



Mildura Rural City Council

MINUTES

Ordinary Meeting of Council

5:30pm Thursday 21 December 2023

VENUE:

**Committee & Council Room
76 Deakin Ave, Mildura**

NEXT ORDINARY MEETING OF COUNCIL

5:30pm Thursday 25 January 2024

Copies of Mildura Rural City Council's Agendas & Minutes
can be obtained online at www.mildura.vic.gov.au

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MARTIN HAWSON

CHIEF EXECUTIVE OFFICER

1 PRAYER AND ACKNOWLEDGEMENT OF COUNTRY

The Mayor read the Council prayer and paid respects to the traditional land owners.

2 OPENING AND WELCOME

The Mayor welcomed Councillors, management, staff and members of the public viewing the live stream.

3 PRESENT

Councillors

Cr Liam Wood	Mayor
Cr Mark Eckel	Deputy Mayor
Cr Ian Arney	
Cr Troy Bailey	
Cr Helen Healy	
Cr Glenn Milne	
Cr Jason Modica	
Cr Jodi Reynolds	

Officers

Martin Hawson	Chief Executive Officer
Daryl Morgan	General Manager Infrastructure & Assets
Mark Jenkins	General Manager Healthy Communities
Cheree Jukes	Acting General Manager Corporate Performance
Peter Alexander	General Manager Strategy & Growth
Larni Baird	Manager Governance

4 APOLOGIES AND ABSENCES

Moved: Cr Jason Modica

Seconded: Cr Mark Eckel

That Council accept the apology from the following Councillor:

Cr Stefano de Pieri

CARRIED

5 DISCLOSURE OF CONFLICT OF INTEREST

Cr Modica foreshadowed his conflict of interest for item 15.4.

Mayor Wood foreshadowed his conflict of interest for item 15.4

Cr Milne foreshadowed his conflict of interest for an item in confidential business.

NB: This conflict of interest was later retracted.

Mayor Wood foreshadowed his conflict of interest for item 15.9

6 CONFIRMATION OF MINUTES

Moved: Cr Jodi Reynolds
Seconded: Cr Glenn Milne

That the Minutes of the Ordinary Meeting of Council held on Thursday 23 November 2023 be confirmed as a correct record.

That the Minutes of the Confidential Meeting of Council held on Thursday 23 November 2023 be confirmed as a correct record.

CARRIED

7 CONFIRMATION OF COUNCIL AUSPICED MEETINGS

In accordance with Part 21 of Council's Governance Rules, records of Council Auspiced Meetings must be reported to the next Ordinary Meeting of Council and confirmed in the minutes.

A Council Auspiced Meeting is defined in the Governance Rules as a meeting at which matters are considered that are intended or likely to be the subject of a Council decision or the exercise of a delegated authority and which is either of the following:

- A meeting of an advisory committee where at least one Councillor is present; or
- A planned or scheduled meeting that includes at least half the Councillors and at least one Council officer.

The record is therefore presented for Council's noting.

Moved: Cr Jodi Reynolds

Seconded: Cr Jason Modica

That Council note the following records of Council Auspiced Meetings:

- **Audit and Risk Committee Meeting – 15 November 2023**
- **Mildura Heritage Study Stage 2 – Councillor Briefing #2 – 29 November 2023**
- **Mildura East Growth Area Strategic Framework Councillor briefing #3 – 7 December 2023**
- **Council Forum – 7 December 2023**

CARRIED

RECORD OF COUNCIL AUSPICED MEETINGS

Meeting Details	Councillor Attendees	Other Attendees	Matters Discussed	Conflict of Interest Disclosures
Audit and Risk Committee Meeting – 15 November 2023	Cr Liam Wood	<p>Martin Hawson, Chief Executive Officer Kate Henschke, General Manager Corporate Performance Mark McMillan, Manager Financial Services Larni Baird, Manager Governance Peter Alexander, General Manager Strategy & Growth Sharon Yantses, Executive Assistant General Manager Corporate Performance Max Folie, Audit and Risk Committee Member Min Poole, Audit and Risk Committee Member Julie Humphrey, Audit and Risk Committee Member Maria Carrazza, Audit and Risk Committee Member Tom Fazio, Internal Auditor Afzal Mayet, Internal Auditor Trevor Willcock, Chief Executive Officer Mildura Airport Peter O'Donnell, Chairperson Mildura Airport Marcus Guthrie, Board Member Mildura Airport</p>	<ol style="list-style-type: none"> 1. PRESENT 2. APOLOGIES 3. DECLARATION OF CONFLICTS OF INTEREST 4. CONFIRMATION OF MINUTES 5. BUSINESS ARISING FROM MINUTES OF PREVIOUS MEETINGS 6. AUDIT REPORTS <ol style="list-style-type: none"> [1] Mildura Regional Development – Final Management Letter 2022-2023 - Draft [2] Mildura Airport Pty Ltd – Final Management Letter 2022-2023 - Draft [3] Internal Audit Projects Progress Report at 31 October 2023 [4] Business Continuity Review – Final Report – September 2023 [5] Internal Audit Tracking Register 7. OFFICER REPORTS <ol style="list-style-type: none"> [1] Mildura Sporting Precinct Update – Presentation [2] Quarterly Risk Management Report – September 2023 [3] Annual Customer Complaints Management Report – 2022-2023 [4] Internal Control Environment Register – Four-Year Rolling Plan 2023-2026 – Report on Compliance with 2023 Review Timeframes 	Nil

			<p>[5] Mildura Cemetery Trust – Annual Report 2022-2023</p> <p>[6] Chief Executive Officer's Update</p> <p>[7] General Manager Corporate Performance's Update on Operational Matters</p> <p>[8] Fraud Control and Emerging Risks - Update</p> <p>8. AUDIT AND RISK COMMITTEE ADMINISTRATION</p> <p>[1] Audit and Risk Committee Annual Work Plan/Key Performance Indicators 2024 including Internal Control Environment Register - Four-Year Rolling Plan 2024-2027</p> <p>9. URGENT BUSINESS</p> <p>10. NEXT MEETING</p> <p>11. CLOSE</p>	
Mildura Heritage Study Stage 2 – Councillor Briefing #2 – 29 November 2023	<p>Cr Liam Wood</p> <p>Cr Mark Eckel</p> <p>Cr Ian Arney</p> <p>Cr Stefano de Pieri</p> <p>Cr Helen Healy</p> <p>Cr Jason Modica</p> <p>Cr Jodi Reynolds</p>	<p>Martin Hawson, Chief Executive Officer</p> <p>Mark Jenkins, General Manager Healthy Communities</p> <p>Stephanie Harder, Manager Strategic Planning</p> <p>Abi Sobowale, Strategic Planner</p> <p>Jacqueline Murnane, Strategic Planner</p> <p>Bernadette George, Strategic Planner</p>	<p>1. Progress report, from September '22 to November '23 including site visit findings March 2023 and confirmation there will be at least 93 citations an recommended additions to the heritage overlay, from the initial tally of 136 shortlisted possible places determined at the end of stage one of this study.</p>	Nil
Mildura East Growth Area Strategic Framework Councillor briefing #3 – 7 December 2023	<p>Cr Liam Wood</p> <p>Cr Mark Eckel</p> <p>Cr Ian Arney</p> <p>Cr Troy Bailey</p> <p>Cr Helen Healy</p> <p>Cr Glenn Milne</p> <p>Cr Jason Modica</p> <p>Cr Jodi Reynolds</p>	<p>Martin Hawson, Chief Executive Officer</p> <p>Mark Jenkins, General Manager Healthy Communities</p> <p>Daryl Morgan, General Manager Infrastructure & Assets</p> <p>Kate Henschke, General Manager Corporate Performance</p> <p>Stephanie Harder, Manager Strategic Planning</p> <p>Abi Sobowale, Strategic Planner</p> <p>Jacqueline Murnane, Strategic Planner</p> <p>Bernadette George, Strategic Planner</p>	<p>1. MEGA – Draft Strategic Framework Project Update and Projected Timelines</p>	Nil
Council Forum – 7 December 2023	<p>Cr Liam Wood</p> <p>Cr Mark Eckel</p> <p>Cr Ian Arney</p> <p>Cr Troy Bailey</p> <p>Cr Stefano de Pieri</p> <p>Cr Helen Healy</p> <p>Cr Glenn Milne</p>	<p>Martin Hawson, Chief Executive Officer</p> <p>Daryl Morgan, General Manager Infrastructure & Assets</p> <p>Mark Jenkins, General Manager Healthy Communities</p> <p>Peter Alexander, General Manager Strategy & Growth</p> <p>Kate Henschke, General Manager Corporate Performance</p> <p>Larni Baird, Manager Governance</p> <p>Ben Piscioneri, Acting Manager Communications</p>	<p>1. Preparations for Council Election 2024</p> <p>2. Mildura History Book</p> <p>3. Budget Review – September 2023 Quarter</p> <p>4. Quarterly Financial Management Report – September 2023</p>	Nil

	Cr Jason Modica Cr Jodi Reynolds		<ul style="list-style-type: none"> 5. Draft Harm Minimisation from Gambling Policy 6. Process for Adoption of the Mildura City Heart Special Rate 2024-2030 7. Request for Free Waste Services Policy CP060 8. Adoption of the Stormwater Drainage Asset Management Plan 2023-2027 9. Adoption of Roads and Footpaths Asset Management Plan 2023-2027 	
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8 NOTIFICATION OF ABSENCE

Nil

9 MAYORAL REPORT

9.1 MAYORAL REPORT NOVEMBER 2023

Summary

The following is a report on the activities and functions attended by the Mayor, Liam Wood during the month of November 2023.

2023/0182 2023/0200 Due to a typographical error resulting in duplicate resolution numbers, the resolution number for this item has been updated to 2023/0200.

Moved: Cr Mark Eckel
Seconded: Cr Glenn Milne

That Council note the contents of this report.

CARRIED

10 COUNCILLOR REPORTS

10.1 COUNCILLORS REPORT NOVEMBER 2023

Summary

The following is a report on the activities and functions attended by Councillors during the month of November 2023.

Cr Milne requested an amendment to note his attendance to the Rail Freight Alliance meeting, the Red Cliffs Focus Group meeting, the Merbein South Motor Show and the Mallee Sports Assembly Annual General Meeting.

2023/0183

Moved: Cr Jason Modica
Seconded: Cr Glenn Milne

That Council note the contents of this report.

CARRIED

Cr Mark Eckel

- *Mildura Carols By Candlelight*: Congratulated everyone that contributed to the Mildura Carols by Candlelight on a great night, despite the unfortunate weather.
- *Regional Cities Victoria Annual General Meeting*: Reported that Shane Sali, the Mayor of Greater Shepparton City Council, was elected chair of Regional Cities Victoria, and Andrea Metcalfe, the Mayor for the City of Greater Bendigo Council was elected Deputy Chair.
- *Ulumbarra Theatre*: Spoke to his tour of the theatre, noting its beautiful design and its potential to bring some great shows to regional Victoria.
- *Ballarat City Council*: Noted that the Ballarat Council had received funding of \$140 million due to the cancellation of the Commonwealth Games to go towards their train station, and to increase their stadium capacity for AFL games.
- *Murray River Group of Councils Annual General Meeting*: Reported that Ross Stanton, the Mayor of Gannawarra Council, was elected chair of The Murray River Group of Councils. Cr Eckel also noted that the main area of advocacy discussed at the meeting was flood advocacy and recovery.
- *Mallee Sexual Assault Unit*: Welcomed Andrew Gimney, Melissa Wade and Kelly Masters to the board, and noted the new Chief Executive Officer will be announced soon.

Cr Ian Arney

- *Werrimul P-12 School Awards Day and Talent Show*: Applauded all of the young people who got up in front of an audience and had the courage to perform.
- *Murrayville Community College Awards*: Spoke to his attendance to the Murrayville Community College Awards night, and noted how fun it is to be in a small community and see the huge involvement from not only the kids but the staff aswell.
- *Garden of Hope Carols by Candlelight*: Spoke to the superb event and encouraged everyone to attend in the future.

Cr Troy Bailey

- *Disability Access Advisory Committee*: Encouraged everyone to reference the interactive map available on Visit Mildura that shows all of the accessibility options within Mildura.

Cr Helen Healy

- *Ouyen P-12 College Awards Night*: Congratulated the school on an impressive group of kids and teachers and their positive school culture. Cr Healy also noted that their year 12 class had a 100% pass rate, and the Dux got 98.25.
- *Cultural Policy*: Encouraged everyone to log into Have Your Say to assist in creating Council's Cultural Policy.
- *Loddon Mallee Public Health Unit*: Spoke to the public forum held to create and develop a regional food system framework, with the aim to create equitable access to food to ensure we can combat statistics around health issues relate to unhealthy food choices.

Cr Glenn Milne

- *Condolences:* Acknowledged the passing of local police man, the late Gary Pearce.
- *Ouyen School Presentation Night:* Acknowledged that a local Ouyen man, Phil Cua is the principal of the Ouyen School. Cr Milne also wished all the best for all the kids in our district that have finished the Year 12 and are going on to bigger and better things.
- *Community Volunteers:* Thanked all the people in the community who volunteer to put on all the events within our municipality.
- *Roads Funding:* Noted the tragedy of the road accident that occurred in Mildura during the week, and how we need more funding for our roads to avoid these issues.
- *Road Litter:* Urged the community to avoid dumping litter onto the sides of the roads, and use the landfill facilities Council provides so we can keep our streets clean.

11 RESPONSES TO COUNCILLOR QUESTIONS

Nil

12 QUESTIONS FROM COUNCILLORS

Nil

13 NOTICES OF MOTION

13.1 COUNILLOR PORTFOLIOS

Summary

The intention of the above amendment is to provide for greater clarity over who is responsible for elements of these two portfolios. The separating the broad portfolio into two distinct portfolios enables committee membership, media responses and information gathering to be more efficient and focussed.

2023/0184

Moved: Cr Mark Eckel

Seconded: Cr Liam Wood

Motion

That Council:

- i) endorse an amendment to the Portfolio Structure as appointed in the November Council Meeting 2023, to alter the portfolio of Community Health Wellbeing & Recreation to two separate Portfolios being 'Community Health Wellbeing' and 'Sports & Recreation';
- ii) appoint Cr Troy Bailey as the primary portfolio holder and Cr Ian Arney as the secondary portfolio holder for the 'Community Health Wellbeing' portfolio; and
- iii) appoint Cr Ian Arney as the primary portfolio holder and Cr Liam Wood as the secondary portfolio holder for the 'Sports & Recreation' portfolio

CARRIED

14 PETITIONS, JOINT LETTERS AND DEPUTATIONS

Nil

15 MANAGEMENT REPORTS

15.1 COUNCILLOR REPRESENTATION ON BOARDS AND COMMITTEES

Summary

The purpose of this report is to appoint Councillors onto various Boards and Committees in accordance with Council's Representation on Advisory Committees and External Organisations Policy.

Recommendation

That Council resolve to appoint Councillors and/or Officers to the following Boards and Committees:

COUNCIL RESOLVED COMMITTEES			
Board/Committee	Council Officer	Appointment Requirement	Councillor
Audit and Risk Committee	GMCP	Statutory Requirement	Mayor and Deputy Mayor
Mildura Cemetery Trust	GMCP	Statutory Requirement	Mayor, Cr Helen Healy Cr Jason Modica
Municipal Emergency Management Planning Committee	GMCP	Statutory Requirement	Mayor or Deputy Mayor
Ngiwa Yarna	GMHC	Portfolio Appointment	Cr Helen Healy or Cr Liam Wood
Disability Access Advisory Committee	GMHC	Portfolio Appointment	Cr Troy Bailey
Mildura Recreation Reserve Reference Group	GMHC	Portfolio Appointment	Cr Ian Arney
Old Aerodrome Sporting Complex	GMHC	Portfolio Appointment	Cr Ian Arney
Sunraysia Sustainability Network	GMHC	Portfolio Appointment	Cr Jason Modica or Cr Jodi Reynolds
Mildura Arts and Culture Advisory Committee	GMSG	Portfolio Appointment	Cr Helen Healy and/or Cr Stefano De Pieri
NON-COUNCIL RESOLVED COMMITTEES			
Municipal Association of Victoria (MAV)	CEO	Portfolio Appointment	Mayor or Deputy Mayor
Murray Darling Association – Region 4	CEO	Portfolio Appointment	Cr Jason Modica

Murray River Group of Councils	CEO	Portfolio Appointment	Mayor or Deputy Mayor
Regional Cities Victoria	CEO	Portfolio Appointment	Mayor or Deputy Mayor
Victorian Local Governance Association	CEO	Portfolio Appointment	Mayor
Australian Local Governance Association	GMCP	Portfolio Appointment	Mayor
Australian Inland Botanic Gardens	GMCP	Portfolio Appointment	Cr Jodi Reynolds
Mildura/Upland Sister City Association	GMCP	Portfolio Appointment	Mayor or Deputy Mayor
Calder Highway Improvement Committee	GMIA	Portfolio Appointment	Cr Glenn Milne
Central Murray Regional Transport Forum	GMIA	Portfolio Appointment	Cr Glenn Milne
Sunraysia Highway Improvement Committee	GMIA	Portfolio Appointment	Cr Glenn Milne
Central Victorian Greenhouse Alliance	GMHC	Portfolio Appointment	Cr Jason Modica
Climate Emergency Community Advisory Group	GMHC	Portfolio Appointment	Cr Jason Modica
Food Next Door Co-op, Community Demonstration Farm Project Steering Group	GMHC	Portfolio Appointment	Cr Helen Healy
Gender Equity Action Sunraysia	GMHC	Portfolio Appointment	Cr Helen Healy
Gendering in a New Era Mildura Regional Sports Community Leadership Group (CLG)	GMHC	Portfolio Appointment	Cr Ian Arney
GMW Mallee Customer Committee	GMHC	Portfolio Appointment	Cr Jason Modica
Local Aboriginal Justice Advisory Committee	GMHC	Portfolio Appointment	Cr Helen Healy
Mildura Sporting Precinct Committee (to be formed upon completion of the facility)	GMHC	Portfolio Appointment	Cr Ian Arney
Ministerial Gender Equity Advisory Committee	GMHC	Ministerial Appointment	Cr Helen Healy
Northern Mallee Local Learning and Employment Network (NMLLEN)	GMHC	Portfolio Appointment	Cr Troy Bailey
Hands Up Mallee	GMHC	Portfolio Appointment	Cr Troy Bailey

Rail Freight Alliance	GMSG	Portfolio Appointment	Cr Glenn Milne or Cr Liam Wood
CBD Steering Committee	GMSG	Portfolio Appointment	Cr Helen Healy or Cr Mark Eckel
Chaffey Trail Reference Group	GMSG	Portfolio Appointment	Cr Mark Eckel
Mildura City Heart	GMSG	Portfolio Appointment	Cr Helen Healy
North West Rail Alliance	GMSG	Portfolio Appointment	Cr Jodi Reynolds
Psyche Bend Reserve Committee of Management	GMSG	Portfolio Appointment	Cr Mark Eckel
Mildura Social and Affordable Housing Taskforce	GMSG	Portfolio Appointment	Cr Helen Healy and/or Cr De Pieri

2023/0185

Moved: Cr Jason Modica**Seconded:** Cr Jodi Reynolds

That Council resolve to appoint Councillors and/or Officers to the following Boards and Committees:

COUNCIL RESOLVED COMMITTEES			
Board/Committee	Council Officer	Appointment Requirement	Councillor
Audit and Risk Committee	GMCP	Statutory Requirement	Mayor and Deputy Mayor
Mildura Cemetery Trust	GMCP	Statutory Requirement	Mayor, Cr Helen Healy Cr Jason Modica
Municipal Emergency Management Planning Committee	GMCP	Statutory Requirement	Mayor or Deputy Mayor
Ngiwa Yarna	GMHC	Portfolio Appointment	Cr Helen Healy or Cr Liam Wood
Disability Access Advisory Committee	GMHC	Portfolio Appointment	Cr Troy Bailey
Mildura Recreation Reserve Reference Group	GMHC	Portfolio Appointment	Cr Ian Arney
Old Aerodrome Sporting Complex	GMHC	Portfolio Appointment	Cr Ian Arney
Sunraysia Sustainability Network	GMHC	Portfolio Appointment	Cr Jason Modica or Cr Jodi Reynolds

Mildura Arts and Culture Advisory Committee	GMSG	Portfolio Appointment	Cr Helen Healy and/or Cr Stefano De Pieri
NON-COUNCIL RESOLVED COMMITTEES			
Municipal Association of Victoria (MAV)	CEO	Portfolio Appointment	Mayor or Deputy Mayor
Murray Darling Association – Region 4	CEO	Portfolio Appointment	Cr Jason Modica
Murray River Group of Councils	CEO	Portfolio Appointment	Mayor or Deputy Mayor
Regional Cities Victoria	CEO	Portfolio Appointment	Mayor or Deputy Mayor
Victorian Local Governance Association	CEO	Portfolio Appointment	Mayor
Australian Local Governance Association	GMCP	Portfolio Appointment	Mayor
Australian Inland Botanic Gardens	GMCP	Portfolio Appointment	Cr Jodi Reynolds
Mildura/Upland Sister City Association	GMCP	Portfolio Appointment	Mayor or Deputy Mayor
Calder Highway Improvement Committee	GMIA	Portfolio Appointment	Cr Glenn Milne
Central Murray Regional Transport Forum	GMIA	Portfolio Appointment	Cr Glenn Milne
Sunraysia Highway Improvement Committee	GMIA	Portfolio Appointment	Cr Glenn Milne
Central Victorian Greenhouse Alliance	GMHC	Portfolio Appointment	Cr Jason Modica
Climate Emergency Community Advisory Group	GMHC	Portfolio Appointment	Cr Jason Modica
Climate Emergency Australia	GMHC	Portfolio Appointment	Cr Jason Modica
Food Next Door Co-op, Community Demonstration Farm Project Steering Group	GMHC	Portfolio Appointment	Cr Helen Healy
Gender Equity Action Sunraysia	GMHC	Portfolio Appointment	Cr Helen Healy
Gendering in a New Era Mildura Regional Sports Community Leadership Group (CLG)	GMHC	Portfolio Appointment	Cr Ian Arney
GMW Mallee Customer Committee	GMHC	Portfolio Appointment	Cr Jason Modica

Local Aboriginal Justice Advisory Committee	GMHC	Portfolio Appointment	Cr Helen Healy
Mildura Sporting Precinct Committee (to be formed upon completion of the facility)	GMHC	Portfolio Appointment	Cr Ian Arney
Ministerial Gender Equity Advisory Committee	GMHC	Ministerial Appointment	Cr Helen Healy
Northern Mallee Local Learning and Employment Network (NMMLLEN)	GMHC	Portfolio Appointment	Cr Troy Bailey
Hands Up Mallee	GMHC	Portfolio Appointment	Cr Troy Bailey
Rail Freight Alliance	GMSG	Portfolio Appointment	Cr Glenn Milne or Cr Liam Wood
CBD Steering Committee	GMSG	Portfolio Appointment	Cr Helen Healy or Cr Mark Eckel
Chaffey Trail Reference Group	GMSG	Portfolio Appointment	Cr Mark Eckel
Mildura City Heart	GMSG	Portfolio Appointment	Cr Helen Healy
North West Rail Alliance	GMSG	Portfolio Appointment	Cr Jodi Reynolds
Psyche Bend Reserve Committee of Management	GMSG	Ministerial Appointment	Cr Mark Eckel
Mildura Social and Affordable Housing Taskforce	GMSG	Portfolio Appointment	Cr Helen Healy and/or Cr De Pieri

CARRIED

15.2 AUDIT AND RISK COMMITTEE MEETING 3/2023-2024 - MINUTES SUMMARY - 15 NOVEMBER 2023

Summary

In line with the requirements of the Audit and Risk Committee Charter, the purpose of this report is to present to Council for noting a summary of the minutes of Audit and Risk Committee Meeting 3/2023-2024. The confidential minutes of Audit and Risk Committee Meeting 3/2023-2024, including key outcomes and recommendations of the meeting, have been distributed to Council under separate cover.

