details of community education campaigns. Future community surveys indicate a prepared community
3.5 Ensure active community participation in Council's Emergency Management Committee to make the committee proactive and focussed	Low - resources required. Funds available.	22, 37, 43, 58, 75, 77, 78, 80	Efficient and effective emergency management, Increased community confidence	Emergency events	ONGOING: Inter-agency Emergency Management Group.	Documented community participation
3.6 Information on emergency risks and preparedness for emergencies should be a part of the new residents kit	Existing resources	22, 37, 39, 43, 58	Efficient and effective emergency management, Increased community confidence	Emergency events	2013: Manager Customer Relations	New residents kit includes this information
3.7 Communications Strategy for emergency management should include how to communicate with visitors about the risks of extreme weather events, what to do on Code Red days, and what to do in an emergency	Existing resources	43, 72	Efficient and effective emergency management, Increased community confidence	Emergency events	2014: Emergency Management Team	There is a communications strategy for communicating risks of extreme events and this includes communication with visitors. Copy located at Visitor Info Centre.

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4. Community capacity to adapt to changes in climate is increased						
4.1 Support local leadership on climate change by providing practical support, such as training and funding opportunities	Existing resources	34, 45, 49, 59, 60	Support community groups	Poor perception of Council support of community groups	ONGOING: General Manager Environment and Development, and Manager Economic Development and Tourism	Recorded incidences of community groups receiving Council support
4.2 Advocate for and support regional efforts to collaborate on projects that increase community resilience and provide economies of scale for initiatives that reduce risks from climate change.	Existing resources - commitment to projects may require additional funding	Many	Increased community resilience; many other potential benefits depending on the project	Lack of funding to support initiatives	ONGOING: General Manager - Development and Environment	Participation in the regional Greenhouse Alliances and active support for their regional projects
Healthy and Resilient Economy						
5. The local economy is diverse and the community and Council engage in sustainable business practices						
5.1 Advocate for world class telecommunications infrastructure to assist with reducing transport needs and supporting emergency response	Very Low - resources required. Council funded.	72, 77	Attractive for businesses		ONGOING: Manager Economic Development and Tourism.	Documented advocacy in meeting minutes
5.2 Expand Council's communication practices to embrace the digital economy and, particularly, to help the local business community develop a greater online presence	Existing resources. Very low resources required to involve local business community.	72, 73, 77, 81	Easier to connect with regional networks. Better targeted communication. Greater versatility in the business community.		ONGOING as able: Manager Customer Relations and Manager Economic Development and Tourism	Increased frequency in the use of digital communications, as reported by staff. Increased website hits, particularly on the economic development section of the website
5.3 Develop partnerships with education providers, industry associations and government agencies to deliver the latest business training that <i>Includes: reviewing risk exposure of local industry to climate change, variability and water availability; and encourages best practice in environmentally sustainable processes</i>	Medium - resources required. SUBJECT TO ADDITIONAL FUNDING	61, 62, 63, 64, 66	Increased business diversity	Declining economic base	2020: Manager Economic Development and Tourism.	Business training addressing these issues is implemented
5.4 Encourage innovative and diversified practices in agriculture and advocate for continued investment in research, development and extension of agricultural techniques	Medium - resources required. SUBJECT TO ADDITIONAL FUNDING	61, 68	Enhance rural communities	Decline of rural communities	2017: Manager Economic Development and Tourism.	Documented discussion with DPI and VFF. Information available on innovative and diversified agricultural practices