2023/0186

Moved: Cr Mark Eckel
Seconded: Cr Helen Healy

That Council note the confidential minutes of Audit and Risk Committee Meeting 3/2023-2024 held on 15 November 2023.

CARRIED

15.3 QUARTERLY FINANCIAL MANAGEMENT REPORT - SEPTEMBER 2023

Summary

This report presents Council's draft financial position for the period ending 30 September 2023 through a number of standard reports that have been prepared using generally accepted accounting principles.

In summary, these reports show:

- a surplus of \$62.23 million
- capital expenditure of \$11.26 million
- a cash and cash equivalents balance of \$22.42 million
- investments greater than three months of \$63.35 million.

2023/0187

Moved: Cr Jodi Reynolds

Seconded: Cr Glenn Milne

That Council note the contents of the Quarterly Financial Management Report for September 2023.

CARRIED

15.4 MILDURA CITY HEART SPECIAL RATE

Summary

Council is currently reviewing the Mildura City Heart Special Rate. The Special Rate is now in its final year and given the success of the scheme, Council is of the view that a new Mildura City Heart Special Rate Scheme commencing 1 July 2024 for a further six years should be considered.

Cr Jason Modica declared he held a general conflict of interest as his partner manages Mildura City Heart. Cr Modica left the meeting while the vote was being taken, taking no part in the debate, time being 5:53pm.

Mayor Liam Wood declared he held a general conflict of interest as he owns a business in Mildura City Heart.

Prior to the Mayor exiting the chamber, he called for a nomination to chair the meeting in his absence. Cr Jason Modica nominated Cr Mark Eckel. Cr Eckel accepted the nomination.

Moved: Cr Jason Modica

Seconded: Cr Glenn Milne

That Cr Eckel take the chair.

CARRIED

Mayor Wood left the meeting while the vote was being taken, taking no part in the debate, time being 5:53pm.

At this point, Deputy Mayor Eckel took the chair.

2023/0188

Moved: Cr Helen Healy

Seconded: Cr Ian Arney

That Council resolve to advertise its intention to consider the introduction of a six-year Mildura City Heart Special Rate commencing on 1 July 2024 and pursuant to Section 223 of the *Local Government Act 1989*, place the proposal on public exhibition.

CARRIED

Cr Modica and Mayor Wood returned to chamber, and the Deputy Mayor vacated the chair, time being 5:56pm.

15.5 HARM MINIMISATION FROM GAMBLING POLICY CP029

Summary

The purpose of this report is to present the Harm Minimisation from Gambling Policy CP029 and seek Council's resolution to adopt the new policy.

2023/0189

Moved: Cr Glenn Milne

Seconded: Cr Ian Arney

That Council adopt the new Harm Minimisation from Gambling Policy CP029, as presented.

CARRIED



Mildura Rural City Council

Harm Minimisation from Gambling Policy

Policy – CP029

Prepared	Reviewed	Approved	Date	Council Minute No.
General Manager Healthy Communities (GMHC)	ELT	Council	December 2023	2023/0189
Content Manager File: 18/02/01			To be reviewed: December 2027	
Document Owner: GMHC			Review Frequency: Four-yearly	

1. The purpose of this policy is

To outline Mildura Rural City Council's approach to minimising the social, economic and wellbeing harm associated with gambling in our community.

2. Policy Statement

The policy outlines Council's position on gambling, with a focus on electronic gaming machines (EGMs).

Council recognises that gambling has a harmful impact on community health and wellbeing and will consider how to minimise this impact through:

- considering gambling within the context of public health
- promoting alternatives to EGM gambling
- recognising the leadership role that Council can play in minimising gambling-related harm including through planning controls
- advocating to other levels of government to reduce opportunities to gamble.

3. Principles

3.1 Health and wellbeing: Promoting and supporting alternative social and recreational pursuits

Council will:

- undertake its functions prescribed by the *Public Health and Wellbeing Act 2008* to protect, improve and promote the public health and wellbeing of the municipality
- recognise that the harmful costs from gambling are born not just by the individual who gambles but by the community at large. This can in turn impose substantial costs and unintended negative consequences for the entire community

- recognise that people who gamble, and those close to them, experience a range of harms including harm related to finance, work and study, health, emotional and psychological and relationships.
- continue to promote a range of non-gambling events, activities and programs that encourage residents to lead active and healthy lives.

3.2 Council leadership

As in many matters that affect the social and economic wellbeing of the community, Council plays a leadership role to support gambling harm minimisation. Council will:

- advocate to the Victorian Government to review the current regional EGM cap in Mildura and influence legislative reform based on evidence-based public health research and policy
- support other advocacy efforts aimed at reducing harm from all types of gambling where appropriate based on evidence-based public health research and policy
- continue to fund services that improve social connection and local infrastructure that provide alternative recreational activities to gambling activities
- not hold Council facilitated activities or meetings in venues that have gambling activities
- install and maintain internet filtering to prevent access to gambling sites on Council provided internet connections
- consider opportunities to limit the impact of gambling in our community through amendment of the Mildura Planning Scheme
- consider ways to educate staff and the broader community on the harm caused by and impacts of gambling on our community.

3.3 Partnerships and advocacy

Council is in a unique position to collaborate with local organisations and advocate to other levels of government to reduce gambling-related harm experienced by the Mildura Rural City Council community. Council will:

- actively participate in local government networks to advocate for regulation and system reform to reduce gambling-related harm
- advocate to the Victorian Government to reduce the regional cap and advocate for any EGMs given up by venues to be automatically removed from the regional cap
- support any advocacy work targeted towards preventing and minimising gambling harm
- respond to and support gambling-related research, data collection or government enquiries.

4. Implementation

General Manager Healthy Communities.

5. Definitions

Electronic Gaming Machine (EGM)	<p>The Victorian Government Gambling Regulation Act 2003 (p.17, amended 10 March 2021) defines:</p> <p><i>“An Electronic Gaming Machine (EGM) is any device, whether wholly or partly mechanically or electronically operated for the purpose of playing a game of chance or a game of mixed chance and skill. As a result of making a bet on the device, winnings may become payable”.</i>¹</p>
Gambling	<p>The Victorian Responsible Gambling Foundation defines gambling <i>“as requiring a player to risk losing something of value (usually money) for the chance of winning more.”</i> Gambling outcomes may depend on correctly predicting an uncertain outcome or luck.²</p> <p>The Victorian Government Gambling Regulation Act 2003 (p.45, amended 10 March 2021) states:</p> <p><i>“For the purposes of this Act, gambling means an activity in which:</i></p> <ul style="list-style-type: none"> <i>(a) a prize of money or something else of value is offered or can be won; and</i> <i>(b) a person pays or stakes money or some other valuable consideration to participate; and</i> <i>(c) the outcome involves, or is presented as involving, an element of chance”.</i>³ <p>For the purpose of this policy, raffles, bingo, and sports tipping for fundraising activities have been excluded.</p>
Harm minimisation	<p>Harm minimisation is a framework that considers the health, social and economic consequences of an activity to the individual and community. The three core elements of harm minimisation are supply reduction, demand reduction and harm reduction:</p> <ul style="list-style-type: none"> • Supply Reduction: Achieving appropriate EGM/1,000 adult population densities; promote sound planning. • Demand Reduction: Promoting and supporting alternatives such as recreational and social pursuits, community education (for instance, gambling risks) and addressing economic disadvantage. • Harm Reduction: Promoting gamblers' help services; and advocating for inbuilt safety mechanisms in EGMs; promote safety.

Source:

1. <https://www.legislation.vic.gov.au/in-force/acts/gambling-regulation-act-2003/087> (p.17, amended 10 March 2021, accessed 16 March 2021)
2. <https://responsiblegambling.vic.gov.au/resources/glossary/#g> (accessed 16 March 2021)
3. <https://www.legislation.vic.gov.au/in-force/acts/gambling-regulation-act-2003/087> (accessed 16 March 2021)

6. Legislation and other references

6.1 Legislation

For further information related to this policy, see:

- *Local Government Act 2020*
- *Victorian Gambling Regulation Act 2003* (1 July 2020)
- *Planning and Environment Act 1987*
- *Public Health and Wellbeing Act 2008*
- *Charter of Human Rights and Responsibilities Act 2006*
- The Victorian Gaming and Casino Control Commission:
<https://www.vgccc.vic.gov.au/>
- Victorian Responsible Gambling Foundation:
<https://responsiblegambling.vic.gov.au/>

6.2 Documents

This policy is implemented in conjunction with the following document:

- Community Health and Wellbeing Plan.
- Mildura Planning Scheme.

6.3 Risk Assessment Reference

Please tick the corporate governance risk(s) that this policy is addressing.

Risk Category	✓	Risk Category	✓
Asset Management		Financial Sustainability	
Committees		Human Resource Management	
Compliance – Legal & Regulatory		Leadership & Organisational Culture	✓
Contract Management		Occupational Health & Safety	
Contract Tendering & Procurement		Organisational Risk Management	
Corporate Governance		Project Management	
Environmental Sustainability		Public Image and Reputation	

15.6 REQUEST FOR FREE WASTE SERVICES POLICY CP060

Summary

The purpose of this report is to present the Request for Free Waste Services Policy CP060 and seek Council's resolution to adopt the new/updated policy.

Cr Glenn Milne declared he held a general conflict of interest as he works for Salvation Army, who are a recipient of free waste services. Cr Milne left the meeting while the vote was being taken, taking no part in the debate, time being 5:59pm.

2023/0190

Moved: Cr Jason Modica

Seconded: Cr Helen Healy

That Council adopt the updated Request for Free Waste Services Policy CP060 reviewed December 2023 as presented.

CARRIED

Cr Milne returned to chamber, time being 6:00pm.



Requests for Free Waste Services Policy

Policy – CP060

Prepared	Reviewed	Approved	Date	Council Minute No.
Waste Services	Executive Leadership Team	Council	December 2023	2023/0190
Trim File: 18/02/01			To be reviewed: December 2026	
Document Owner: General Manager Infrastructure & Assets			Review Frequency: 3 Yearly	

1. The purpose of this policy is

To establish a policy on addressing requests for fee waivers, refunds and reductions for payments of landfill gate fees, requests for free event bin hire and street sweeping services. This policy is to ensure a fair and reasonable approach in relation to free or discounted waste disposal services.

2. Policy Statement

Through the operation of its recycling and waste disposal facilities, Council aims to provide a consistently high standard of service to the community, whilst meeting our General Environmental Duty under the *Environment Protection Act 2017* and minimising financial costs.

Council receives a number of requests from organisations and community groups for free bin hire for events, street sweeping and free disposal of waste at the Mildura Landfill and rural waste facilities.

3. Principles

- 3.1 Groups that provide ongoing community benefit through assisting disadvantaged residents and meet the eligibility criteria will be able to apply for an annual fee waiver at Council's waste facilities. These activities are reliant on volunteers and community groups and do not generate any income for the groups involved. Approval will only be provided if groups meet the criteria of this policy.
- 3.2 Council will provide in-kind support to the Clean up Australia Day event through the collection and free disposal of waste. This may also apply to other clean-up activities on Council land.
- 3.3 All requests for free waste management services must be made in writing using the Fee Waiver form and any additional documents as requested, at least one month before it is required. Approval will be given for a period of one year or for a single event.

- 3.4 Applicants must demonstrate they have strategies in place to reduce the occurrence of dumping at collection sites and to divert waste from landfill where possible.
- 3.5 Groups that are approved for free waste disposal will be limited to:
- Domestic waste only, no building or hazardous materials.
 - Up to a total of three (3) tonnes or six (6) x 0.5 cubic metre loads per financial year for waste going to landfill.
 - Any waste in excess of the above will be charged in accordance with the current fee schedule.
- 3.6 Electronic waste, tyres and mattresses will be charged at the current fee as these items are banned from being disposed of into landfill, and/or are difficult to recycle.
- 3.7 Approval will be provided by the Manager Waste Services and/or, as an alternative approver, the General Manager Infrastructure & Assets.
- 3.8 All attempts must be made to sort and recycle waste being brought in for free. If no attempts are made and it is clear items could easily be separated and recycled, the group will be charged for disposal at the appropriate rates.
- 3.9 Event organisers should budget for waste management services as part of their event and consider applying for grants to pay for waste management services.
- 3.10 Any clean-up activities organised by groups that request free waste disposal must be a Council-approved clean up activity with the required insurances and Occupational Health and Safety plan as per Council requirements.
- 3.11 Environment Protection Authority (EPA) Landfill levy costs (tonnes of waste to Mildura Landfill) from approved free disposal will be recorded by the Mildura Landfill weighbridge to calculate payment for landfill levy and to report on the amount of free waste disposal as required.
- 3.12 In the event of an emergency or disaster, Council may apply to the EPA for a levy exemption to assist the community in managing disposal of waste from these events. Council may also waive landfill fees for people directly affected by the emergency or disaster.
- 3.13 If regulatory or other circumstances change that may impact landfill operations and gate fees, Council reserves the right to amend or withdraw any fee waivers.

4. Implementation

- Manager Waste Services
 - Ensure that requests by groups for free waste services are addressed in a timely manner.
- Team Leader Weighbridge and Reporting:

- Ensure staff manage and monitor the fee waivers for the organisations that are approved.
- Ensure records are kept on the tonnes or volumes of waste brought in.

5. Definitions

EPA Victoria	Environment Protection Authority Victoria is the State Government regulatory body for waste management
Landfill levy	Monetary amount paid for every tonne of waste that is disposed into landfill that is paid to EPA Victoria
Waste Management Services	Includes waste disposal, event bins and street sweeping services.
Waste to landfill	Waste items that cannot be recycled and will be landfilled
Eligibility Criteria	<ul style="list-style-type: none"> • Provides services within the Mildura Rural City Council municipality. • Be recognised by Council as a legitimate fundraising or community group • Not currently receiving operating funds from Council, State or Federal Government sources • Is a Non-Government Organisation (NGO) • The activity the group is undertaking will result in a community benefit

6. Legislation and other references

6.1 Legislation

For further information related to this policy see:

- Environment Protection Act 2017

6.2 Documents

This Policy is implemented in conjunction with the following documents:

- CP010 - Events Funding and Support Policy
- CP100 - External Private Works Policy
- Waste Disposal Fee Waiver Form

6.3 Risk Assessment Reference

Please tick the corporate risk(s) that this policy is addressing.

Risk Category	✓	Risk Category	✓
Asset Management		Financial Sustainability	✓
Committees		Human Resource Management	
Compliance – Legal & Regulatory		Leadership & Organisational Culture	
Contract Management		Occupational Health & Safety	
Contract Tendering & Procurement		Organisational Risk Management	
Corporate Governance		Project Management	
Environmental Sustainability	✓	Public Image and Reputation	✓

15.7 ADOPTION OF STORMWATER DRAINAGE ASSET MANAGEMENT PLAN 2023-2027

Summary

The purpose of this report is to seek Council adoption of the Stormwater Drainage Asset Management Plan 2023 – 2027.

2023/0191

Moved: Cr Jodi Reynolds
Seconded: Cr Helen Healy

That Council adopt the Stormwater Drainage Asset Management Plan 2023 – 2027 as presented.

CARRIED



Stormwater Drainage Asset Management Plan

2023-2027



Mildura Rural City Council





Acknowledgment of Country

Mildura Rural City Council acknowledges the Traditional Owners and Custodians of the land, which now comprises the Mildura Rural City municipality. We pay our respects to Elders past and present and celebrate and respect their continuing cultures and acknowledge the memories of their ancestors.



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37	Our Improvements and Monitoring
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Executive Summary

The objective of asset management is to ensure that assets provide their required levels of service in the most cost-effective manner both now and into the future. This asset management plan focuses on the management of Mildura Rural City Council's stormwater drainage assets. This plan specifies the requirements for effective management of this asset group and the corresponding financial implications. The condition and financial data in this plan will be reviewed annually, with a full update completed every four years.

Our Community Vision outlines what is valued and what should be prioritised for our Stormwater Drainage assets.

Our Community Values

- Good public facilities and infrastructure
- Prompt and respectful service
- Efficient planning and use of public resources

Our Community Priorities

- Responsible financial management
- Engaging community in decision-making and listening to feedback
- Maintenance and safety

Our Council Plan

Effective management of Mildura Rural City Council's stormwater drainage assets enables Council to demonstrate its commitment to the aspirations of 'Our Community Vision' by achieving the following key strategic outcomes of the Council Plan.

- Sustainable infrastructure that meets the current and future community needs
- A financially sustainable organisation
- Serve the community by providing great customer experience, value for money and quality services
- Implement an integrated approach to planning, monitoring and performance reporting to ensure Council is accountable to the community
- Regularly communicate information about Council decisions, projects, services, strategies, and performance

Our Asset Management Strategy

"Deliver the required level of service at the lowest lifecycle cost for our community."

Council's Asset Management Strategy 2020 is an internally focused strategy designed to provide strategic direction on the development and refinement of the organisation's asset management framework, systems and practices to:

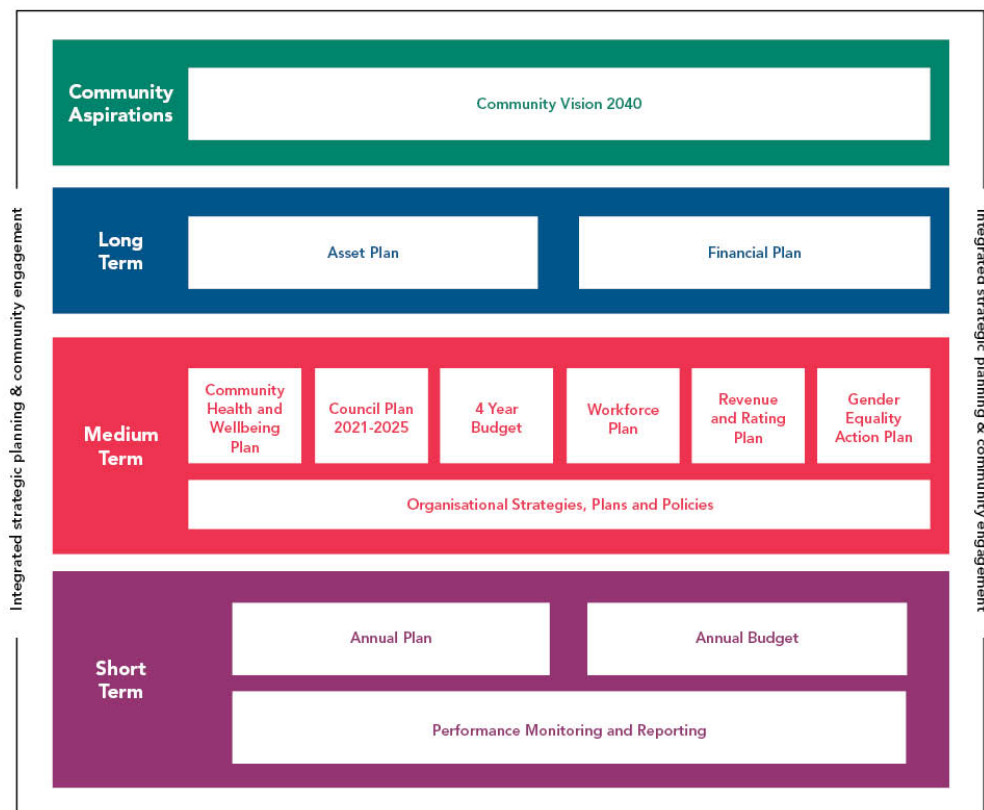
- Effectively and systematically manage all assets over their lifecycle
- Align asset management plans and systems with organisational goals and outcomes
- Provide a framework for long-term asset planning and development for capital and/or maintenance works
- Integrate effective management of assets with service planning

Our Consultation

Community input was gathered, and consultation undertaken during the development of the Community Vision and Council Plan. This community input has been reviewed and incorporated in this Stormwater Drainage Asset Management Plan.

Future revisions of this plan will incorporate deliberative community engagement to guide Council's approach to managing stormwater drainage assets.

Integrated strategic planning and reporting framework and outcomes



Our Stormwater Drainage Assets

The function of the stormwater drainage system is to protect people, property, public health and the environment by safely and efficiently collecting, transporting and disposing of stormwater runoff. Stormwater drainage systems represent significant investment by the community and is vital to its health and wellbeing.

Assets featured in this plan:



Stormwater Pipes



Stormwater Pits



Drainage Basins

\$203m

The total current replacement cost of Mildura Rural City Council's stormwater drainage assets.

The projected renewal expenditure necessary to meet the service standards for these assets averages approximately \$3.7M per year over the next 10 years. This is the average annual level of spend required to ensure all assets are maintained in accordance with current standards and service levels and renewed at appropriate times. Actual annual expenditure requirements will differ from year to year as specific assets are due to be renewed. The total expenditure required to meet the service standards for stormwater drainage versus the allocated budget, results in a funding surplus of approximately \$20,000 per year over the next 10 years. The financial sustainability of delivering stormwater drainage to the community is identified as neutral in 2022/2023 financial year dollar value. Future risk and shortfalls are displayed within the plan.