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5.5 Continue to attract new businesses to Benalla, particularly those that are resilient to the impacts of a changing climate and encourage existing businesses to work together to ensure maximum activity and diversity in a changing climate	Existing resources - Economic Development ACT 2011-2015	61, 62, 63, 64, 66	Increased business diversity	Declining economic base	ONGOING: Manager Economic Development and Tourism	Documented activities to support new businesses and collaboration between existing businesses.
5.6 Advocate with relevant farm service providers to improve outreach and services to farmers and to harmonise the needs of existing land owners with potential new farmers through leasing and farm share arrangements	Very Low - resources required. Council funded.	61, 68	Enhance rural communities	Decline of rural communities	ONGOING: Manager Economic Development and Tourism.	Documented discussion with DPI and VFF. Information available on innovative and diversified agricultural practices
Healthy and Resilient Environment						
6. Healthy river systems and natural assets are appreciated as a community asset at risk from a changing climate. Their importance underpins planning and policy decisions.						
6.1 Stormwater Management Plan is reviewed and reflects best practice and all new and renewed infrastructure meets these standards. Bioretention and other natural processes are used to improve the quality of stormwater entering streams and rivers	Capacity to implement after 2015. Low resources required. Council funded.	1, 9, 10, 11	Better stormwater management	Flood risk and damage to infrastructure from poor drainage	2016: Manager Infrastructure.	Stormwater Management Plan is reviewed and includes identified processes
6.2 Advocate for regional cooperation to develop regional standards for stormwater drainage and to pursue funding options for upgrades for stormwater infrastructure. Participate in the Goulburn Broken Stormwater Project	Existing resources	1, 9, 10, 11	Better stormwater management	Flood risk and damage to infrastructure from poor drainage	ONGOING: Manager Infrastructure liaising with North East Greenhouse Alliance	Minutes from discussions with GM and NE Water Authorities
6.3 Become actively involved in the North East and Goulburn Broken Regional Water Monitoring Partnerships and collaborate with other agencies to obtain better knowledge of groundwater resources and to improve groundwater monitoring	Low - medium resources required. Council funded.	2, 7, 26, 31, 32	Better relationships with regional water authorities	Water pollution	ONGOING: General Manager Development and Environment. Implement in conjunction with the Goulburn Broken and North East Greenhouse Alliances.	Documented involvement with the two Regional Water Monitoring Partnerships
6.4 Council maintains strong relationships with related State and Federal Government agencies and private landholders to promote river health	Existing resources	2, 7, 19, 27, 30, 31, 32, 33	Better relationships with other agencies; improved river health	Decreased river health	ONGOING: General Manager - Development and Environment	Collaboration with GBCMA

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6.5 Open spaces are well cared for and priorities for management in a changing climate are established based on resource significance, risk and usage to maximise results. Prioritise management by evaluating environmental significance, prioritise management actions, develop partnerships to share use and management, management of common risks such as pest plants and animals, include education at sites	Medium - resources required. SUBJECT TO ADDITIONAL FUNDING	5, 23, 24, 25, 26, 27, 29, 31, 32, 34, 50, 55	Recreation, tourism, ecosystem health	Threats to biodiversity	2021: Manager Facilities and Environmental Sustainability Coordinator	Documented management priorities
6.6 Education and promotion of environmental services of the area and how these are affected by a changing climate are outlined by Council and understood by the community	Existing resources using existing communications avenues	5, 23, 24, 25, 26, 27, 29, 31, 32, 34, 50, 55	Recreation, tourism, ecosystem health	Threats to biodiversity	ONGOING UPDATED YEARLY: Environmental Sustainability Coordinator	Information is available and accessible.
6.7 Policy and planning protects significant natural and other assets for future generations, and integrates emergency management and water security.	Tie in to scheduled Planning Scheme renewal. Review existing plans and strategies. Would need medium resources for background research documents. Council funded, may need ADDITIONAL FUNDING for some aspects.	1, 3, 4, 5, 8, 19, 23, 26, 27, 28, 29, 30, 31, 32, 33, 34	Recreation, tourism, ecosystem health, river health, water supply	Threats to biodiversity; threats to river health	ONGOING: General Manager Development and Environment. Changes not likely to come into effect until 2015 onwards.	Planning scheme review incorporates natural assets
A Prepared and Responsive Council that Demonstrates Leadership						
7. Council actively plans for and has processes to address interruptions in service delivery arising from extreme events, and actively addresses the physical and mental health of staff during extreme events						
7.1 Overarching strategy to address all forms of extreme events: floods; fire; drought; heatwaves; windstorms; epidemic. Include mandatory post-event review for continuous improvement	Low - resources required. Funds available.	1, 6, 9, 10, 21, 22, 25, 26, 33, 36, 37, 39, 43, 50, 58, 71, 72, 73, 74, 75, 76, 77, 78, 80	Public safety, Community view of Council as a leader	Emergency response	ONGOING: Inter-agency Emergency Management Group.	Municipal Emergency Response Strategy is in place
7.2 Develop policies and procedures to address each potential extreme event to ensure workplace safety and compliance measures for all staff, including reviewing the Business Continuity Plan	Low - resources required. Council funded.	73, 74, 75, 76, 77, 78, 80	Positive staff work dynamics	OH&S, Business continuity in an emergency	Policy for extreme weather adopted. ONGOING: General Manager Corporate and Community.	Policies adopted. Business Continuity Plan reviewed

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7.3 Identify opportunities to assess what skills and resources are needed within Council to increase the capacity and resilience of staff and councillors in periods of considerable stress and change.	Low - resources required. Assessment Council funded. Delivery may need ADDITIONAL FUNDING	73, 75, 76, 77, 78, 79, 80	Positive staff work dynamics	OH&S, Business continuity in an emergency	Assessment complete by 2014: Manager People and Performance. Delivery ongoing.	Staff report good level of support in times of stress
7.4 Undertake an open space and recreation strategy. In addition to other parameters, management of open spaces must consider provision of places of refuge for people in a changed climate.	Medium - resources required. SUBJECT TO ADDITIONAL FUNDING	34, 50, 55, 69, 71	Increased community connectedness, Focus on public health and wellbeing, attract tourists	Decreased public health/increased obesity, decreased community connections	2016: Manager Facilities.	Open space and recreation strategy is adopted
8. Council ensures delivery of Climate Change Adaptation Action Plan through transparent processes						
8.1 Processes are in place to ensure climate change risk and adaptation opportunities are addressed in every new report	Existing resources	All risks	Council delivers what is promised	Plan not implemented	2013: General Manager Corporate and Community	Processes are in place
8.2 Staff should be required to report on how climate change risk has been addressed in annual reports and performance reviews	Existing resources - performance planning and annual reviews	All risks	Council delivers what is promised	Plan not implemented	2013: Chief Executive Officer and Manager People and Performance	Templates include assessment of climate change risk
9. Council building stock and public assets exemplify best practice resource efficiency						
9.1 Council reviews standards for construction and maintenance for all forms of assets to ensure standards consider future changes in climate and extreme events	Low - resources required. Council funded.	4, 11, 12, 40, 41, 46, 52	Longer life of assets	Decline in condition of assets	ONGOING: Manager Infrastructure. Role out as standard practice.	Standards reviewed and reflect climate considerations
9.2 Council establishes priorities for the public assets that will be maintained during periods of reduced water availability and high heat and engages the community to communicate the resulting different levels of service	Very Low - resources required. Council funded.	27, 50, 55	Recreation, tourism	Community discontent	ONGOING: Manager Community Services. Incorporate into Heatwave Strategy.	Priorities are established and information is available and accessible
9.3 Establish shading for picnic areas, playgrounds, childcare centres, kindergartens, aged care facilities, streetscapes and civic spaces as these spaces become subject to maintenance, upgrade or renewal	Very Low - additional resources required. Council funded. May seek additional funding.	53, 55	Recreation	Community discontent	ONGOING: Manager Facilities.	Shading established in new locations
9.4 Investigate alternative water sources for pools and to water green spaces during periods of high heat and low water availability	Very Low - resources required. Council funded.	8, 29, 30, 50, 55	Recreation, tourism, water saving measures	Water supply, declining public amenity	2015: Manager Infrastructure.	Documented options available

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9.5 As green space assets are scheduled for upgrade or maintenance, renew with drought tolerant species and water saving irrigation designs.	Existing resources if original maintenance scheduling is kept. May need additional funds.	8, 24, 25, 29, 30, 50, 55	Recreation, tourism, water saving measures	Water supply, declining public amenity	ONGOING: Manager Facilities	Drought tolerant species are planted in upgraded green space. Irrigation design results in increased water saving
9.6 Role model best practices in energy efficient infrastructure by mandating a high standard of building efficiency for all existing and new Council buildings. Include lifecycle cost analysis for all new buildings and retrofits	Existing resources - budgets may need supplementing	52, 53, 81	Council showing leadership, decreased energy costs to Council, mitigation of emissions	Negative public perception of Council, rising resource costs	2016: Chief Executive Officer	New and re-newed Council buildings are resource efficient
9.7 Encourage and support the development of a series of demonstration projects located in new residential/commercial/industrial/agricultural developments, which focus on applying and promoting new technology in water management and resource efficiency. Investigate what would work best by looking at current practices that already exemplify best practice	Very Low - resources required. DBI Infrastructure Grant.	2, 4, 35, 46, 52	Council showing leadership, decreased energy costs to Council, mitigation of emissions	Negative public perception of Council, rising resource costs	2014: General Manager Development and Environment. Enterprise Park Project Development.	Appropriate examples are identified and developed
9.8 Include consideration of extreme heat and low rainfall, and of flooding impact potential in any future street tree policy	Existing resources	8, 24, 25, 29, 30, 50	Community amenity	Public safety	2013: Manager Facilities	Street Tree Policy is adopted and includes impacts of heat and flood
10. Utilities and infrastructure is built and maintained to withstand increased flood events and heatwave events.						
10.1 Council advocates for Federal and State Government to review policies, regulations and standards to reflect changing needs for all forms of infrastructure to withstand impacts of increased weather extremes.	Existing resources	2, 6, 11, 12, 14, 15, 45, 46, 52	Public safety		ONGOING: Manager Development.	Avenues of advocacy documented
10.2 Review road management plans and maintenance schedules to ensure they provide for an increase in heat extremes and significant water run off.	Very Low - resources required. Council funded.	11, 12	More durable surfaces	Deterioration in regular extreme weather events	2013: Manager Facilities.	Road management and maintenance provides for increased heat and water runoff