Our opportunities for improvement

The development of this plan has highlighted areas for improvement in the effective assessment and management of our stormwater drainage assets. These are included as tasks in Our Improvements and Monitoring section of the plan. Immediate tasks include:

- Improve accessibility to asset information and data.
- Rolling inspection forecasted from 2023 to 2026 with an aim to cover 100% of network.

Stormwater Drainage Infrastructure Summary

Infrastructure

Channels

Pits

Culverts

Headwalls

Drains

Weirs

Pipes

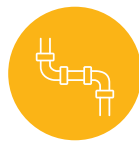
Basins

Gross Pollutant Traps

Lakes

Swales

Stormwater Pipes



\$131m

Stormwater Pits



\$52m

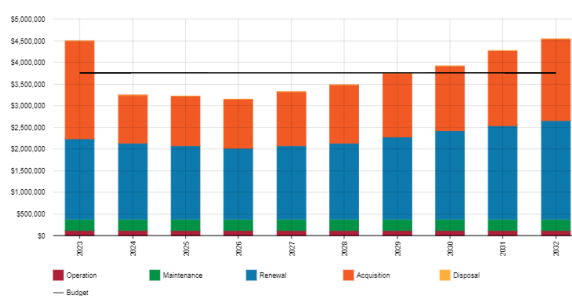
Drainage Basins



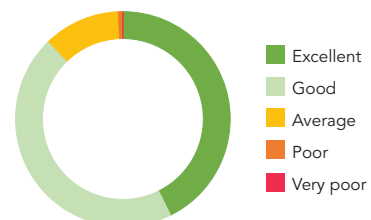
\$20m

Total Value of Assets: \$203m

Expenditure Projection



Average Condition



Introduction

The function of Mildura Rural City Council's stormwater drainage assets is to protect people, property, public health and the environment by safely and effectively collecting, transporting and disposing of stormwater. Council has an obligation to the community to manage the assets to ensure that the standard of services is achieved and in a manner that also meets environmental requirements. Stormwater drainage assets must be properly maintained and developed to continue to provide adequate service and benefits now, and for future generations.

Our Plan

This plan outlines Council's approach to the management of stormwater drainage assets, compliance with regulatory requirements and proposed funding requirements to provide the required levels of service. Our community is sensitive to the need to conserve our available water and protect the river system for the future of the region and the stormwater drainage service plays a role in this. This plan demonstrates how Council will achieve this outcome by applying the principles of asset management as set out in the Asset Management Policy and Strategy, and achieve the asset management mission to:

“Deliver the required level of service at the lowest lifecycle cost for our community”

The key fundamentals of asset management are:

- Taking a lifecycle approach
- Developing cost-effective management strategies for the mid to long-term
- Providing a defined level of service and monitoring performance
- Understanding and meeting future demand through demand management and infrastructure investment
- Managing risks associated with asset failures
- Continuous improvement in asset management practices

The vital contribution of stormwater drainage services towards social, economic, and environmental benefits include:

- Quality and reliability
- Improved personal and societal health and wellbeing
- Safer communities through Crime Prevention Through Environmental Design (CPTED)
- Increased environmental awareness, climate adaption and stewardship in the community
- Drainage to natural areas provide flora/fauna habitats and protection
- Protects property from flooding

The plan is structured to provide relevant detail on the following elements, which are key drivers in successful management of stormwater drainage now and into the future:

- Levels of Service
- Future Demand
- Lifecycle Management
- Risk Management
- Financial Summary
- Asset Management Practices
- Improvement and Monitoring



Key Stakeholders

Stormwater drainage assets are used by community and industry. It is critical that assets are provided, maintained, and renewed based on need and fit for purpose. Varying levels of engagement is necessary with the following stakeholders when Council seeks input in relation to determining levels of service and intervention levels. This should be delivered in accordance with Council's Community Engagement Policy (CP020) to ensure compliance with the Local Government Act 2020.

- Community
- Local Government Authority (Council)
- State and federal Government departments
- Lower Murray Water
- Executive Leadership Team
- Service Managers
- Asset Managers
- Maintenance Managers
- Financial Services
- Strategic Asset Systems



Our Levels of Service

The adopted levels of service for stormwater drainage assets are based on legislative requirements, community consultation and expectations, and strategic goals. The primary objective of stormwater drainage assets is that they are safe, convenient, defined, regularly maintained, and meet the needs of users.

Strategy Development feedback:

Community priorities and issues were gathered during the consultation process of developing the Public Open Space Strategy. These priorities and issues will help guide the direction of provision of stormwater management areas and asset planning.

Council Plan 2021-2025

The Council Plan contains the following outcomes and priorities which relate to stormwater drainage:

- Sustainable Infrastructure that meets current community needs
- A financially Sustainable organisation
- Provide safe public spaces and facilities
- Create and maintain welcoming open spaces that are accessible and connected
- Implement an integrated approach to planning, monitoring and performance reporting to ensure Council is accountable to the community.
- Regularly communicate information about Council decisions, projects, services, strategies, and performance

Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of Stormwater Drainage services are outlined below.

Legislation	Requirement
Building Act 1993, Building regulations 2018 & Plumbing Regulations 2018	The Act sets out the legal framework for the regulation of construction of stormwater and other structures, stormwater standards and maintenance of specific stormwater safety features in Victoria. The Regulations are derived from the Act and contain, amongst other things, the requirements relating to stormwater permits and stormwater inspections.
Catchment and Land Protection Act 1994	Includes setting up a framework for the integrated management and protection of catchments (S1). The Act establishes the catchment management authorities (S11).
Emergency Management Act 2013	Requires Council to have a Emergency Management Plan to address local emergency risks, This may include hazards arising from the storm water flows in the drainage system.
Environment Protection Act 2017	Creates a legislative framework for the protection of the environment in Victoria having regard to the principles of environmental protection.
Local Government Act 2020 & Local Government (Planning and Reporting) Regulations 2020	Sets out the role, purpose, responsibilities, and powers of local governments including the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery.
Occupational Health and Safety Act 2004	Aims to secure the health, safety, and welfare of people at work. It lays down general requirements that must be met at places of work in Victoria. The provisions of the Act cover every place of work in Victoria.
Occupational Health and Safety Regulations 2007	Outlines minimum actions to be taken to comply with OH&S Act.
Planning and Environment Act 1987	Sets out legislative requirements for planning and environmental concerns in new and upgrade areas. It allows for the impact of asset construction and growth and sets parameters to trigger Council activities/actions.
Protection of the Environment Operations Act (NSW) 1997	The Acts primary focus is to protect, restore and enhance the quality of the ecology within NSW. This act is applicable to MRCC as it disposes portions of stormwater into the Murray River.
State Environment Protection Policy, Waters of Victoria	Sets the framework for government agencies, businesses, and the community to work together, to protect and rehabilitate Victoria's surface water environments
Water Act 2000	Applies to the management of the use of water resources including conservation, protection, and quality of discharges in waterways.

Service Levels Commitment

The levels of service defined in this section will be used to:

- Clarify the level of service that our customers should expect
- Identify works required to meet these levels of service
- Enable Council and community members to discuss and assess the suitability, affordability, and equality of the existing service level and to determine the impact of increasing or decreasing this level in future

Current Levels of Service

Output	Service level	Technical performance	Customer performance
All Stormwater Drainage Assets are safe and well maintained	<p>>=90% of the network above intervention level</p> <p>100% Condition inspection completed via rolling inspection every 5 years</p>	<p>98% percent of network above intervention level</p> <p>107 defects were identified in the financial year of 2022/23</p>	
Stormwater meets the needs of users	<p>Improvement in satisfaction survey performance</p> <p>Achieve reduction of customer related requests and complaints</p> <p>Cost of Service</p>	<p>100% customer interaction data collected via CRM software</p>	<p>Customer related requests and complaints: 2022/23 = 162, 2014/15 = 51</p> <p>Average costing per rateable property: 2022/23 = \$106, 2014/15 = \$54</p>



Our Future

This section of the plan analyses potential factors affecting demand including population growth, social and technology changes. The impact of these trends is examined, and strategies recommended as required to modify demand without compromising customer satisfaction.

Demand Forecast

Factors affecting demand include (but are not limited to) population change, changes in demographics, seasonal factors, consumer preferences and expectations, economic factors, and environmental awareness. The population for Mildura Rural City Council was 55,937 in 2021 and is projected to grow to around 62,550 by 2031, which will have an impact in the provision and maintenance of stormwater drainage assets.

Council rate capping is having an impact on effectively managing assets as there are insufficient funds to manage existing assets to agreed levels of service, or to provide new assets desired by the community.

The demand for local government stormwater drainage infrastructure is high, with stormwater drainage highly valued and used by the local community. There will also continue to be an ongoing demand for renewing existing infrastructure as it completes its useful life.

The following trends are likely to arise due to external influences and societal changes:

- Stormwater harvesting
- Water sensitive urban design initiatives
- Future climate change adaptation
- Legislative and policy influences
- Changing community needs
- Population trends
- Community desire to access and use stormwater drainage reserves as open space

Consideration will be given to these trends in managing and planning for infrastructure, within the fiscal constraints of a rate capping environment and the community's capacity to pay.

Demographics

Demographic indicators and the implications for open space planning are detailed in section 3 of Council's Public Open Space Strategy. Where this is relevant to stormwater drainage asset management is Council's forecast population growth, an overall low population density with much of the population residing in the Mildura and surrounding areas. Increasing community expectation for high quality open space and an increasing demand for environmental stewardship. The 2023 liveability census supports our community sentiment with *'medium density suburbs with diverse housing options, green space and "local centres" outperforming outer ring suburbs or high-rise havens'*.

These competing community demands for will impact the demand placed on our stormwater drainage asset network now and into the future.

The topography of Mildura and broader MRCC area is quite flat, although there are some minor variations in localised landscapes. To address this, we need to consider innovative solutions to stormwater management beyond traditional neighbourhood drainage basins. Hydrological modelling and Water Sensitive Urban Design (WSUD) principles should be considered in the future to address these impacts. Hydrological modelling will indicate land cover changes, and that adaptation efforts will need to adopt a variety of approaches in both existing and growth zones.

Innovation

The following outlines the potential for improvements in efficiency due to evolving technology and innovation.

- Improvements in CCTV or pipe inspection technology, which can include more cost-effective methods of monitoring stormwater networks
- New pipe materials. Obsolete pipe is being replaced with modern more cost effective and appropriate materials such as poly pipes and reinforced concrete.
- Innovative urban greening planning and enhanced stormwater management (green-blue planning)

Demand Management

The key long-term strategy is to manage demand so that services can still be provided into the future at a reasonable cost.

Council currently manages demand in relation to stormwater drainage through several corporate and strategic documents, including:

- Community Vision 2040
- Council Plan 2021-2025
- Asset Plan 2021-2031
- Financial Plan 2021-2031
- Asset Management Strategy 2020

Climate Change

The current and predicted change to climate has the potential to significantly impact on a range of stormwater drainage assets. Forecast impacts of climate change include the risk of increased summer temperatures, prolonged periods of extreme/high temperatures, prolonged periods of drought, and flooding.

Forward planning is required to provide a stormwater network which is resilient to the impacts of climate change and can adapt to meet the needs of the community and the natural environment into the future.

Forward planning includes undertaking an asset vulnerability assessment to determine the risks associated with stormwater drainage due to climate change. This needs to include cost implications associated with different emission scenarios and which assets are likely to be impacted in the future. We need to understand the cost implications of climate change so that we can ensure intergenerational equity by spreading the costs equitably over time.

Community Vision 2021-2040 contains the values, challenges and priorities our community want Council to consider when planning for the future. In March 2020 Council declared a state of climate emergency requiring urgent action by all levels of government. One major target Council has identified in the fight against climate change is sustainability. Sustainability is about more than just our natural environment. We value sustainable development, sustainable communities and financial sustainability. We recognise that resources are finite and must be used responsibly to meet our current needs without compromising the needs of future generations.

Stormwater Drainage in New Developments

Mildura Rural City Council has seen a steady growth in recent years, particularly in the Mildura city and surrounding areas. New developments have new assets that are frequently handed over to Council to manage thereafter. Stormwater drainage assets in some new development areas are tied to Development Contributions Plan that include the provision of stormwater drainage assets. The Council budget currently commits over \$4 million per annum to DCP projects, of which stormwater drainage assets form a substantial part of.

All new development proposals will need to demonstrate how they meet Council's standards for stormwater management. WSUD principles and opportunities for integrated open space in alignment with Council's Public Open Space Strategy are to be considered.

Drainage and unembellished areas:

Council's Public Open Space Strategy has identified a community desire for stormwater management areas to be dual purpose and made available and accessible as open space.

There are a high number of drainage reserves which are fenced and/or signed to restrict community access, which may have had the potential to also provide a recreational function if designed to do so. It is acknowledged that it will not be physically or economically feasible to provide recreational value at all these drainage reserves, but consideration should be given to this in areas where open space provision has been identified.

There are also numerous parcels across the open space network which have not been embellished. Many of these parcels of land were raised during community engagement and embellishment into a recreational park is one option available to meet expectations and needs of the community.

Our Management of the Asset Lifecycle

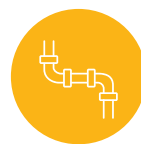
Council's Asset Management Policy and Strategy emphasises that asset management must take a whole of organisation approach to achieve the Council vision and long-term strategic objectives. The sustainable management of assets throughout their lifecycle is the responsibility of several areas across the organisation – those that manage the service to those who maintain the infrastructure. Details of roles and responsibilities can be found in Our Principles and Practices section of this plan.

This section outlines asset details including condition information and uses Asset Management fundamentals to develop broad strategies and specific work programs to achieve the service standards previously outlined. It presents an analysis of available asset information and the lifecycle management plans covering the work activities to manage stormwater drainage assets.

Our Stormwater Drainage Assets

Mildura Rural City Council's stormwater drainage provide a valuable service to the community, represents a significant multi-generational investment, and is vital to the health and wellbeing of the community.

These assets must be properly maintained and developed to continue to provide adequate service to benefit present and future generations. Stormwater drainage assets are divided into functional categories as they provide different roles within the network. The three level categories are:



Stormwater Pipes

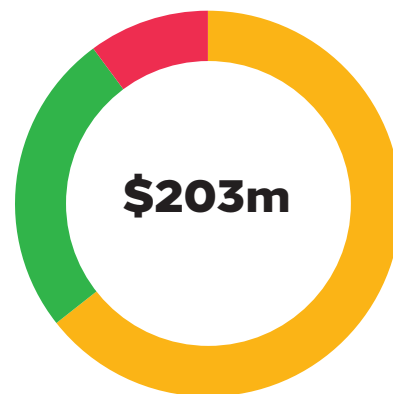


Stormwater Pits



Drainage Basins

Total Current Replacement Cost of Stormwater Drainage assets



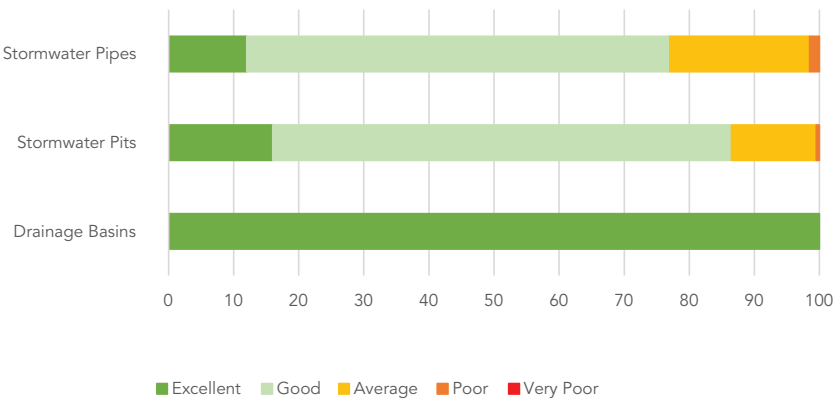
- Stormwater Pipes
- Stormwater Pits
- Drainage Basins



Category	Asset	Quantity	Replacement Cost
Stormwater Drainage	Stormwater Pipes	340,528m	\$130,975,146
Stormwater Drainage	Stormwater Pits	12,231	\$51,864,163
Stormwater Drainage	Drainage Basins	135	\$20,612,989

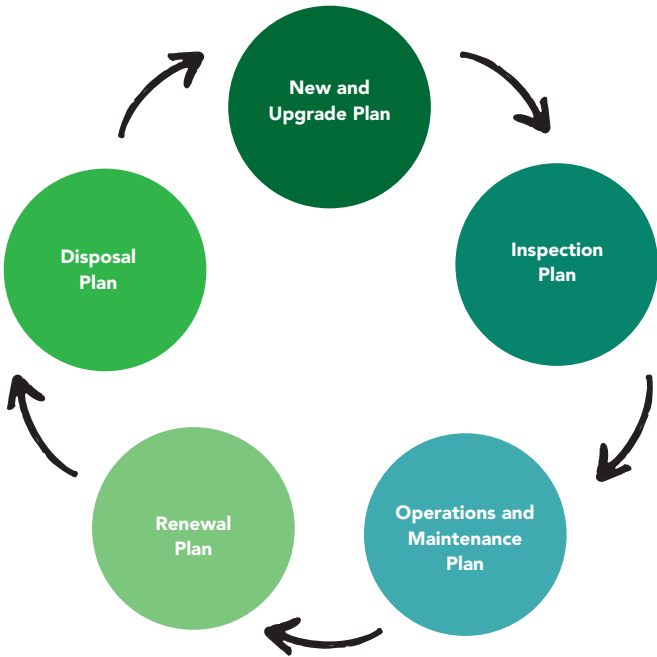
Overall asset condition

Asset condition has been determined for Council's stormwater drainage assets. Council is committed to regular condition data collection to mitigate risk and make informed decisions when formulating forward Capital Works Programs. Asset condition is usually determined through field observations of defect parameters. As at writing, condition inspections are carried out by third party contractors.



A majority of Councils stormwater drainage assets are in good condition. Typically, maintenance costs are far less than the cost to renew assets. The most cost-effective approach will be to ensure assets are appropriately maintained during their lifecycle to avoid having to prematurely renew the assets.

Asset Lifecycle Activities

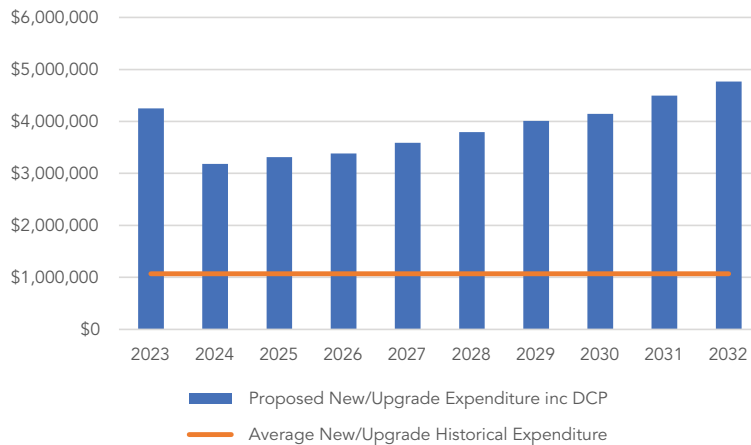


New and Upgrade Plan

Provides a program of works to create new assets or upgrade existing assets. Primarily driven by community, growth, social and/or environmental priorities.

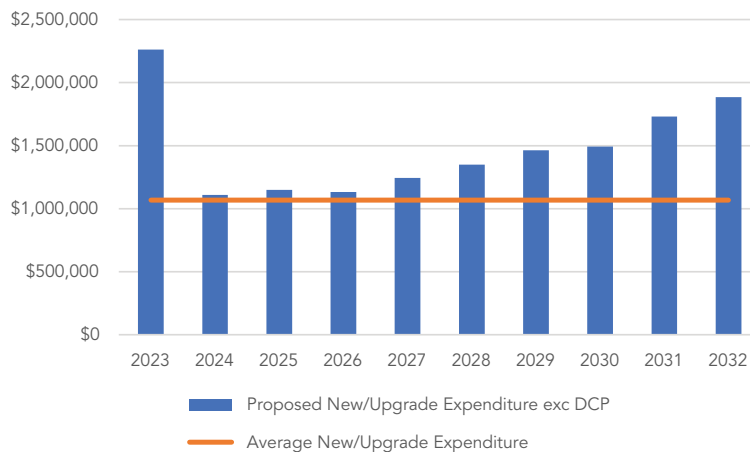
All new works proposals should be assessed in terms of their lifecycle costs i.e. cost to operate and maintain the asset. Increasing the asset network will typically increase operational and maintenance costs. The plan is to monitor and report on these trends in the future.

The forecast used for this plan is based on data listed in Council's 10-year capital works plan.



Strategies are currently being developed which will better inform the new / upgrade capital works program. The first chart includes Development Contributions Plan (DCP) expenditure from year 2022, where the second chart excludes DCP expenditure.

Average historical spend is represented in both charts for comparative purposes



Population growth, demographic changes and addressing climate impacts will increase future capital works programs. Addressing community demand for accessible and useable (integrated) stormwater management areas as open space will result in a significant increase in both the capital works program and cost to operate and maintain the assets. The cost of these strategic actions will be assessed against the finite resources available ensuring they are strategically allocated for maximum community benefit. These costs will be factored into future versions of this plan.

Inspection Plan

Inspections are undertaken to guide maintenance and renewal activities and to proactively identify any risks or hazards that require immediate attention.

Category	Inspection Type	Frequency	Responsibility
Stormwater Pipes	Maintenance and Defect Inspections	Every 6 Months	W&I, DM
	Condition Inspection	5 Year Rolling Inspection	F&A, SAS
Stormwater Pits	Maintenance and Defect Inspections	Every 6 Months	W&I, DM
	Condition Inspections	5 Year Rolling Inspection	F&A, SAS
Drainage Basins	Maintenance and Defect Inspections	Every 6 Months	W&I, DM P&R, P&G
	Condition Inspections	5 Year Rolling Inspection	F&A, SAS

W&I DM Works and Infrastructure Drainage Maintenance
F&A SAS Facility and Assets Strategic Asset Services
P&R PG Parks and Recreation Parks and Gardens

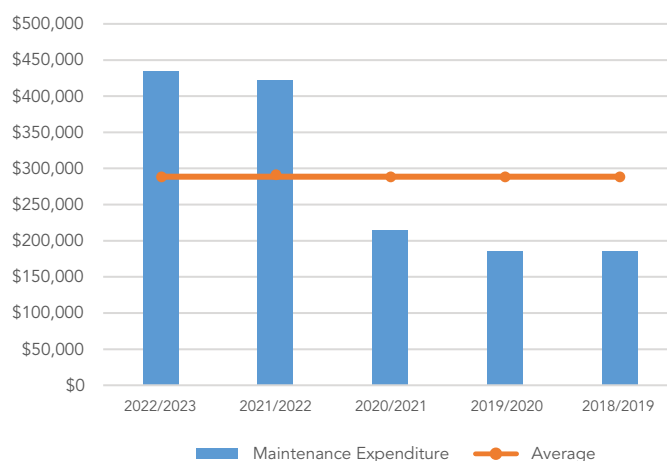
Operations and Maintenance Plan

Maintenance activities are undertaken to ensure efficient operation and serviceability of the assets. This will ensure that the assets retain their service potential over the course of their useful life.

Routine maintenance is the regular on-going work necessary to keep assets operating, including instances where portions of assets fail and need immediate repair to make the asset operational again. Maintenance includes reactive and proactive work activities.

- Reactive maintenance is unplanned repair work carried out usually in response to service requests.
- Proactive maintenance is repair work that is usually identified through routine inspections.

Maintenance expenditure trends for stormwater drainage asset are shown below. This trend is likely to increase with the addition of assets handed over to Council from new subdivisions.



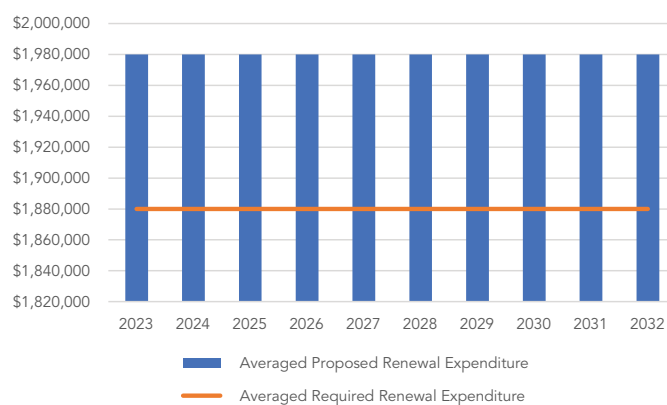
Renewal Plan

Provides a program of renewal for individual assets.

Deteriorating asset condition primarily drives renewal needs, with increasing maintenance costs also considered.

Renewal expenditure is major work that restores, rehabilitates, or replaces an existing asset to its original service potential. Assets requiring renewal are identified from remaining life estimates from condition assessments. Proposed renewals are reviewed to verify accuracy of remaining life estimates and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled into future capital works programs.

Required vs Proposed Renewal Expenditure



Projected future renewal expenditure costs are summarised in this chart.

The required renewal expenditure is compared to the available budget, which has an averaged surplus of \$100,753. Over the 10-year planning period the renewal surplus is projected to grow to \$1,007,534

Renewal works may be deferred if the cost is beyond the current financial ability to fund. This can occur when there are short term renewal profile peaks, or higher priority works required on other infrastructure groups. When renewal works are deferred, the impact of the deferral on the asset's ability to provide the required level of service will be assessed. Although the deferral of some renewal works may not impact significantly on the short-term operation of the assets, repeated deferral will create a liability in the longer term, and this needs to be taken into account before making a decision to defer.

Disposal Plan

Provides a program of which assets will be disposed of in response to levels of service.

Council has no stormwater drainage infrastructure assets proposed to be decommissioned. As such, there is no funding required or expected from the decommissioning of any assets at this point in time.



Our Management of Risks

The objective of the risk management process with regards to stormwater drainage is to ensure that:

- All significant operational and organisational risks are understood and identified
- The highest risks that need to be addressed in the short to medium term are identified
- Strategies and treatments to address risks are identified and applied
- An assessment of risks associated with service delivery from infrastructure assets has identified the most critical risks to Council.

The key risk management criteria relating to stormwater drainage include:

- Public health and safety
- Service provision
- Environmental and legal compliance
- Business interruption
- Financial risk (escalating costs in deterioration)
- Asset damage through storms, flooding, water damage or events such as accidents.

Increased temperatures associated with climate change increases the risk that assets will fail or need to be maintained earlier than expected. However, it is still unclear as to the exact impact of these changes. By assessing the assets level of vulnerability to climate impacts we are continuing to ensure that Council has the best possible information about its assets, and are able to better predict future demand and account for any potential required changes as a result of climate change.

The financial sustainability of delivering stormwater drainage assets to our community will be closely monitored and measured.

A growing renewal gap across Council's infrastructure portfolios will need to be addressed and managed appropriately, with treatments being explored through service planning and service profile development which is planned to occur during the life of this plan.

Risk	Consequence	Likelihood	Risk Rating	Treatments in place	Responsibility
Strategies, plans and objectives not aligned to community expectations	Moderate	Possible	Low	Council plan reporting Community Engagement Policy Integrated Planning Framework & Reporting Annual Community Satisfaction Survey	W&I F&A ED&D
Financial sustainability of service in a rate capped environment	Moderate	Likely	High	Service profile linking to infrastructure requirements and financials	F&A FS
Climate change	Moderate	Likely	High	Environmental Sustainability and Climate Change Policy, Towards Zero Emissions Strategy, Environmental Education Plan	W&I ED&D
Emergency impacts	Major	Possible	High	Municipal Emergency Management Plan, Municipal Relief and Recovery Plan, Standards	W&I ED&D
Injury/harm to people using Stormwater Drainage assets	Minor	Unlikely	Low	Regular inspection programs and rectification of defects	F&A W&I
Significant breach of legislation, policy	Moderate	Unlikely	Low	Operational policies and processes in place	F&A W&I ED&D
Confidence levels in asset data	Moderate	Possible	Moderate	Asset Management Strategy action to improve data management practices and processes, quarterly validation reports	F&A
Established development plans not in place for all localities	Moderate	Possible	Moderate	Regular review and update of development plans	W&I F&A ED&D SP

CP
ED&D
F&A

Community Partnerships
Engineering Design & Development
Facilities & Assets

FS
W&I
SP

Financial Services
Works & Infrastructure
Strategic Planning

Assets at risk

Council's stormwater drainage assets have a number of risks that can affect how the network performs, some of these risks include:

- Assets are not reaching the life expectancy that is required
- Usage changes for stormwater drainage due to environmental and seasonal changes
- Confidence levels in service condition at outlying areas within Council boundaries
- Population growth and demographic changes altering demand on the network

While the risk of our stormwater drainage assets failing is low, treatment plans are in place including:

- Council projects are run through our contract management software
- Projects are designed to the appropriate standard for all Council run projects
- Development plans established and adopted across all areas of the municipality to provide consistent guidance and direction to all during decision making
- For developer run sub-divisions through the construction stage, hold points for inspections are stipulated and the inspections are carried out via remote CCTV providing the evidence required to satisfy the conditions of contract, the risk of premature failure of the asset is reduced
- Regular inspections completed by the Drainage Maintenance and Asset Preservation teams
- Advocating for stormwater drainage not under the control of Council to be maintained to a better standard

Work is being done with the Engineering Development and Delivery and Works and Infrastructure teams on building a more detailed risk chart for our most at risk stormwater drainage assets.

Our Financial Summary

Asset value

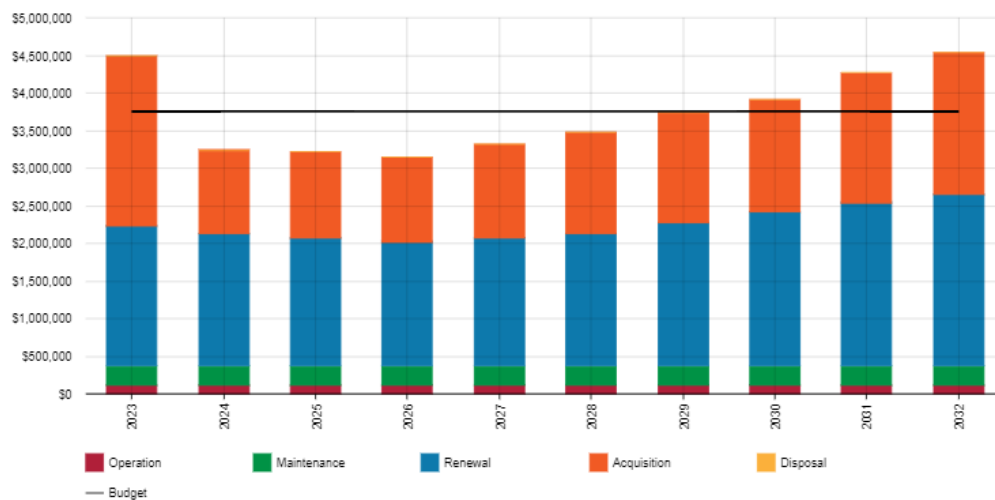
The value of Council's stormwater drainage is summarised in the table below.

Category	Current Replacement Cost	Depreciated Amount	Depreciated Replacement Cost	Annual Depreciation
Stormwater Pipes	\$130,975,146	\$104,851,660	\$26,123,486	\$916,991
Stormwater Pits	\$51,864,163	\$37,009,221	\$14,854,941	\$558,833
Drainage Basins	\$20,612,989	\$20,612,989	N/A	N/A
TOTAL	\$203,452,299	\$162,473,871	\$40,978,428	\$1,475,824

Financial Projections

The chart below highlights the financial projections for planned operating and capital expenditure for stormwater drainage. The target is to retain relatively stable levels of operating expenditure for all asset types.

Projected expenditure is to be funded from Council's operating and capital budgets. The funding allocation is detailed in Council's 10-year Long Term Financial Plan (LTFP).



Sustainability Report

Ideally, the renewal of assets should occur at the time that they require it to ensure that the service levels provided (through the assets) to the community can continue both now and into the future. Factors such as limited funds, increased customer demand and expectation, and statutory requirements can affect the ability to undertake renewal activities.

The Asset Renewal Funding Ratio (ARFR) represents how much is budgeted on renewals versus how much is required to be spent (Capital Renewal Planned Budget for a period / Capital Renewal Forecast Outlays for the period).

Target ARFR	Actual ARFR	Comments
80 – 100%	105%	ARFR indicates over-expenditure on budget for renewal projects. Calculations are extracted from information within Councils Long Term Financial Plan. Close observation is required on the proposed allocation versus actual expenditure displayed in the annual financial reports to avoid overspending. Strategies to meet target include reviewing existing service levels and intervention levels, accepting level of risk, closure or decommissioning assets.

Depreciation can also be used to indicate asset consumption, however due to the nature of how this is calculated (straight-line, age based) this is a less accurate measure of consumption, when comparing to the condition-based assessment of remaining useful life.

The long-term lifecycle sustainability indicator (depreciation model, including operational and maintenance expenditure) represents how much is budgeted on renewal, operations, and maintenance versus the depreciation amount plus forecasted operations and maintenance (Lifecycle Planned Budget / Lifecycle Forecast).

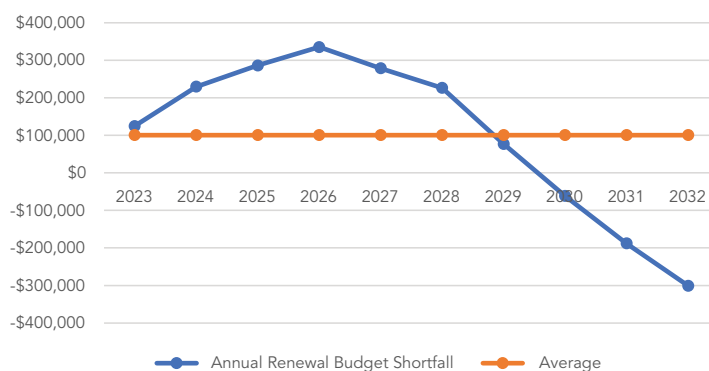
Lifecycle Forecast (average 10 years forecast ops, maint and depreciation)	Lifecycle Planned Budget (average 10 years planned budget ops, maint and depreciation)	Lifecycle Gap (Lifecycle Planned Budget – Lifecycle Forecast)	Mildura Rural City Council Target	Lifecycle Indicator (Lifecycle Planned Budget / Lifecycle Forecast)
\$2,254,582	\$2,355,335	\$100,753	100%	104%

Budgeted Renewal and Shortfall (Renewal Gap)

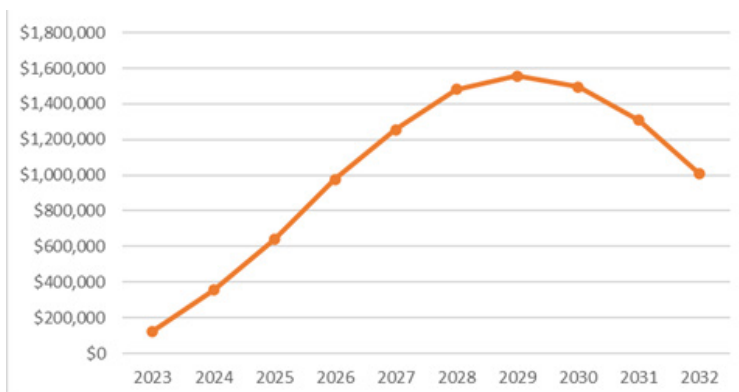
Year	Forecast Renewal	Planned Renewal Budget	Annual Forecast vs Planned Budget	Cumulative Renewal Budget Surplus
2023	\$1,856,533	\$1,981,282	\$124,749	\$124,749
2024	\$1,751,583	\$1,981,282	\$229,699	\$354,448
2025	\$1,695,010	\$1,981,282	\$286,272	\$640,720
2026	\$1,646,046	\$1,981,282	\$335,236	\$975,956
2027	\$1,702,727	\$1,981,282	\$278,555	\$1,254,511
2028	\$1,755,040	\$1,981,282	\$226,242	\$1,480,753
2029	\$1,904,273	\$1,981,282	\$77,009	\$1,557,762
2030	\$2,042,894	\$1,981,282	-\$61,612	\$1,496,150
2031	\$2,169,164	\$1,981,282	-\$187,882	\$1,308,268
2032	\$2,282,016	\$1,981,282	-\$300,734	\$1,007,534
Average	\$1,880,529	\$1,981,282	\$100,753 (*)	

(*) = Surplus

Annual Renewal Budget Shortfall



Cumulative Renewal Budget Shortfall



Long Term Financial Plan

The Long-Term Financial Plan projections for a 10-year planning period are detailed in the table below. Additional operation / maintenance expenditure to accommodate new assets has not been factored into these projections now. With the introduction of a requirement to provide lifecycle cost projections to support new and upgrade capital works proposals, the additional expenditure can and will be populated in future revisions of this plan.

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2023	\$2,261,195	\$122,592	\$251,461	\$1,856,533	\$0
2024	\$1,109,334	\$122,592	\$251,461	\$1,751,583	\$0
2025	\$1,149,258	\$122,592	\$251,461	\$1,695,010	\$0
2026	\$1,131,929	\$122,592	\$251,461	\$1,646,046	\$0
2027	\$1,244,100	\$122,592	\$251,461	\$1,702,727	\$0
2028	\$1,349,239	\$122,592	\$251,461	\$1,755,040	\$0
2029	\$1,464,071	\$122,592	\$251,461	\$1,904,273	\$0
2030	\$1,491,847	\$122,592	\$251,461	\$2,042,894	\$0
2031	\$1,730,098	\$122,592	\$251,461	\$2,169,164	\$0
2032	\$1,883,902	\$122,592	\$251,461	\$2,282,016	\$0

Key Assumptions

This section details the key assumptions made in preparing forecasts of required operating and capital expenditure and asset values, depreciation expense and carrying amount estimates. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this plan are:

- All costs are shown in 2022/2023 financial year dollar values.
- General assumptions have been made in the replacement of assets based on the asset type's modern day equivalent standard.
- The required renewal expenditure assumes general intervention levels that do not take into account the breakdown of the condition score into components of the asset and are based on the assumption that the whole asset will be replaced as opposed to its components.
- The required renewal expenditure is based on the current level of service provided to the community.
- Operational and maintenance expenditure is estimated based on the best available data from several areas. The breakdown of this expenditure "Asset Class" has been generalised where specific allocation is not possible due to budget structures.
- 0% growth rate has been applied to financial projections
- Additional operational / maintenance expenditure to accommodate new assets has not been factored into the financial projections



Our Principles and Practices

This section identifies the principles, strategies, practices and guidelines supporting Asset Management at Mildura Rural City Council.

Asset Management System (Framework)

The Asset Management System is “the set of interacting elements of an organisation to establish Asset Management policies and objectives, and the processes to achieve those objectives” (IS 55000). Key principles in ISO 55001 relating to the AM System include:

- “The organisation shall integrate the planning to achieve AM objectives with other organisational planning activities, including human resources, financial and other support functions” ISO 55001 Cl 6.2.2. This emphasises the importance of all business functions to AM. The AM System cannot stand alone but needs to integrate effectively across the organisation.
- The need for documentation to support the AM System.
- The AM System must be well communicated within the organisation and with other stakeholders and understood by all those who have responsibilities in the AM System.
- There must be provision for Management Review and organisations must be able to demonstrate management commitment to the AM System.

Our Asset Management Documents:

- Asset Management Policy CP031 – sets guidelines for implementing consistent asset management practices across all areas of the organisation.
- Asset Management Strategy 2020 – outlines Council’s asset management principles and objectives, and provides an action plan targeting five key focus areas: Data and Information, Governance, Integrated Planning, Education and Knowledge and Service Planning.
- Asset Management Plans – there are four plans focusing on Council’s four major asset portfolios: Roads and Footpaths, Stormwater Drainage, Buildings and Public Open Space.
- Data Management Guidelines - provides a standardised approach in how Council structures, manages and maintains its asset data.
- Asset Plan - a plan that provides a strategic and financial view of how Council proposes to manage the assets it owns and controls.

Standards and Guidelines

Asset Management practices and processes are guided by several legislative requirements and assisted by developed guidelines and standards:

- Local Government Act 2020 – sets out Council's asset management responsibilities and requirement to develop asset plans.
- Australian Accounting Standard 27 Financial Reporting by Local Governments 1996 – sets out the asset accounting requirements.
- Institute of Public Works Engineering Australasia (IPWEA) International Infrastructure Management Manual, NAMS – provides guidance and direction on asset management policy and plan development.
- AS ISO 55000:2014 Asset Management Overview, principles and terminology – provides guidance around frameworks for effective asset management.

Asset Management Data System

Council utilises an asset management data system (AMDS) linked with QGIS as the Geographical Information System (GIS) to manage spatial asset data. IntraMaps is the corporate GIS platform which allows all staff to access cadastral, topographic, aerial information and asset data.

Predictive modelling is undertaken in the AMDS and Moloney's Financial Module.

Data Confidence

Data confidence for stormwater drainage are classed as B Reliable based on the IPWEA data confidence scale below.

Confidence Grade	Description
A Highly reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Data set is complete and estimated to be accurate +/-2%
B Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Data set is complete and estimated to be accurate +/- 10%
C Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Data set is substantially complete but up to 50% is extrapolated data and accuracy estimated +/- 25%
D Very uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Data set may not be fully complete and most data is estimated or extrapolated. Accuracy +/- 40%
E Unknown	None or very little data held

Roles and Responsibilities for Asset Management

The Local Government Act 2020 requires councils develop an integrated, longer-term and transparent approach to planning, organised around a ten-year community vision.

This, along with Council's Asset Management Policy CP031, emphasises the importance of taking a whole of organisation approach to asset management in order to achieve its vision and long-term strategic objectives.

Organisational asset management responsibilities are divided into four roles:

- Management of the Service** – Responsible for a service being delivered to the community and the interface between council and the community.
Responsibilities: Service planning; service operations; asset need identification, modification, upgrade, or decommissioning / disposal
- Management of the Asset** – Responsible for how assets are managed, including overall capital works planning on an asset group through the engagement of service providers, maintenance managers and other stakeholders.
Responsibilities: Asset design; capital works delivery; renewal and performance monitoring
- Management of Maintenance** – Responsible for ensuring the asset is functioning as designed to meet defined levels of service and industry standards. This is achieved by monitoring the asset through inspection programs and undertaking maintenance/operational activities.
Responsibilities: Asset inspections and maintenance
- Governance of the Asset Management System** – Responsible for setting up frameworks, systems and processes that can be used across the organisation for asset management related activities.
Responsibilities: Asset revaluations and other state/federal reporting; asset data management; asset management framework

Category	Management of the Service	Management of the Asset	Management of Maintenance	Governance of the AM System
Stormwater Pipes	ED&D	ED&D W& I	ED&D W& I	F&A SAS
Stormwater Pits	ED&D	ED&D W& I	ED&D W& I	F&A SAS
Drainage Basins	ED&D	ED&D W& I	ED&D W& I F&A	F&A SAS

ED&D Engineering Design and Development
W&I Works and Infrastructure
F&A Facility and Assets
SAS Strategic Asset Systems



Our Improvements and Monitoring

Performance Measures

The effective performance of this plan will be measured by:

- The extent to which the long-term financial projections in this plan are incorporated into Council's long-term financial plan.
- The extent to which the long-term financial projections and trends are addressed in works programs, budgets, and business plans.
- The National Asset Management Assessment Framework's assessment on asset management plans

Monitoring and Review

The condition and financial data in this plan will be reviewed annually, with a full review in accordance with Council's deliberative engagement practices completed every four years.

Subsequent updates including the review of condition and financial data will be approved by General Manager Infrastructure & Assets if changes are deemed immaterial to the delivery of the service, standards, and specifications. If the changes materially affect the service, standards, and specifications, it must follow the process of a full review.

Improvement Plan

The following table lists the actions necessary to enhance stormwater drainage asset management within Council. The primary focus over the next four years will be to improve confidence levels in the data and information that informs the service levels and financial projections.