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10.3 Undertake a review of all infrastructure costs of recent flooding events and use to identify a hierarchy of risks to Council infrastructure. Use to inform future asset management planning by determining which assets need to be retrofitted to handle larger rain events. Continue discussions in Council over how needed retrofits will be funded and on how to create extra funds for maintaining infrastructure into the future.	Low - resources required. Council funded.	1, 9, 10, 40, 41, 50	Less damage during flood events	Flood risk and damage to infrastructure from poor drainage	2014: General Manager Development and Environment. Currently in process.	Infrastructure maintained to handle larger and more frequent flood events
11. The community and Council are less reliant on fossil fuels and have access to less fossil fuel dependent transport options						
11.1 Council sets energy targets for its own operations by 2013 and implements it by 2014 covering power, fuel and fleet, water, procurement and project planning, carbon emissions, consumption.	Consider including in 2013-2017 Council Plan. Individual plans/policies may require up to a medium level of increased resources. Council funded.	8, 13, 35, 81	Climate change mitigation, role model for the community, decreased resource costs	Rising resource costs, community confidence in Council as a leader	2014: General Manager Development and Environment. Goulburn Broken Greenhouse Alliance sustainability training used to develop capacity in staff.	Energy targets set and implemented
11.2 Council promotes energy efficiency with households and businesses	Existing resources if partner with BSFG and BBN	35, 42, 46, 48, 62	Decreased resource costs for the community	Rising resource costs	ONGOING: Manager Economic Development and Tourism, and Environmental Sustainability Coordinator	Information is available and accessible.
11.3 Council advocates to State Government for efficient and timely regional transport choices for all	Existing resources	56	Improved accessibility	Community fragmentation, increased vulnerability of the elderly and infirm who are unable to drive	ONGOING: General Manager Environment and Development	Avenues of advocacy documented
11.4 Council builds and maintains shared pathways to encourage non-car trips following community input on priority pathways	Very high - resources required. CONTRIBUTION FROM COUNCIL BUT SUBJECT TO ADDITIONAL FUNDING	55, 56, 69, 71	Tourism, recreation		2025: General Manager Development and Environment. CONTRIBUTION FROM COUNCIL BUT SUBJECT TO ADDITIONAL FUNDING	Increased shared pathways
11.5 Council hosts, promotes and facilitates a car pooling system to assist with filling the gaps in regional transport options within the organisation and the community - could be through current social networking means	Low - resources required. SUBJECT TO ADDITIONAL FUNDING	54, 56	Improved accessibility	Community fragmentation, increased vulnerability of the elderly and infirm who are unable to drive	2015: Manager Community Development.	Car-pooling system implemented
11.6 Develop resources to encourage the public, builders and developers to build and design resource friendly houses and buildings, similar to those produced by the Indigo Shire. Seek permission from Indigo Shire to use their resources.	Low - resources required. SUBJECT TO ADDITIONAL FUNDING.	35, 46, 48, 52	Ease financial burden of increased resource costs on the community	Rising resource costs - impact on the community	2015: Manager Development, and Environmental Sustainability Coordinator.	Resources designed, available and accessible to the community

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11.7 Develop a peak oil strategy, including support for alternative energy and transport options, including personal vehicles	Low - resources required. SUBJECT TO ADDITIONAL FUNDING	44, 48, 67, 81	Ease transition to using renewable resources	Decrease in availability of fossil fuels	2017: General Manager Development and Environment.	Peak Oil strategy in place
11.8 Undertake a feasibility study to assess alternative energy options for the Benalla community and identify actions for Council to undertake. Include: Interested community; bulk supply; viable business options. Funding potential in Clean Energy Futures and Community Energy Efficiency Program. Scoping to be completed by end 2013	High - resources required. SUBJECT TO ADDITIONAL FUNDING. Funding potential in Clean Energy Futures and Community Energy Efficiency Program.	62, 65, 67, 81	Economic diversification, mitigation of emissions, freedom from reliance on fossil fuels	Decrease in availability of fossil fuels	Scoping to be completed by end 2013, project delivered by 2015: Environmental Sustainability Coordinator, and Manager Economic Development and Tourism.	Feasibility study completed

Colour Key

Goulburn Broken Greenhouse Alliance

North East Greenhouse Alliance

Hume Strategy

Project Steering Committee

Council Leadership Team

Funding Key

Very Low = <\$10000

Low = \$10000-\$100000

Medium = \$100000-\$200000

High = \$200000-\$500000

Very high = >\$500000