Task No	Task	Responsibility	2023	2024	2025	2026
1	Improve accessibility to asset information and data	F&A W&I ED&D CP		•		
2	Rolling inspection forecasted from 2023 to 2026 with an aim to cover 100% of network	ED&D F&A	•	•	•	•
3	Review and update development plans across all localities	CP W&I ED&D F&A SP	•	•	•	•

CP
ED&D
CP

Community Partnerships
Engineering Design & Development
Civic Compliance

F&A
W&I
SP

Facilities & Assets
Works & Infrastructure
Strategic Planning

Appendices

Appendix A: Planned Works 2023-2024

Project name	Asset Type
Sixteenth Street between Lethro Avenue to Main Street (PROJ/2084)	SW Pipes
Nichols Point Drainage Upgrade (PROJ/1670)	SW Pipes, SW Pits and SW Basins
Drainage Upgrade Works at Etiwanda Avenue (PROJ/1828)	SW Pipes and SW Pits
Drainage Upgrade Works at Etiwanda Avenue and Eleventh Street (PROJ/1839)	SW Pipes and SW Pits
Nichols Point Recreation Reserve Drainage Upgrade (PROJ/2177)	SW Pipes and SW Pits
Cabarita Drainage Upgrade (PROJ/1753)	SW Pipes and SW Pits

Appendix B: Identifying risks and risk ratings

Risk identification for stormwater drainage Assets can be identified from several sources such as:

- Routine inspections
- Reports and complaints from the community
- Information obtained from incidents
- Advice from professional bodies
- Safety Audits
- Experience

Risk ratings are determined using the follow risk matrix:

	Consequences				
	Negligible (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
(A) Almost Certain	Moderate	High	Extreme	Extreme	Extreme
(B) Likely	Low	Moderate	High	Extreme	Extreme
(C) Possible	Low	Low	Moderate	High	Extreme
(D) Unlikely	Low	Low	Low	Moderate	High
(E) Rare	Low	Low	Low	Moderate	High



Appendix C: Glossary

A	Asset	An item, thing or entity that has potential or actual value to an organisation. For the purpose of this strategy, assets refer to infrastructure assets which fall under the four (4) major asset portfolios.
	Asset Class	Grouping of like assets within an asset portfolio.
	Asset Hierarchy	Asset groups divided into classifications in order to manage the assets according to their function and use. Hierarchies are typically based on the assets function, type or a combination of both.
	Asset Management	The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.
	Asset Management Plan	A plan developed for the management of an asset portfolio that combines technical and financial management techniques over the lifecycle of the asset to determine the most cost effective manner by which to provide a specific level of service.
	Asset Management Policy	Mildura Rural City Council Asset Management Policy CP031.
	Asset Management Framework	A set of documents, systems and processes that addresses the organisation's asset management responsibilities. In its simplest form an Asset Management Framework may just be the sum of the following documents; Asset Management Policy, Asset Management Strategy and Asset Management Plans.
	Asset Management Strategy	A plan containing the long-term strategies of Council in the management of its community assets. Strategic plans have a strong focus on achieving organisational sustainability and a vision for the future.
	Asset Plan	An Asset Plan is for the management of one or more infrastructure assets that combines multi-disciplinary management techniques (including technical and financial) over the life cycle of the asset in the most cost effective manner to provide a specific level of service.
	Asset Portfolio	Grouping of like assets which deliver a similar service to the community.

C	Capital Expenditure	Expenditure used to create new assets, renew assets, expand or upgrade assets or to increase the capacity of existing assets beyond their original design capacity or service potential. This expenditure increases the value of asset stock.
	Condition	The physical state of the asset.
	Capacity	Often referred to as utilisation, the maximum level of output that an asset can sustain to make a product or provide a service.
F	Functionality	Suitability or 'fitness for purpose' of an asset based on the service needs for current and future purposes.
L	Level of Service or Service Levels	Description of the service output for a particular activity or service area against which performance may be measured.
	Lifecycle	The time interval that commences with the identification of the need for an asset and terminates with the decommissioning of the asset or any liabilities thereafter.
	Lifecycle Cost	The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and the disposal costs.
M	Maintenance	All actions necessary for retaining an asset as near as practicable to its original condition, but excluding rehabilitation or renewal.
O	Operating Expenditure	Expenditure for providing a service, which is continuously required including staff salaries and wages, plant hire, materials, power, fuel, accommodation and equipment rental, on-costs and overheads. Operating expenditure excludes maintenance and depreciation.
R	Renewal	Works to replace existing assets or facilities with assets or facilities of equivalent capacity or performance capability.
	Renewal Gap	The difference between the amount of funds required for the renewal of assets and the amount of funds currently spent on renewing assets.
S	Service Planning	Process applied to support the suitability of services to meet community needs now and into the future, through better understanding the level of services required, costs, mitigating risks, understanding capacity and capability and understanding the expectation of stakeholders.
	Sustainability	The capacity to endure; in the context of AM it is about meeting the needs of the future by balancing social, economic, cultural and environmental outcomes or needs when making decisions today.

Appendix D: References

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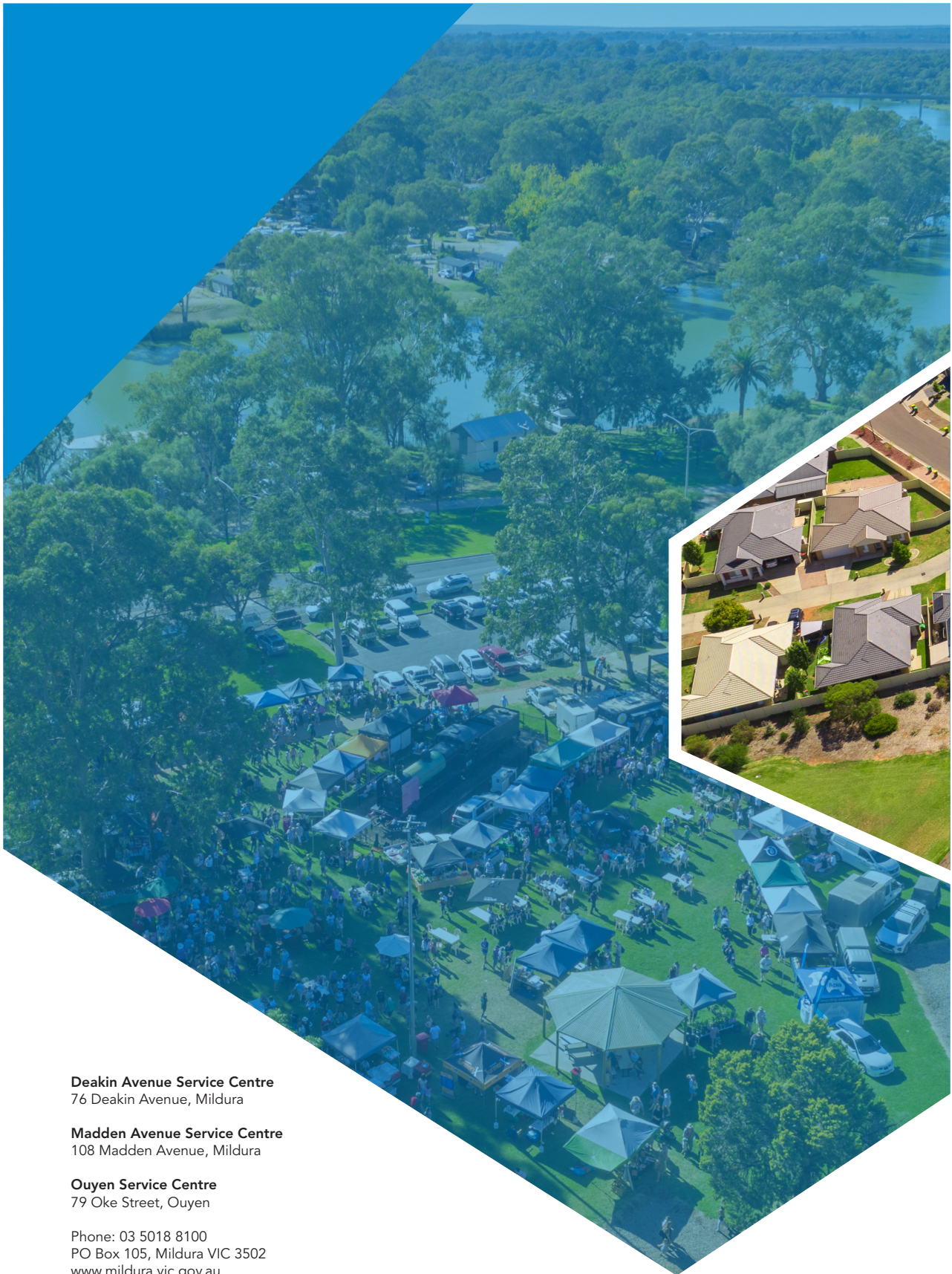
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31000:2018 Vic Roads Standard Specification Section 750 – Routine Maintenance

Works and Valuations
[https://www.mildura.vic.gov.au/Council/About-Council/Budget?BestBetMatch=budget\[d13b95b2-5146-4b00-9e3e-a80c73739a64\]4f05f368-ecaa-4a93-b749-7ad6c4867c1f\[en-AU](https://www.mildura.vic.gov.au/Council/About-Council/Budget?BestBetMatch=budget[d13b95b2-5146-4b00-9e3e-a80c73739a64]4f05f368-ecaa-4a93-b749-7ad6c4867c1f[en-AU)



Deakin Avenue Service Centre
76 Deakin Avenue, Mildura

Madden Avenue Service Centre
108 Madden Avenue, Mildura

Ouyen Service Centre
79 Oke Street, Ouyen

Phone: 03 5018 8100
PO Box 105, Mildura VIC 3502
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15.8 ADOPTION OF ROADS AND FOOTPATHS ASSET MANAGEMENT PLAN 2023-2027

Summary

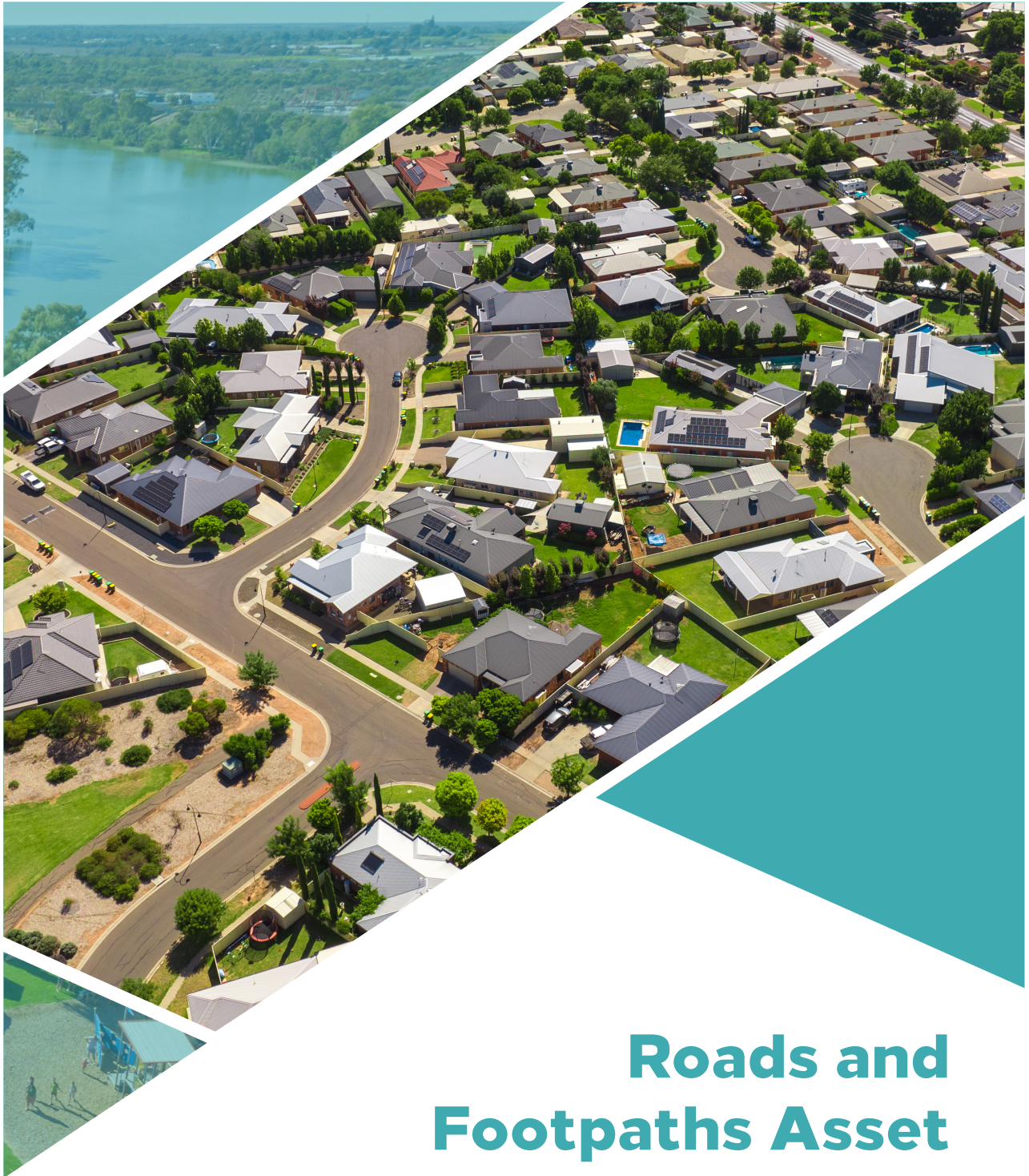
The purpose of this report is to seek Council adoption of the Roads and Footpaths Asset Management Plan 2023 – 2027.

2023/0192

Moved: Cr Glenn Milne
Seconded: Cr Jodi Reynolds

That Council adopt the Roads and Footpaths Asset Management Plan 2023 – 2027 as presented.

CARRIED



Roads and Footpaths Asset Management Plan

2023-2027



Mildura Rural City Council





Acknowledgment of Country

Mildura Rural City Council acknowledges the Traditional Owners and Custodians of the land, which now comprises the Mildura Rural City municipality. We pay our respects to Elders past and present and celebrate and respect their continuing cultures and acknowledge the memories of their ancestors.



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Executive Summary

The objective of asset management is to ensure that assets provide their required levels of service in the most cost-effective manner both now and into the future. This Asset Management Plan focuses on the management of Mildura Rural City Council's roads and footpaths assets. This plan specifies the requirements for effective management of this asset group and the corresponding financial implications. The condition and financial data in this plan will be reviewed annually, with a full update completed every four years.

Our Community Vision outlines what is valued and what should be prioritised for our roads and footpaths assets.

Our Community Values

- Accessible and connected transport options within our region
- Adequate and sustainable infrastructure to meet future demand
- Car Parking
- Minimal traffic and short commute
- Efficient planning and use of public resources

Our Community Priorities

- Walking paths
- Climate change and sustainability
- Road maintenance and safety
- Train and public transport
- Responsible financial management

Our Council Plan

Effective management of Mildura Rural City Council's roads and footpaths assets enables Council to demonstrate its commitment to the aspirations of 'Our Community Vision' by achieving the following key strategic outcomes of the Council Plan.

- Sustainable infrastructure that meets the current and future community needs
- Improved transport services for our region
- A transport network that is fit-for-purpose
- A financially sustainable organisation
- Serve the community by providing great customer experience, value for money and quality services

Our Asset Management Strategy

"Deliver the required level of service at the lowest lifecycle cost for our community."

Council's Asset Management Strategy 2020 is an internally focused strategy designed to provide strategic direction on the development and refinement of the organisation's Asset Management Framework, systems, and practices to:

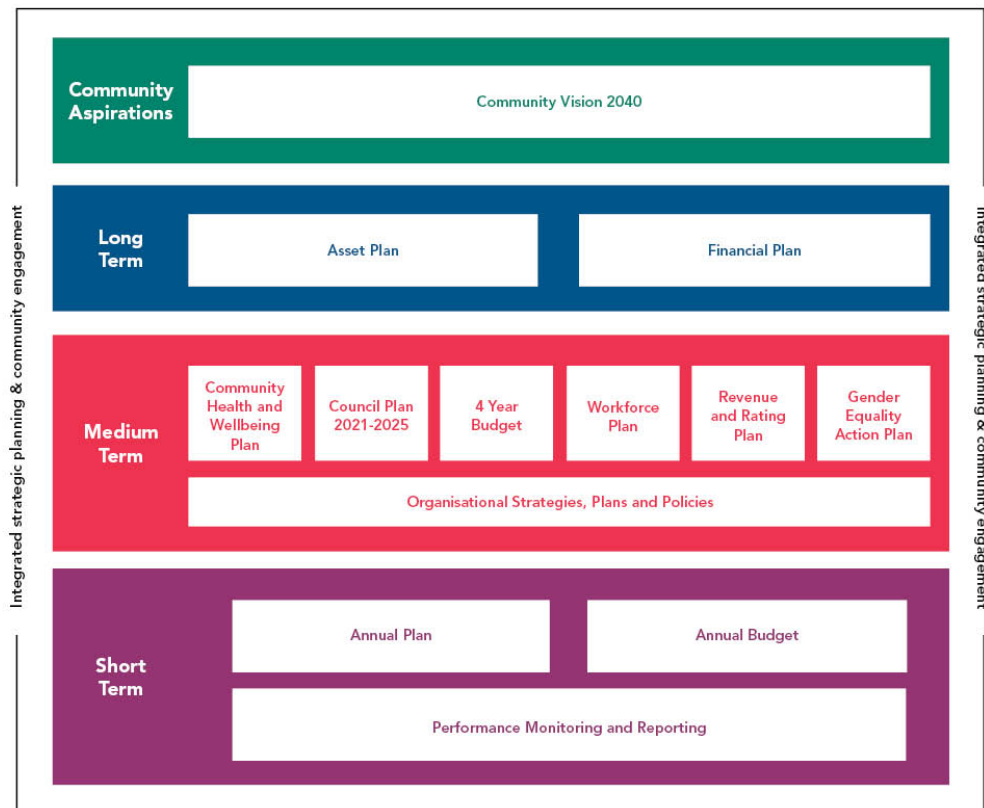
- Effectively and systematically manage all assets over their lifecycle
- Align Asset Management Plans and systems with organisational goals and outcomes
- Provide a framework for long-term asset planning and development for capital and/or maintenance works
- Integrate effective management of assets with service planning

Our Consultation

Community input was gathered, and consultation undertaken during the development of the Community Vision and Council Plan. A survey was also undertaken to capture community priorities for maintenance and renewal of the Roads and Footpaths Network, now and into the future. This community input has been reviewed and incorporated in this plan.

Future revisions of this plan will incorporate deliberative community engagement to guide Council's approach to managing roads and footpaths assets.

Integrated strategic planning and reporting framework and outcomes



Our Roads and Footpaths Assets

The function of the roads and footpath network is to facilitate a safe, convenient, and defined means of transporting people and goods around and through the municipal area. The roads and footpath network represents a significant investment by the community and is vital to its health and wellbeing.

Assets featured in this plan:



Roads



Footpaths



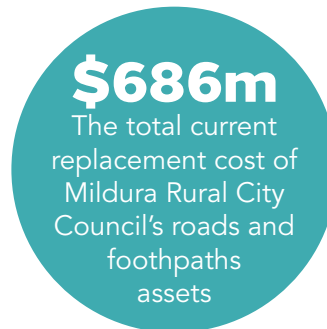
Kerb & Channel



Bridges



Carparks



The projected renewal expenditure necessary to meet the service standards for these assets averages approximately \$12m per year over the next 10 years. This is the average annual level of spend required to ensure all assets are maintained in accordance with current standards and service levels and renewed at appropriate times. Actual annual expenditure requirements will differ from year to year as specific assets are due to be renewed.

The total expenditure required to meet the service standards for roads and footpaths assets versus the allocated budget, results in a funding shortfall of approximately \$4.8m per year over the next 10 years. The financial sustainability of delivering roads and footpaths assets to the community is identified as a risk, as addressing this shortfall by increasing revenue is not a viable option due to the rate capped environment and the community's limited capacity to pay any extra. Several resulting options include the reduction of existing service levels, increase acceptance of risk, or dispose/decommission/closure of selected existing infrastructure.

Our opportunities for improvement

The development of this plan has highlighted areas for improvement in the effective assessment and management of our roads and footpaths assets. These are included as tasks in Our Improvements and Monitoring section of the plan. Immediate tasks include:

- Align key plans and documents with the Road Management Plan to provide consistent guidance on standards and information for service/resourcing decisions
- Improve accessibility to service asset management information and data.

Roads and Footpath Infrastructure Summary

Infrastructure

Sealed Roads

Unsealed Roads

Footpaths

Shared Paths

Road and Pedestrian Bridges

Off Street Carparks

Kerb & Channel

Roundabouts

Traffic Islands

Roads



\$587m

Footpaths



\$63m

Kerb & Channel



\$27m

Bridges



\$5m

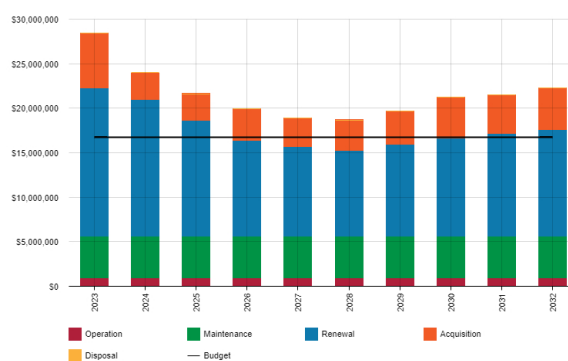
Carparks



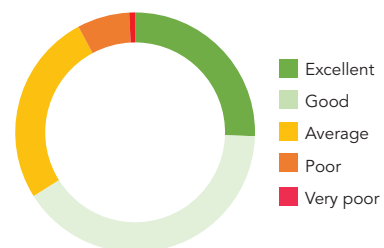
\$4m

Total Value of Assets: \$686m

Expenditure Projection



Average Condition



Introduction

The function of Mildura Rural City Council's roads and footpaths assets are to provide a safe, convenient, and defined means of transporting people and goods around and through the municipal area.

Roads and footpath assets must be properly maintained and developed to continue to provide adequate service and benefits now, and for future generations.

Our Plan

This plan outlines Council's approach to the management of roads and footpaths assets, compliance with regulatory requirements and proposed funding requirements to provide the required levels of service. The plan demonstrates how Council will achieve this outcome by applying the principles of asset management as set out in the Asset Management Policy and Strategy, and achieve the asset management mission to:

“Deliver the required level of service at the lowest lifecycle cost for our community”

The key fundamentals of asset management are:

- Taking a lifecycle approach
- Developing cost-effective management strategies for the mid to long-term
- Providing a defined level of service and monitoring performance
- Understanding and meeting future demand through demand management and infrastructure investment
- Managing risks associated with asset failures
- Continuous improvement in asset management practices

The vital contribution of roads and footpaths services towards social, economic and environmental benefits include:

- Improved personal and societal health and wellbeing
- Social inclusiveness
- Community safety
- Improved community access
- Creation of new supply chains
- Enabling of productive private investment

The plan is structured to provide relevant detail on the following elements, which are key drivers in successful management of roads and footpaths assets now and into the future:

- Levels of Service
- Future Demand
- Lifecycle Management
- Risk Management
- Financial Summary
- Asset Management Practices
- Improvement and Monitoring

Key Stakeholders

Roads and footpaths assets are utilised by the community, industry and visitors. It is critical that assets are provided, maintained, and renewed based on need and fit for purpose.

Varying levels of engagement is necessary with the following stakeholders when Council seeks input in relation to determining levels of service and intervention levels. This should be delivered in accordance with Council's Community Engagement Policy CP020 to ensure compliance with the Local Government Act 2020.

- Community
- User groups
- Industry
- Visitors / Tourists
- Council
- Executive Leadership Team
- Service Managers
- Asset Managers
- Maintenance Managers
- Financial Services
- Strategic Asset Systems



Our Levels of Service

The adopted levels of service for roads and footpaths assets are based on legislative requirements, customer research and expectations, and strategic goals. The primary objective of roads and footpaths assets is that they are safe, convenient, defined, regularly maintained, and meet the needs of users.

Community Satisfaction Survey

The recently conducted community satisfaction survey 2023 indicates that the overall performance of Councils road and footpath assets has been positive. Councils road and footpath assets are performing equal to or better than the statewide and regional centre average across Victoria.

Roads & Footpaths Network Maintenance and Renewal Community Survey 2020

This survey allows Council to better understand how residents think transport network maintenance / renewal works should be prioritised, now and into the future. There were 119 responses with a wide spread of residents from different towns, backgrounds, and ages, with a split of 45% Mildura city and 55% townships and rural areas.

While there was some variation in order between roads and footpaths, the highest priorities important to the community are:

- Safety
- Quality
- Reliability and Responsiveness

Council Plan 2021-2025

The Council Plan contains the following strategic outcomes which relate to roads and footpaths assets:

- Sustainable infrastructure that meets the current and future community needs
- Improved transport services for our region
- A transport network that is fit-for-purpose
- A financially sustainable organisation
- Serve the community by providing great customer experience, value for money and quality services

Road Management Plan

The Road Management Plan has established hierarchies for the roads and footpaths assets managed by Council. The hierarchy classification is used to assist in prioritising works programs and also intervention responses for any defects that exceed stated intervention levels.

Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of open space services are outlined below.

Legislation	Requirement
Disability Act 2006	Establishes a framework for providing support and services to people with disabilities throughout Victoria.
Disability Discrimination Act 1992	Sets out the responsibilities of Council and staff in dealing with access and use of public infrastructure.
Environment Protection Act 2017	Creates a legislative framework for the protection of the environment in Victoria having regard to the principles of environmental protection.
Local Government Act 2020 Local Government (Planning and Reporting) Regulations 2020	Sets out the role, purpose, responsibilities, and powers of local governments including the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery.
Planning and Environment Act 1987	Sets out legislative requirements for planning and environmental concerns in new and upgrade areas. It allows for the impact of asset construction and growth and sets parameters to trigger Council activities/actions.
Road Management Act 2004 and associated Regulations and Codes of Practice	Establishes a coordinated management system for public roads that will promote safe and efficient state and local public road networks and the responsible use of road reserves for other legitimate purposes, such as the provision of utility services. Defines the responsible authorities for all roads within the state. It makes Council the controlling authority for Public Local Roads, Boundary Roads, and parts of Declared Roads within the municipal area and it is therefore responsible for managing the infrastructure assets within them.
Road Safety Act 1986	Safety requirements relating to the use and operation of the road network.
Road Safety Regulations 2009	Sets out regulations for implementing the Road Safety Act.
Transport Act 1983	Sets up structure for the provision and regulation of public and commercial transport.
Workplace Health & Safety Act 2011	To prevent a person's death, injury or illness being caused by a workplace, by a relevant workplace area, by work activities, or by plant or substances for use at a relevant place.
Occupational Health and Safety Act 2004	Aims to secure the health, safety, and welfare of people at work. It lays down general requirements that must be met at places of work in Victoria. The provisions of the Act cover every place of work in Victoria. The Act covers self-employed people as well as employees, employers, students, contractors, and other visitors.

Service Levels Commitment

The levels of service defined in this section will be used to:

- Clarify the level of service that our customers should expect
- Identify works required to meet these levels of service
- Enable Council and community members to discuss and assess the suitability, affordability, and equality of the existing service level and to determine the impact of increasing or decreasing this level in future

Service levels

Service level	Technical performance	Customer performance
<p>Roads and footpath network assets are well maintained and safe</p> <p>100% of Programmed (Defect/Maintenance) inspections schedule-undertaken per annum (as per Road Management Plan RMP)</p> <p>Annual renewal works are delivered in accordance with the following key indicators:</p> <ul style="list-style-type: none"> • 100% condition inspections completed within 3 – 5 years • Meeting renewal target $\geq 80\%$ of renewal requirements funded through rates & Roads to Recovery RTR Funding (availability) • Intervention level condition 7/10 <p>30% reduction in both fatalities and serious injuries (FSI) within the municipality over the five-year life of the Road Safety Strategy Reported</p>	<p>100% of Programmed (Defect/Maintenance) inspections schedule-undertaken per annum (as per RMP)</p> <p>100% of defects assessed as a severe to catastrophic risk, are responded to with the prescribed time within per annum</p> <p>100% of condition inspections completed within the prescribed timeframe per annum</p> <p>$\geq 80\%$ Meet Asset Renewal Funding Ratio targets per annum</p> <p>90% of road network at or above intervention level</p>	<p>100% of CRMs per year responded to in the prescribed timeframe per quarter</p> <p>Organisational Reporting</p>
<p>Roads and footpath network assets are fit-for-purpose</p> <p>Consistently apply the criteria and practice guidance provided by the following, to the review process and/or development of Mildura Rural City Council MRCC road plans and strategies:</p> <ul style="list-style-type: none"> • Road Management Act 2004 Code of Practice: Operational Responsibility for Public Roads • Local Government Performance Reporting Framework (report) • Victorian Grants Commission Return ALG1 VGC3 • National Heavy Vehicle Regulator (NHVR) • Vic Roads Native Vegetation Removal Regulations <p>Environmental, social, and economic indicators are included in the review and development of key documents that guide the renewal of the road network: Apply:</p> <ul style="list-style-type: none"> • Crime Prevention Through Environmental Design (CPTED) principles • Water Sensitive Urban Design Guidelines (WSUD) principles 	<p>100% of stakeholder consultations undertaken per annum</p> <p>100% of the Roads and Footpaths AMP reviewed by 2023-2024</p> <p>100% Continuous Improvement CI activities implemented per annum (see CI Plan)</p> <p>100% compliance with the asset preservation development guidelines per quarter</p>	<p>100% of communication plan to inform community of Audit Results and actions</p> <p>Organisational Reporting</p>

Service level	Technical performance	Customer performance
<p>Reliability and responsiveness Decrease reactive maintenance obligation through planned maintenance scheduling based on Asset data</p> <p>Decrease maintenance obligation through innovative practice/s, skills development, and improved technology.</p>	<p>10% reduction in the \$ variance of unsealed roads between maintenance (per km) vs annual maintenance budget per annum.</p> <p>100% of condition inspections completed within the prescribed timeframe per annum (as per RMP)</p> <p>100% implementation of the Road Management Plan</p> <p>100% of the Roads and Footpaths Asset Management Plan AMP reviewed by 2023-2024</p> <p>100% Continuous Improvement activities implemented per annum (see CI Plan re AMP and RMP etc.)</p> <p>100% compliance with the asset preservation development guidelines per quarter</p>	<p>10% reduction in CRM's and customer complaints per annum</p> <p>100% customer complaints received processed as per Councils complaints policy per annum</p> <p>100% customer CRMs responded to within the prescribed timeframes per quarter</p> <p>Organisational Reporting</p>
<p>Sustainable infrastructure that meets the current and future community needs Deliver on the Roads Asset Management Plan to frame the scale and scope of the road network.</p> <p>Comply with the principles of the Road Discontinuance and Sale Policy.</p> <p>Road Network upgrades/new are driven by the Road Asset Management Plan and MRCC Capital Works Policy.</p> <p>Road Network upgrades are compliant, sustainable as per the requirements of the Capital Works Policy, Asset Management Policy.</p> <p>Developers are held accountable to comply with standards through the Asset Handover process.</p> <p>Operations / Maintenance expenditure increases at the same ratio as acquisitions (new capital, gifted)</p>	<p>5% decrease of previous LGPRF target per annum (14/100km)</p> <p>100% Continuous Improvement activities implemented per annum (see CI Plan re AMP and RMP etc.)</p> <p>100% completion of the Roads construction projects as per the CW program per annum (over four years)</p> <p>100% of the Integrated Transport and Land Use Strategy developed by 2024</p> <p>100% completion of a Strategic Risk Audit of the Road network</p>	<p>100% implementation of the MRCC Community Engagement and Strategic Planning Policy as required under the Local Government Act 2020</p> <p>High to very high satisfaction rating with the level of engagement achieved by those who participated in the reviews of key documents (internal & external) per annum</p> <p>Organisational Reporting</p>

Service levels taken from Roads Footpaths and Cycling Profile 2021

Our Future

This section of the plan analyses potential factors affecting demand including population growth, social and technology changes. The impact of these trends is examined, and strategies recommended as required to modify demand without compromising user satisfaction.

Demand Forecast

Factors affecting demand include (but are not limited to) population change, changes in demographics, seasonal factors, consumer preferences and expectations, agricultural requirements, and environmental awareness. The estimated population for Mildura Rural City Council was 55,937 in 2021 and is projected to grow to around 62,550 by 2031, which will have an impact in the provision and maintenance of roads and footpaths assets.

Council rate capping is having an impact on effectively managing assets as there are insufficient funds to manage existing assets to agreed levels of service, or to provide new and upgraded assets desired by the community.

The following trends are likely to arise due to external influences and societal changes:

- Increased demand for access to walking and cycling network to support the creation of a connected and active community
- Urban consolidation at the expense of rural communities
- Connectivity
- An increase in older residents will require Council to ensure adequate footpaths are provided
- Changing agricultural practices and locations affecting unsealed road access
- Increase in traffic volume which will require an increase in roads etc. that are well planned and maintained
- Climate change and zero-emissions target.

Consideration will be given to these trends in managing and planning for infrastructure, within the fiscal constraints of a rate capping environment and the community's capacity to pay.

Demographics

There are currently no significant demographic changes taking place within the Mildura Rural City Council that impacts future demand on the transport network. Although, the ageing population is likely to put pressure on provision of better pathway access.

Innovation

The following outlines the potential for improvements in efficiency due to evolving technology and innovation.

- Spatial location and condition of assets able to be verified from GIS may reduce the need for reactive inspections
- Improvements to bitumen quality may mean roads have a longer useful life and require less maintenance over their life
- Changes in engineering standards may lead to more robust structures
- Incorporation of recycled material will have a dual impact in terms of reduction in greenhouse gas emissions and reduction in initial asset construction costs, enabling more assets to be renewed with the same allocation of funds
- Vehicle ownership trends & fossil fuel scarcity may reduce the number of private vehicles, reducing current traffic growth.

Demand Management

The key long-term strategy is to manage demand so that services can still be provided into the future at a reasonable cost.

Council currently manages demand in relation to roads and footpaths assets through a number of corporate and strategic documents, including:

- Community Vision and Council Plan
- Road Management Plan
- Asset Management Strategy 2020
- Roads, Footpaths & Cycling Network Service Profile

Climate Change

The current and predicted change to climate has the potential to significantly impact on a range of roads and footpaths assets. Forecast impacts of climate change include the risk of increased summer temperatures, prolonged periods of extreme/high temperatures, prolonged periods of drought, and flooding.

Forward planning is required to provide a road and footpath network which is resilient to the impacts of climate change and can adapt to meet the needs of the community and the natural environment into the future.

Forward planning includes undertaking an asset vulnerability assessment to determine the risks associated with roads and footpaths due to climate change. This needs to include cost implications associated with different emission scenarios and which assets are likely to be impacted in the future. We need to understand the cost implications of climate change so that we can ensure intergenerational equity by spreading the costs equitably over time.

Council's Roads, Footpaths & Cycling Network Service Profile contains specific actions to ensure that responses to climate change emergencies are investigated when working on roads and footpaths assets in the future.

In March 2020 Council declared a state of climate emergency requiring urgent action by all levels of government. One major target Council has identified in the fight against climate change is sustainability. Sustainability is about more than just our natural environment. We value sustainable development, sustainable communities and financial sustainability. We recognise that resources are finite and must be used responsibly to meet our current needs without compromising the needs of future generations.

Roads and footpaths assets in New Developments

Mildura Rural City Council has seen a steady growth in recent years, particularly in the Mildura city and surrounding areas. New developments have new assets that are frequently handed over to Council to manage thereafter.

Roads and footpaths assets in some new development areas are tied to Developer Contribution Plans that include the upgrade of roads and footpaths assets. The Council budget currently commits over \$4m per annum to DCP projects, of which roads and footpaths assets are featured.

Integrated Transport and Land Use Strategy

The Mildura Integrated Transport and Land Use Strategy (ITLUS) has been developed to show how Council should grow and develop towards 2046, including how its roads and footpath network can better serve the current and future residents, business, and visitors to the region.

Council will continue to advocate for the key freight link (Benetook Ave and Seventeenth Street) to be identified and appropriately upgraded as the preferred route for freight vehicles travelling via Mildura between New South Wales and South Australia.

Our Management of the Asset Lifecycle

Council's Asset Management Policy and Strategy emphasises that asset management must take a whole of organisation approach in order to achieve the Community and Council vision and long-term strategic objectives. The sustainable management of assets throughout their lifecycle is the responsibility of a number of areas across the organisation – those that manage the service to those who maintain the infrastructure. Details of roles and responsibilities can be found in Our Principles and Practices section of this plan.

This section outlines asset details including condition information and uses Asset Management fundamentals to develop broad strategies and specific work programs to achieve the service standards previously outlined. It presents an analysis of available asset information and the lifecycle management plans covering the key work activities to manage roads and footpaths assets.

Our Roads and footpaths assets

Mildura Rural City Council's Roads and footpaths assets contribute to economic development and growth, and social benefits to the community. The function of the roads and footpaths assets is that they provide a safe, convenient, and defined means of transporting people and goods around and through the municipal area.

The roads and footpath network represents a significant investment by the community and is vital to its health and wellbeing. Along with council owned buildings, the roads and footpath network constitutes the most expensive of the infrastructure assets maintained by Council for the community.

These assets must be properly maintained and developed to continue to provide adequate service and benefits now, and for future generations.

Roads and footpaths assets covered by this plan are listed in the table below.

The assets are divided into functional categories as they provide different roles within the network. The five categories are:



Roads



Footpaths



Kerb & Channel

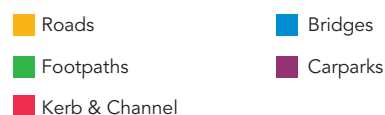
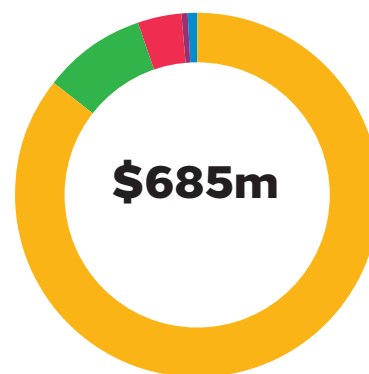


Bridges



Carparks

Total Current Replacement Cost of Roads and footpaths assets

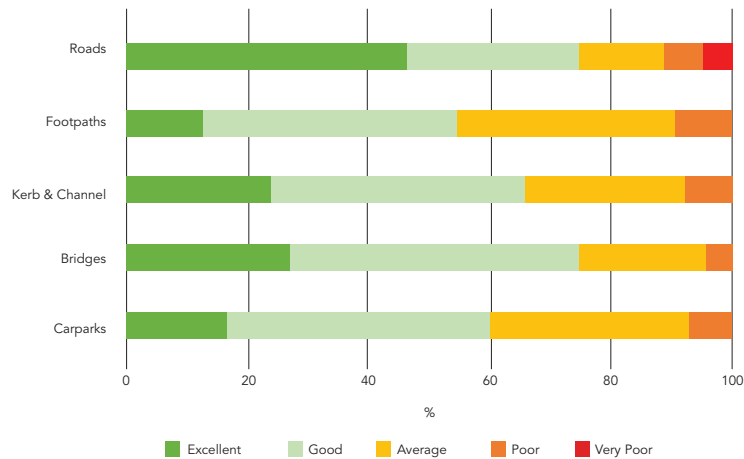




Category	Asset	Quantity	Replacement Cost
Roads	Sealed Roads	1,065 km	\$587,483,680
	Unsealed Roads	4,252 km	
Footpaths	Footpaths	351 km	\$63,504,110
	Shared Paths	90 km	
Kerb & Channel	Kerb & Channel	507 km	\$27,056,850
Bridges	Road Bridges	1	\$4,960,000
	Pedestrian Bridges	22	
Carparks	Carparks	3596 m2	\$3,560,811
Total			\$686,565,451

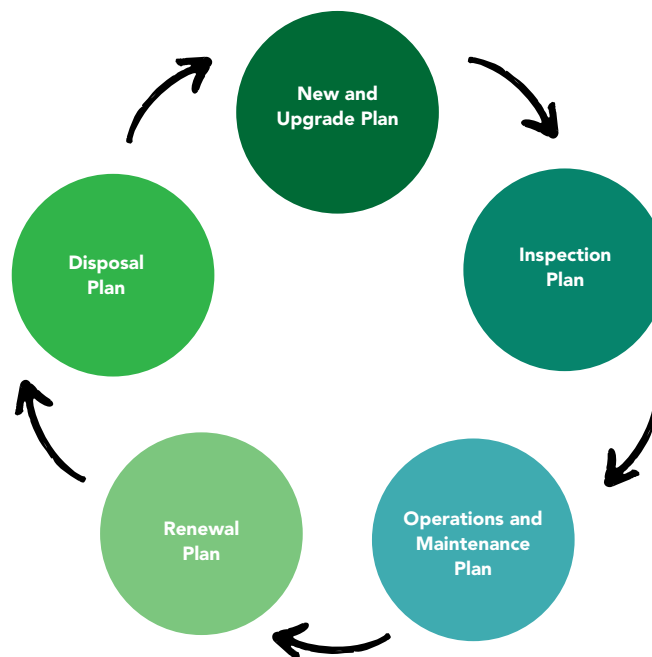
Overall asset condition

Asset condition has been determined for the majority of Council's Roads and footpaths assets. Council is committed to regular condition assessments in order to understand the rate of consumption, mitigate risk and make informed decisions for capital investments. Asset condition is captured using a variety of methods including laser profiling, on-site inspections etc.



A majority of Councils Roads and footpaths assets are in excellent to good condition and only require planned or minor reactive maintenance. There is however a significant number of assets in average condition which require maintenance and if are not addressed, will eventually require renewal. Typically, maintenance costs are far less than the cost to renew assets. The most cost-effective approach will be to ensure assets are appropriately maintained during their lifecycle to avoid having to prematurely renew the assets.

Asset Lifecycle Activities



New and Upgrade Plan

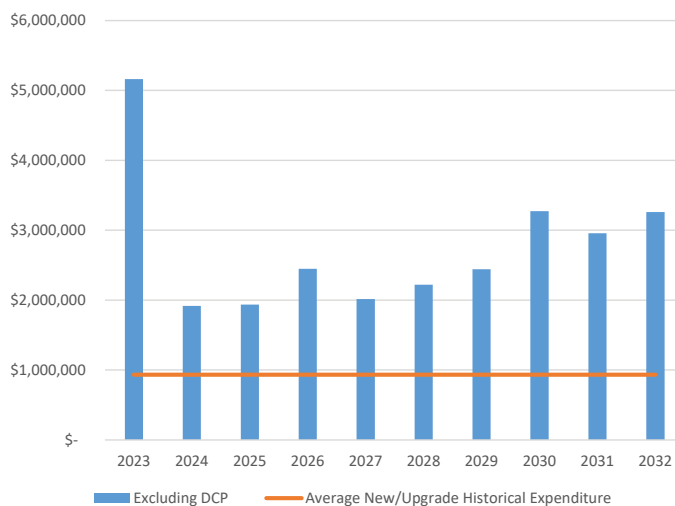
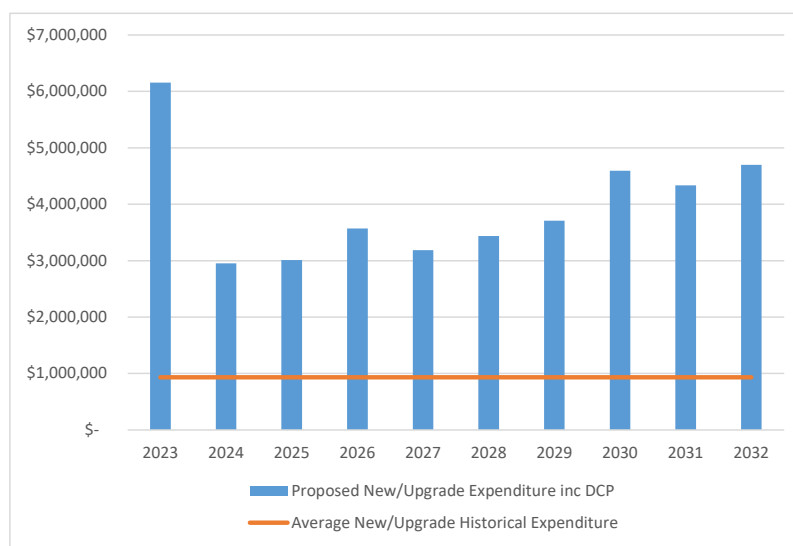
Provides a program of works to create new assets or upgrade existing assets. Primarily driven by community, growth, social and/or environmental priorities.

All new and upgrade works proposals should be assessed in terms of their lifecycle costs i.e., cost to operate and maintain the asset. Increasing and/or upgrading the asset network will typically increase operational and maintenance costs. The plan is to monitor and report on these trends in the future.

Strategies are currently being developed which will better inform the new / upgrade capital works program.

The forecast used for this plan is based on data listed in Council's 10-year capital works plan. The first chart includes Developer Contribution Plan (DCP) expenditure from year 2023, where the second chart excludes DCP expenditure.

Note that the spike in year one of this plan has as significant rollover of grant funding from the previous financial year



Inspection Plan

Inspections are undertaken to guide maintenance and renewal activities and to proactively identify any risks or hazards that require immediate attention.

Category	Inspection Type	Frequency	Responsibility
Roads	Defect Inspections	6 Monthly	I&R
	Condition Inspections	Every 5 Years	SAS
Footpaths	Defect Inspections	6 Monthly	I&R
	Condition Inspections	Every 3 Years over 12-month period	SAS
Kerb & Channel	Defect Inspections	6 Monthly	I&R
	Condition Inspections	Every 5 Years	SAS
Bridges	Defect Inspections	6 Monthly	I&R
	Condition Inspections	Every 5 Years	SAS
Carparks	Defect Inspection	6 Monthly	I&R
	Condition Inspection	Every 5 Years	SAS

I&R Inspection & Reporting
SAS Strategic Asset Systems

Operations and Maintenance Plan

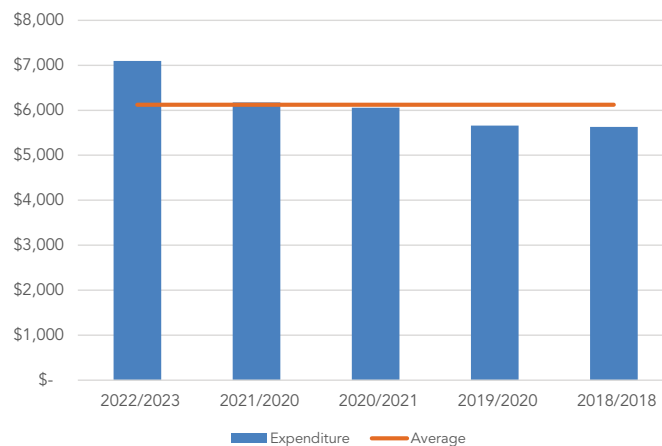
Maintenance activities are undertaken to ensure efficient operation and serviceability of the assets. This will ensure that the assets retain their service potential over the course of their useful life.

Routine maintenance is the regular on-going work necessary to keep assets operating, including instances where portions of assets fail and need immediate repair to make the asset operational again. Maintenance includes reactive and proactive work activities.

- Reactive maintenance is unplanned repair work carried out usually in response to service requests.
- Proactive maintenance is repair work that is usually identified through routine inspections.

Maintenance expenditure trends for Roads and footpaths assets are shown below. This trend is likely to increase with the addition of assets handed over to Council from new subdivisions.

Maintenance expenditure trends for roads and footpath assets are shown below. This trend is likely to increase with the introduction of new facilities such as the Mildura Sporting Precinct, as well as responding to community expectations e.g. shade and shelter, safety and cleanliness.



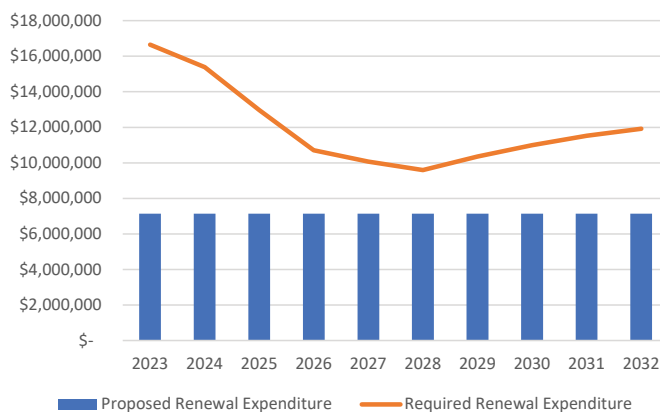
Renewal Plan

Provides a program of renewal for individual assets.

Deteriorating asset condition primarily drives renewal needs, with increasing maintenance costs also considered. The renewal program will be partly funded by the Roads to Recovery grants received by Council

Renewal expenditure is major work that restores, rehabilitates, or replaces an existing asset to its original service potential. Assets requiring renewal are identified from remaining life estimates from condition assessments. Proposed renewals are reviewed to verify accuracy of remaining life estimates and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled into future capital works programs.

Required vs Proposed Renewal Expenditure



Projected future renewal expenditure cost are summarised in the chart (costs represent current dollar value). The required renewal expenditure is compared to the available budget, which has an average annual shortfall of \$4.8M.

Over the 10-year planning period the renewal the renewal shortfall is projected to grow to \$48.8M.

Renewal works may be deferred if the cost is beyond the current financial ability to fund. This can occur when there are short term renewal profile peaks, or higher priority works required on other infrastructure groups. When renewal works are deferred, the impact of the deferral on the asset's ability to provide the required level of service will be assessed. Although the deferral of some renewal works may not impact significantly on the short-term operation of the assets, repeated deferral will create a liability in the longer term, and this needs to be taken into account before making a decision to defer.

Disposal Plan

Provides a program of which assets will be disposed of in response to levels of service.

Council has no Roads and footpaths assets proposed to be decommissioned. Currently no funding required or expected from the decommissioning of any assets at this point in time.



Our Management of Risks

The objective of the risk management process with regards to roads and footpaths assets is to ensure that:

- All significant operational and organisational risks are understood and identified
- The highest risks that need to be addressed in the short to medium term are identified
- Strategies and treatments to address risks are identified and applied
- An assessment of risks associated with service delivery from infrastructure assets has identified the most critical risks to Council.

The key risk management criteria relating to Roads and footpaths assets include:

- Public health and safety
- Service provision
- Environmental and legal compliance
- Business interruption
- Financial risk (escalating costs in deterioration)
- Asset damage through storms, flooding, water damage or events such as accidents.

Increased temperatures associated with climate change increases the risk that assets will fail or need to be maintained earlier than expected. However, it is still unclear as to the exact impact of these changes. By assessing the assets level of vulnerability to climate impacts we are continuing to ensure that Council has the best possible information about its assets, and are able to better predict future demand and account for any potential required changes as a result of climate change.

The financial sustainability of delivering road and footpath infrastructure to our community will be closely monitored and measured.

A growing renewal gap across Council's infrastructure portfolios will need to be addressed and managed appropriately, with treatments being explored through service planning and service profile development.

Risk	Consequence	Likelihood	Risk Rating	Treatments in place	Responsibility
Strategies, plans and objectives not aligned to community expectations	Moderate	Possible	Moderate	Council plan reporting Community Engagement Policy Integrated Planning Framework & Reporting Annual Community Satisfaction Survey	ED&D C&P
Financial sustainability of the service in a rate capped environment	Moderate	Likely	High	Service profile linking to infrastructure requirements and financials	F&A FS
Climate change	Moderate	Likely	High	Environmental Sustainability and Climate Change Policy, Towards Zero Emissions Strategy, Environmental Education Plan	W&I ED&D
Emergency impacts	Major	Possible	High	Municipal Emergency Management Plan, Municipal Relief and Recovery Plan, Standards	W&I ED&D
Injury/harm to people using road and footpath assets	Moderate	Possible	Moderate	Regular inspection programs and rectification of defects	F&A W&I
Significant breach of legislation, policy	Moderate	Unlikely	Low	Operational policies and processes in place	W&I
Vandalism	Minor	Possible	Low	Regular inspection programs, customer request management	F&A W&I
Confidence levels in asset data	Moderate	Possible	Moderate	Asset Management Strategy action to improve data management practices and processes, quarterly validation reports	F&A

ED&D Engineering Design & Development

F&A Facilities & Assets

FS Financial Services

W&I Works & Infrastructure

Assets at risk

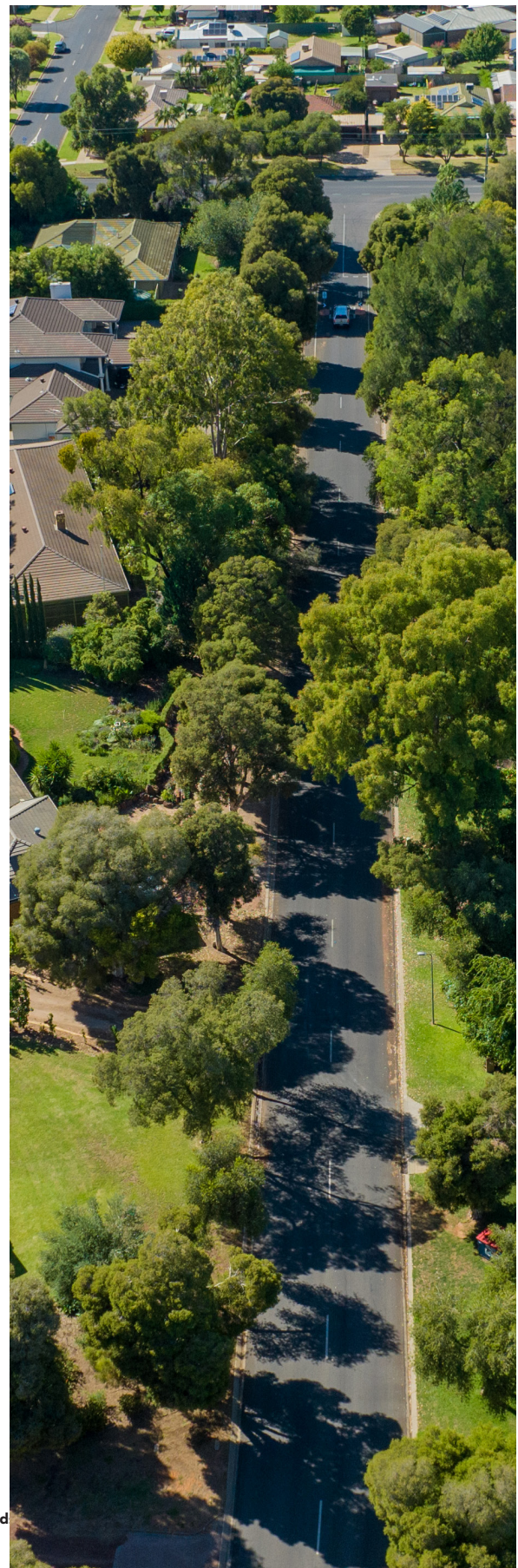
Councils roads and footpaths assets have a number of risks that can affect how the network performs, some of these risk include:

- Assets are not reaching the life expectancy that is required
- All access for heavy vehicles on the entire road network
- Usage changes for roads due to different farming and agricultural practices all year round instead of seasonal
- Roads not under the control of Council not at an appropriate condition

While the risk of our roads and footpaths assets failing is moderate, treatment plans are in place including:

- Council projects are run through our contract management software
- Projects are designed to the appropriate standard for all Council run projects
- Condition up permits that require site investigation of ground conditions and a pavement design to be completed
- For developer run subdivisions through the construction stage, hold points for inspections are stipulated and the inspections are carried out with contractors providing the evidence required to satisfy the conditions of contract, then the risk of premature failure of the asset is reduced
- Regular inspections completed by the Inspection and reporting and Asset Preservation teams
- Advocating for Roads not under the control of Council to be maintained to a better standard

Work is being done with the Engineering Development and Delivery and Works and Infrastructure teams on building a more detailed risk chart for our most at risk roads and footpaths assets.



Road

Our Financial Summary

Asset value

The value of Council's Roads and footpaths assets is summarised in the table below.

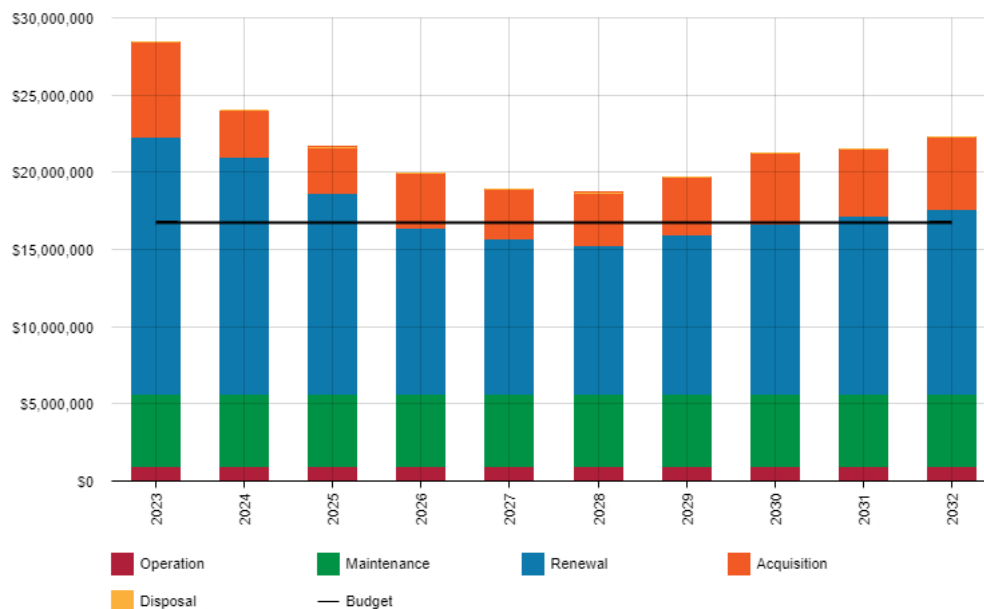
Category	Current Replacement Cost	Depreciated Amount	Depreciated Replacement Cost	Annual Depreciation
Roads	\$ 587,483,680	\$ 377,953,527	\$ 209,530,152	\$ 8,429,516
Footpaths	\$ 63,504,110	\$ 36,000,306	\$ 27,503,804	\$ 1,460,762
Kerb & Channel	\$ 27,056,850	\$ 17,786,447	\$ 9,270,402	\$ 386,527
Bridges	\$ 4,960,000	\$ 3,840,916	\$ 1,119,084	\$ 73,045
Carparks	\$ 3,560,811	\$ 1,049,257	\$ 2,511,554	\$ 59,384
TOTAL	\$ 686,565,450	\$ 436,630,453	\$ 249,934,997	\$ 10,409,233

Financial Projections

The chart below highlights the financial projections for planned operating and capital expenditure for Roads and footpaths assets. The target is to retain relatively stable levels of operating expenditure for all asset types.

Projected expenditure is to be funded from Council's operating and capital budgets. The funding allocation is detailed in Council's 10-year Long Term Financial Plan (LTFP).

The chart demonstrates that there is a large backlog of infrastructure requiring renewal. Compared against funding projections in Council's LTFP, it is not viable to completely eradicate the renewal gap however strategies are put in place to reduce the gap via the Asset Management Strategy 2020 Action Plan.



Sustainability Report

Ideally, the renewal of assets should occur at the time that they require it to ensure that the service levels provided (through the assets) to the community can continue both now and into the future. Factors such as limited funds, increased customer demand and expectation, and statutory requirements can affect the ability to undertake renewal activities.

The Asset Renewal Funding Ratio (ARFR) represents how much is budgeted on renewals versus how much is required to be spent (Capital Renewal Planned Budget for a period / Capital Renewal Forecast Outlays for the period).

Target ARFR	Actual ARFR	Comments
80 – 100%	59%	The actual ARFR indicates that Council does not have the available funds to address renewals when they are required, which is not sustainable. The impact of this will be that assets will continue to deteriorate and may cost more to renew over time. Strategies to meet the target may include reviewing existing service levels and intervention levels, accepting a higher level of risk, closure, or decommissioning assets.

Depreciation can also be used to indicate asset consumption, however due to the nature of how this is calculated (straight-line, age based) this is a less accurate measure of consumption, when comparing to the condition-based assessment of remaining useful life.

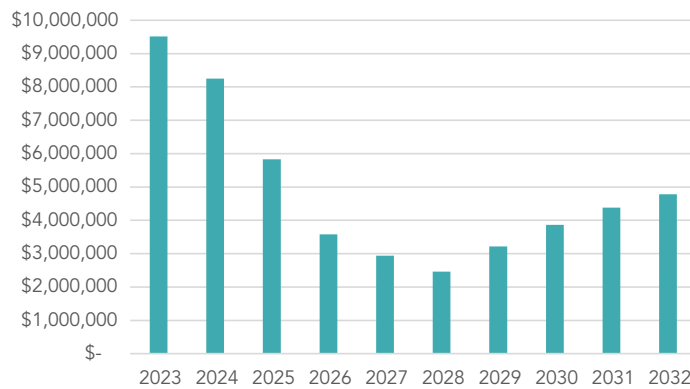
The long-term lifecycle sustainability indicator (depreciation model, including operational and maintenance expenditure) represents how much is budgeted on renewal, operations, and maintenance versus the depreciation amount plus forecasted operations and maintenance (Lifecycle Planned Budget / Lifecycle Forecast).

Lifecycle Forecast (average 10 years forecast ops, maint and depreciation)	Lifecycle Planned Budget (average 10 years planned budget ops, maint and depreciation)	Lifecycle Gap (Lifecycle Planned Budget – Lifecycle Forecast)	Lifecycle Indicator (Lifecycle Planned Budget / Lifecycle Forecast)	Target Lifecycle Indicator (Lifecycle Planned Budget / Lifecycle Forecast)
\$16,406,166	\$12,773,873	\$-3,272,293	80%	100%

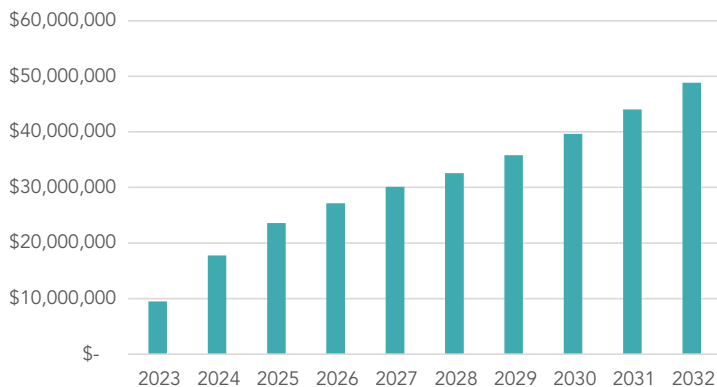
Budgeted Renewal and Shortfall (Renewal Gap)

Year	Forecast Renewal	Planned Renewal Budget	Annual Renewal Budget Shortfall	Cumulative Renewal Budget Shortfall
2023	\$16,648,892	\$7,136,940	-\$9,511,952	-\$9,511,952
2024	\$15,388,176	\$7,136,940	-\$8,251,236	-\$17,763,188
2025	\$12,969,893	\$7,136,940	-\$5,832,953	-\$23,596,140
2026	\$10,713,366	\$7,136,940	-\$3,576,426	-\$27,172,568
2027	\$10,074,690	\$7,136,940	-\$2,937,750	-\$30,110,316
2028	\$9,596,363	\$7,136,940	-\$2,459,423	-\$32,569,740
2029	\$10,355,850	\$7,136,940	-\$3,218,910	-\$35,788,648
2030	\$10,998,214	\$7,136,940	-\$3,861,274	-\$39,649,924
2031	\$11,520,582	\$7,136,940	-\$4,383,642	-\$44,033,568
2032	\$11,921,649	\$7,136,940	-\$4,784,709	-\$48,818,276
Average	\$12,018,768	\$7,136,940	\$4,881,827	

Annual Renewal Budget Shortfall



Cumulative Renewal Budget Shortfall



Long Term Financial Plan

The Long-Term Financial Plan projections for a 10-year planning period are detailed in the table below. Additional operation / maintenance expenditure to accommodate new assets has not been factored into these projections at this point in time. With the introduction of a requirement to provide lifecycle cost projections to support new and upgrade capital works proposals, the additional expenditure can and will be populated in future revisions of this plan.

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2023	\$6,154,647	\$912,228	\$4,724,705	\$16,648,892	\$0
2024	\$2,951,646	\$912,228	\$4,724,705	\$15,388,176	\$0
2025	\$3,012,210	\$912,228	\$4,724,705	\$12,969,893	\$0
2026	\$3,571,697	\$912,228	\$4,724,705	\$10,713,366	\$0
2027	\$3,184,336	\$912,228	\$4,724,705	\$10,074,690	\$0
2028	\$3,438,598	\$912,228	\$4,724,705	\$9,596,363	\$0
2029	\$3,709,436	\$912,228	\$4,724,705	\$10,355,850	\$0
2030	\$4,594,941	\$912,228	\$4,724,705	\$10,998,214	\$0
2031	\$4,335,594	\$912,228	\$4,724,705	\$11,520,582	\$0
2032	\$4,697,168	\$912,228	\$4,724,705	\$11,921,649	\$0

Key Assumptions

This section details the key assumptions made in preparing forecasts of required operating and capital expenditure and asset values, depreciation expense and carrying amount estimates. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this plan are:

- All costs are shown in 2022/2023 financial year dollar values.
- General assumptions have been made in the replacement of assets based on the asset type's modern day equivalent standard.
- The required renewal expenditure assumes general intervention levels that do not take into account the breakdown of the condition score into components of the asset and are based on the assumption that the whole asset will be replaced as opposed to its components.
- The required renewal expenditure is based on the current level of service provided to the community.
- Operational and maintenance expenditure is estimated based on the best available data from a number of areas. The breakdown of this expenditure Roads and footpaths assets has been generalised where specific allocation is not possible due to budget structures.
- 0% growth rate has been applied to financial projections.
- Additional operational / maintenance expenditure to accommodate new assets has not been factored into the financial projections.



Our Principles and Practices

This section identifies the principles, strategies, practices, and guidelines supporting Asset Management at Mildura Rural City Council.

Asset Management System (Framework)

The Asset Management System is “the set of interacting elements of an organisation to establish Asset Management policies and objectives, and the processes to achieve those objectives” (ISO55000). Key principles in ISO 55001 relating to the AM System includes:

- “The organisation shall integrate the planning to achieve AM objectives with other organisational planning activities, including human resources, financial and other support functions” ISO 55001 Cl 6.2.2. This emphasises the importance of all business functions to AM. The AM System cannot stand alone but needs to integrate effectively across the organisation.
- The need for documentation to support the AM System.
- The AM System must be well communicated within the organisation and with other stakeholders and understood by all those who have responsibilities in the AM System.
- There must be provision for Management Review and organisations must be able to demonstrate management commitment to the AM System.

Our Asset Management Documents:

- Asset Management Policy CP031 – Sets guidelines for implementing consistent asset management practices across all areas of the organisation.
- Asset Management Strategy 2020 – Outlines Council's asset management principles and objectives and provides an action plan targeting five key focus areas: Data and Information, Governance, Integrated Planning, Education and Knowledge and Service Planning.
- Asset Management Plans – There are four plans focusing on Council's four major asset portfolios: Roads and Footpaths, Stormwater Drainage, Buildings and Public Open Space.
- Data Management Guidelines – Provides a standardised approach in how Council structures, manages and maintains its asset data.
- Integrated Transport and Land Use Strategy – which will be the key document in setting future priorities for alterations to the road freight network
- Asset Plan – A Plan that provides a strategic and financial view of how Council proposes to manage the assets it owns and controls.

Standards and Guidelines

Asset Management practices and processes are guided by a number of legislative requirements and assisted by developed guidelines and standards:

- Local Government Act 2020 – sets out Council’s asset management responsibilities and requirement to develop asset plans.
- Road Management Act 2004 – sets out the maintenance regime for management of the municipal road network for the Council.
- Australian Accounting Standard 27 Financial Reporting by Local Governments 1996 – sets out the asset accounting requirements.
- Institute of Public Works Engineering Australasia (IPWEA) International Infrastructure Management Manual, NAMS – provides guidance and direction on asset management policy and plan development.
- ISO 55000:2014 Asset Management Overview, principles, and terminology – provides guidance around frameworks for effective asset management.

Asset Management Data System

Council utilises an asset management data system (AMDS) linked with QGIS as the Geographical Information System (GIS) to manage spatial asset data. IntraMaps is the corporate GIS platform which allows all staff to access cadastral, topographic, aerial information and asset data.

Predictive modelling is undertaken in the AMDS and Moloney’s Financial Module.

Data Confidence

Data confidence for Roads and footpaths assets are classed as B, Reliable (based on the IPWEA data confidence scale below).

Confidence Grade	Description
A Highly reliable	Data based on sound records, procedures, investigations, and analysis, documented properly, and agreed as the best method of assessment. Data set is complete and estimated to be accurate +/-2%
B Reliable	Data based on sound records, procedures, investigations, and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Data set is complete and estimated to be accurate +/- 10%
C Uncertain	Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Data set is substantially complete but up to 50% is extrapolated data and accuracy estimated +/- 25%
D Very uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Data set may not be fully complete, and most data is estimated or extrapolated. Accuracy +/- 40%
E Unknown	None or very little data held

Roles and Responsibilities for Asset Management

The Local Government Act 2020 requires councils develop an integrated, longer-term, and transparent approach to planning, organised around a ten-year community vision.

This, along with Council's Asset Management Policy CP031, emphasises the importance of taking a whole of organisation approach to asset management in order to achieve its vision and long-term strategic objectives.

Organisational asset management responsibilities are divided into four roles:

- Management of the Service** – Responsible for a service being delivered to the community and the interface between council and the community.
Responsibilities: Service planning; service operations; asset need identification, modification, upgrade, or decommissioning / disposal
- Management of the Asset** – Responsible for how assets are managed, including overall capital works planning on an asset group through the engagement of service providers, maintenance managers and other stakeholders.
Responsibilities: Asset design; capital works delivery; renewal and performance monitoring
- Management of Maintenance** – Responsible for ensuring the asset is functioning as designed to meet defined levels of service and industry standards. This is achieved by monitoring the asset through inspection programs and undertaking maintenance/operational activities.
Responsibilities: Asset inspections and maintenance
- Governance of the Asset Management System** – Responsible for setting up frameworks, systems and processes that can be used across the organisation for asset management related activities.
Responsibilities: Asset revaluations and other state/federal reporting; asset data management; asset management framework

Category	Management of the Service	Management of the Asset	Management of Maintenance	Governance of the AM System
Roads	ED&D	W&I ED&D	W&I I&R	F&A SAS
Footpaths	ED&D	W&I ED&D	W&I I&R	F&A SAS
Kerb & Channel	ED&D	W&I ED&D	W&I I&R	F&A SAS
Bridges	ED&D	W&I ED&D	W&I I&R	F&A SAS
Carparks	ED&D	W&I ED&D	W&I I&R	F&A SAS

F&A I&R Facilities & Assets Inspection & Reporting
F&A SAS Facilities & Assets Strategic Asset Systems
W&I Works & Infrastructure
ED&D Engineering Development and Delivery



Our Improvements and Monitoring

Performance Measures

The effective performance of this plan will be measured by:

- The extent to which the long-term financial projections in this plan are incorporated into Council's long-term financial plan
- The extent to which the long-term financial projections and trends are addressed in works programs, budgets and business plans
- The National Asset Management Assessment Framework's assessment on asset management plans

Monitoring and Review

The condition and financial data in this plan will be reviewed annually, with a full review in accordance with Council's deliberative engagement practices completed every four years.

On completion of a full review, the asset management plan is to be formally adopted by Council.

Subsequent updates including the review of condition and financial data will be approved by General Manager Infrastructure & Assets if the changes are deemed immaterial to the delivery of the service, standards and specifications. If the changes materially affect the service, standards and specifications, it must follow the process of a full review.

Improvement Plan

The following table lists the actions necessary to enhance Roads and footpaths asset management within Council. The primary focus over the next four years will be to improve confidence levels in the data and information that informs the service levels and financial projections, as well as to begin working on optimised funding strategies to address existing shortfalls.

Task No	Task	Responsibility	2023	2024	2025	2026
1	Align key plans and documents including the Road Management Plan to provide consistent guidance on standards and information for service/resourcing decisions (Roads, Footpaths and Cycling Service Profile 2021)	ED&D F&A W&I		•		
2	Improve accessibility to service asset management information and data (Roads, Footpaths and Cycling Service Profile 2021)	ED&D F&A W&I C&P			•	

ED&D
F&A
FS

Engineering Design & Development
Facilities & Assets
Financial Services

W&I
C&P

Works & Infrastructure
Customers & Performance

Appendices

Project name	Asset Type
Asphalt Program - Reed Street - Between Poole Street & McKenzie Street Murrayville	Roads
Roads to Recovery Gravel Resheeting Program 23/24	Roads
MRCC Gravel Resheeting Program 23/24	Roads
Shoulder Works Program 23/24	Roads
Roads to Recovery Resealing Program 23/24	Roads
MRCC Bitumen Resealing Program 23/24	Roads
Footpath Renewal Program 23/24	Footpaths and Cycleways
Footpath New Program 23/24	Footpaths and Cycleways
Kerb and Channel Renewal Program 23/24	Kerb and Channel
Meridian Road - Final Seal	Roads

Appendix B: Identifying risks and risk ratings

Risk identification for Roads and footpaths assets can be identified from several sources such as:

- Routine inspections
- Reports and complaints from the community
- Information obtained from incidents
- Advice from professional bodies
- Safety Audits
- Past experience

	Consequences				
	Negligible (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
(A) Almost Certain	Moderate	High	Extreme	Extreme	Extreme
(B) Likely	Low	Moderate	High	Extreme	Extreme
(C) Possible	Low	Low	Moderate	High	Extreme
(D) Unlikely	Low	Low	Low	Moderate	High
(E) Rare	Low	Low	Low	Moderate	High



Risk ratings are determined using the follow risk matrix:

Appendix B: Glossary

A	Asset	An item, thing or entity that has potential or actual value to an organisation. For the purpose of this strategy, assets refer to infrastructure assets which fall under the four (4) major asset portfolios.
	Asset Plan	A Plan that provides a strategic and financial view of how Council proposes to manage the assets it owns and controls.
	Asset Class	Grouping of like assets within an asset portfolio.
	Asset Hierarchy	Asset groups divided into classifications in order to manage the assets according to their function and use. Hierarchies are typically based on the assets function, type, or a combination of both.
	Asset Management	The combination of management, financial, economic, engineering, and other practices applied to physical assets with the objective of providing the required level of service in the most cost-effective manner.
	Asset Management Plan	A plan developed for the management of an asset portfolio that combines technical and financial management techniques over the lifecycle of the asset to determine the most cost-effective manner by which to provide a specific level of service.
	Asset Management Policy	Mildura Rural City Council Asset Management Policy CP031.
	Asset Management Framework	A set of documents, systems and processes that addresses the organisation's asset management responsibilities. In its simplest form an Asset Management Framework may just be the sum of the following documents: Asset Management Policy, Asset Management Strategy and Asset Management Plans.
	Asset Management Strategy	A plan containing the long-term strategies of Council in the management of its community assets. Strategic plans have a strong focus on achieving organisational sustainability and a vision for the future.
C	Asset Portfolio	Grouping of like assets which deliver a similar service to the community.
	Capital Expenditure	Expenditure used to create new assets, renew assets, expand, or upgrade assets or to increase the capacity of existing assets beyond their original design capacity or service potential. This expenditure increases the value of asset stock.
	Condition	The physical state of the asset.

	Capacity	Often referred to as utilisation, the maximum level of output that an asset can sustain to make a product or provide a service.
F	Functionality	Suitability or 'fitness for purpose' of an asset based on the service needs for current and future purposes.
L	Level of Service or Service Levels	Description of the service output for a particular activity or service area against which performance may be measured.
	Lifecycle	The time interval that commences with the identification of the need for an asset and terminates with the decommissioning of the asset or any liabilities thereafter.
	Lifecycle Cost	The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation, and the disposal costs.
M	Maintenance	All actions necessary for retaining an asset as near as practicable to its original condition but excluding rehabilitation or renewal.
O	Operating Expenditure	Expenditure for providing a service, which is continuously required including staff salaries and wages, plant hire, materials, power, fuel, accommodation and equipment rental, on-costs, and overheads. Operating expenditure excludes maintenance and depreciation.
R	Renewal	Works to replace existing assets or facilities with assets or facilities of equivalent capacity or performance capability.
	Renewal Gap	The difference between the amount of funds required for the renewal of assets and the amount of funds currently spent on renewing assets.
S	Service Planning	Process applied to support the suitability of services to meet community needs now and into the future, through better understanding the level of services required, costs, mitigating risks, understanding capacity and capability, and understanding the expectation of stakeholders.
	Sustainability	The capacity to endure; in the context of AM, it is about meeting the needs of the future by balancing social, economic, cultural, and environmental outcomes or needs when making decisions today.

Appendix C: References

Financial Statements 2016 - 2020 - Capital Works and Valuations

[https://www.mildura.vic.gov.au/Council/About-Council/Budget?BestBetMatch=budget\[d13b95b2-5146-4b00-9e3e-a80c73739a64\]4f05f368-ecaa-4a93-b749-7ad6c4867c1f|en-AU](https://www.mildura.vic.gov.au/Council/About-Council/Budget?BestBetMatch=budget[d13b95b2-5146-4b00-9e3e-a80c73739a64]4f05f368-ecaa-4a93-b749-7ad6c4867c1f|en-AU)

Institute of Public Works Engineering Australasia 2015, International Infrastructure Management Manual

International Organization for Standardization

ISO 55000:2014, Asset Management – Overview, principles, and terminology <https://www.iso.org/standard/55088.html>

International Organization for Standardization ISO 55001:2014, Asset Management – Management systems - Requirements <https://www.iso.org/standard/55089.html>

Mildura Rural City Council, Asset Management Framework 2015. Available from: HP Content Manager Reference: INT-202013564

Mildura Rural City Council, Asset Management Policy CP031. Available from: <https://www.mildura.vic.gov.au/Council/About-Council/Council-Policies> [22 May 2019]

Mildura Rural City Council, Asset Management Strategy 2020. Available from: HP Content Manager Reference: INT-202018139

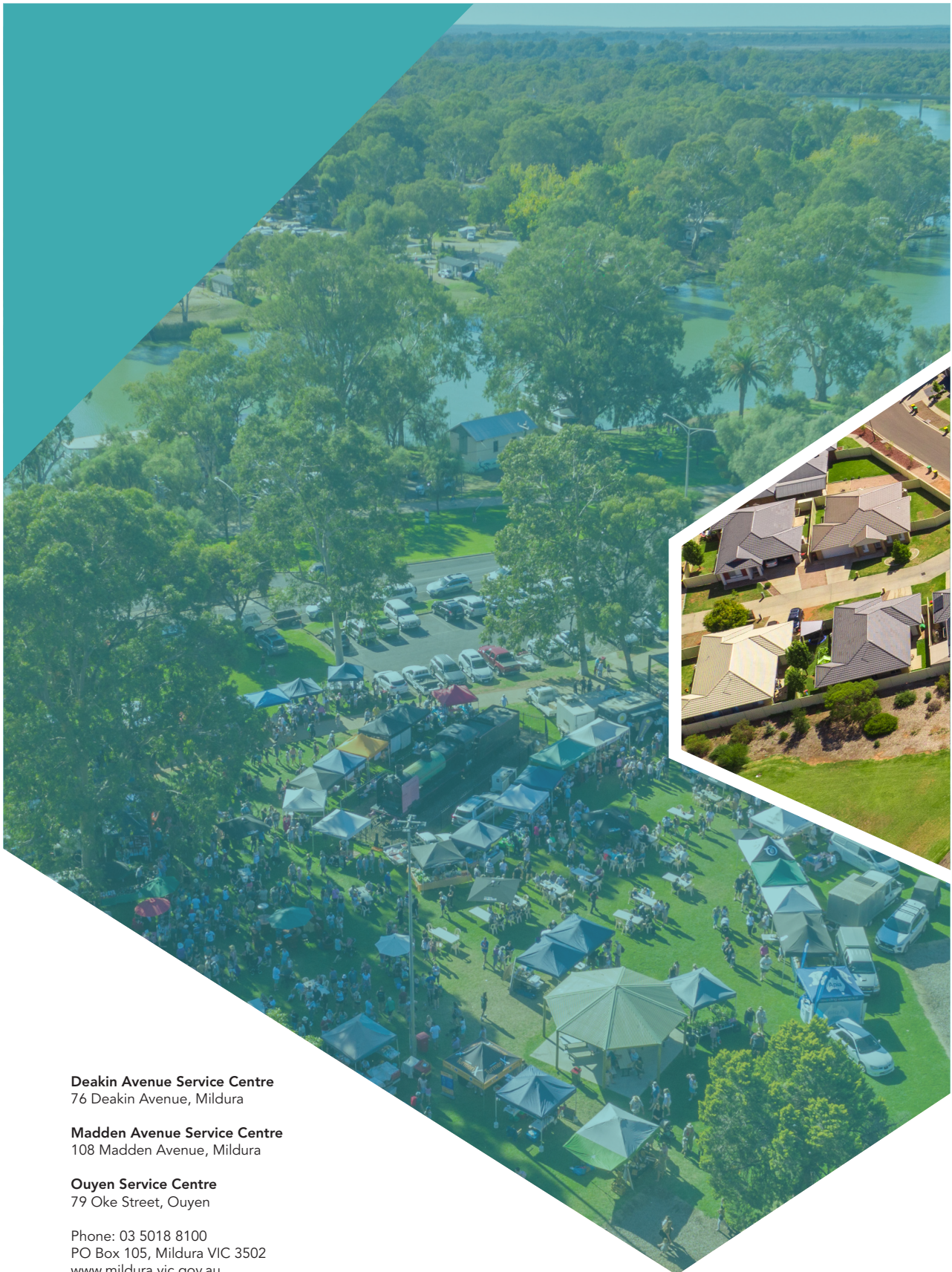
Mildura Rural City Council, Community and Council Plan 2017 – 2021. Available from: <https://www.mildura.vic.gov.au/Council/About-Council/Community-Council-Plan-2017-2021>

Mildura Rural City Council, Community Engagement Policy CP020. Available from: <https://www.mildura.vic.gov.au/Council/About-Council/Council-Policies> [January 2021]

Risk Management Standard, AS/NZS ISO 31000:2009 Vic Roads Standard Specification Section 750 – Routine Maintenance

Roads Footpaths and Cycling Service Profile 2021

Public Road Register 2016 (under review) Available



Deakin Avenue Service Centre
76 Deakin Avenue, Mildura

Madden Avenue Service Centre
108 Madden Avenue, Mildura

Ouyen Service Centre
79 Oke Street, Ouyen

Phone: 03 5018 8100
PO Box 105, Mildura VIC 3502
www.mildura.vic.gov.au

15.9 ADOPTION OF MILDURA REGIONAL MOTORSPORT STRATEGY

Summary

The purpose of this report is to present the final Mildura Regional Motorsport Strategy to Councillors.

Mayor Wood declared he held a general conflict of interest as he is the chair of the Motor Sport Strategy.

Prior to the Mayor exiting the chamber, he called for a nomination to chair the meeting in his absence. Cr Glenn Milne nominated Cr Mark Eckel. Cr Eckel accepted the nomination.

Moved: Cr Glenn Milne
Seconded: Cr Jason Modica

That Cr Eckel take the chair.

CARRIED

Mayor Wood left the meeting while the vote was being taken, taking no part in the debate, time being 6:03pm.

At this point, Deputy Mayor Eckel took the chair.

Martin Hawson declared he held a general conflict of interest as he is a member of the Mildura Speedway Drivers Club. Mr Hawson left the meeting, taking no part in the discussions, time being 6:03pm

2023/0193

Moved: Cr Glenn Milne
Seconded: Cr Helen Healy

That Council endorse the Mildura Regional Motorsport Strategy as presented.

CARRIED

Mayor Wood and Mr Hawson returned to chamber, time being 6:08pm.



Mildura Rural City Council



4x National average for participation rate



\$21 million

contributed to the local economy annually



9 Motorsport Australia affiliated clubs



10 recreational motorsport clubs



50+ hallmark, major and community motorsport events held in the region annually



5,000 motorsport event participants annually



40,000 spectators annually



20,000 visitors attend motorsport events annually



Acknowledgements

We acknowledge the traditional custodians of the lands on which motorsport in our region is conducted. We pay our collective respects to the Elders, past, present and emerging, and respect the ongoing connection that Aboriginal people have to this land.

The development of POWERED BY PURPOSE 2028 was coordinated by McLaughlin Sports Consultancy, with extensive input from the Mildura regional motorsport sector and funding from the Victorian Government and the Mildura Rural City Council.

We would like to acknowledge and thank the following key project partners for their contribution to the Strategy: Victorian Government, Mildura Rural City Council, Australian National Drag Racing Association, Karting Australia, Karting Victoria, Motorcycling Australia, Motorcycling Victoria, Speedway Australia, Motorsport Australia, Regional Development Victoria, Mildura Regional Development, Mildura City Heart, Mildura Kart Club, Mildura Motorcycle Club, Mildura Speedway Drivers Club, North West Victorian Motorcycle Club, Sunraysia Dirt Karters, Sunraysia Drag Racing Association, Mildura Ski Club, various recreational car clubs within the region, Aust-Link; and all competitors, officials, volunteers and advocates who so energetically engaged in the process.



The Mildura Regional Motorsport Strategy is a whole of motorsport strategic plan for the Sunraysia region. It's designed to drive enhanced collaboration and growth, taking in all facets of motorsport, including cars, karts, motorcycles and boats, racing on dirt, road and the water. The strategy will deliver a blueprint for the thriving future of motorsport in the Sunraysia region.

Vision

For the Mildura region to be a destination of choice for state and national level motorsport events.

Purpose

To drive a thriving future of motorsport in the Mildura region by empowering clubs to connect more people with motorsport – in more ways – more often.

Positioning

Strong clubs = a strong future. Recognising strong local clubs as the key to a thriving future for motorsport in our region.

Values

Care: Passionate about the future of motorsport in our region and the people who deliver it.

Accountability: Do what we say we will do when we say we will do it.

Respect: Value everyone within the motorsports community and what they can bring to the future of motorsport in our region.

Excellence: Embrace change and a growth mindset. Strive to be better each and every day





The future of motorsport in the Mildura region

Mildura Rural City Council is pleased to present the 2024 – 2028 Mildura Regional Motorsport Strategy – POWERED BY PURPOSE 2028. The strategy is the first of its kind in the region (and possibly Australia), in that it is a “whole of motorsport” strategy designed to futureproof all elements of motorsport in our region for the next decade.

Creating a robust plan to ensure motorsport in the Mildura region gets to where it should be by 2028 (and beyond) has been a process of extensive review, careful thought and ambitious consideration, taking onboard significant contributions of time and inputs from all stakeholder groups involved in motorsport in our region. The strategy is developed by Mildura’s audience of motorsport stakeholders for Mildura regional motorsport.

POWERED BY PURPOSE 2028 sets out the future direction of the newly formed Mildura Regional Motorsport Alliance – a formally established alliance involving representing Mildura motorsport clubs, Mildura Rural City Council, State/National motorsport governing bodies, and other key partners invited to participate as identified. As the strategy moves from concept to delivery, the Mildura Regional Motorsport Alliance will work collaboratively in new and exciting ways to ensure all elements of motorsport in our region thrive now and into the future. Importantly, this strategy builds on the significant achievements of all elements for our regional motorsport community over many years of commitment, of which extensive thanks and recognition must be given.

The Mildura Regional Motorsport Alliance recognises the unique roles and responsibilities of each element of the motorsport community and the importance of each role plays – we are all in this together. We also recognise that whilst we share a common vision for motorsport in the Mildura region, each motorsport club will also have individual priorities and challenges relevant only to them. We are all committed to working together to achieve an aligned planning approach to address the issues which affect the future viability of motorsport in the Mildura region. We will work more collaboratively than ever before to:

- Strengthen the capability and capacity of the Mildura region’s motorsport delivery system.
- Elevate motorsport in the Mildura region to a new place of state and national prominence – achieving landmark visibility and connecting new audiences.
- Enable clubs to increase participation in safe and inclusive motorsport, in more ways more often, to ultimately grow motorsports participation.
- Establish and maintain a Mildura region motorsport footprint capable of significantly growing club membership, event participation and regional visitation.

The future of motorsport in the Mildura region is a shared ambition, driving a thriving future of motorsport for the region and its community.

Time to change gears

Motorsport holds a special place in the Mildura region – it's in our DNA.

This is evidenced by:

- The Mildura region boasting participation rates three times state averages and four times national averages
- Motorsport contributing an estimated \$21 million annually to the local economy
- The region hosting a range of nationally profiled state, national and one-off events annually; which are largely reliant on highly motivated and capable volunteer managed clubs; and
- The region being a renowned breeding ground for state, national and world champion motorsports competitors and officials.

Following a Council-led review of motorsport in the Mildura region in 2022, it was identified that the opportunity exists for better utilization of existing local motorsport facilities. This, along with the development of closer working relationships between Clubs, Council, State and National motorsport governing bodies and other key partners would help elevate motorsport activities alongside wider regional economic development priorities.

Having previously explored the development of a purpose-built facility (Mildura Motorsports and Community Precinct) to serve as a dedicated, multi-sport motorsports venue, recent Council and independent assessments have identified the need to deliver a shorter-term focus. This new focus prioritises increased club support and the enhancement of existing motorsports infrastructure in the region, both of which will enhance the experience and grow motorsport in the region.

In recognition of this new direction, alongside identified challenges and opportunities at club-level, the alliance has prioritised the development of a Regional Motorsport Strategy, along with a suite of Club-specific strategy and/or facility enhancement plans. These plans will align with the Regional Motorsport Strategy in areas of mutual benefit, whilst ensuring club specific needs are prioritised and developed.

Even prior to the COVID-19 pandemic, the changing and dynamic nature of the Australian and local sport and active recreation landscape has meant that sustained success of motorsport and its delivery system in the Mildura region was never assured. The alliance, clubs, Council, and other members of the motorsport family acknowledge the need to continually evolve and innovate, taking an "opportunity focused approach" to how we plan for the thriving future of motorsport in our region.





What is POWERED BY PURPOSE 2028?

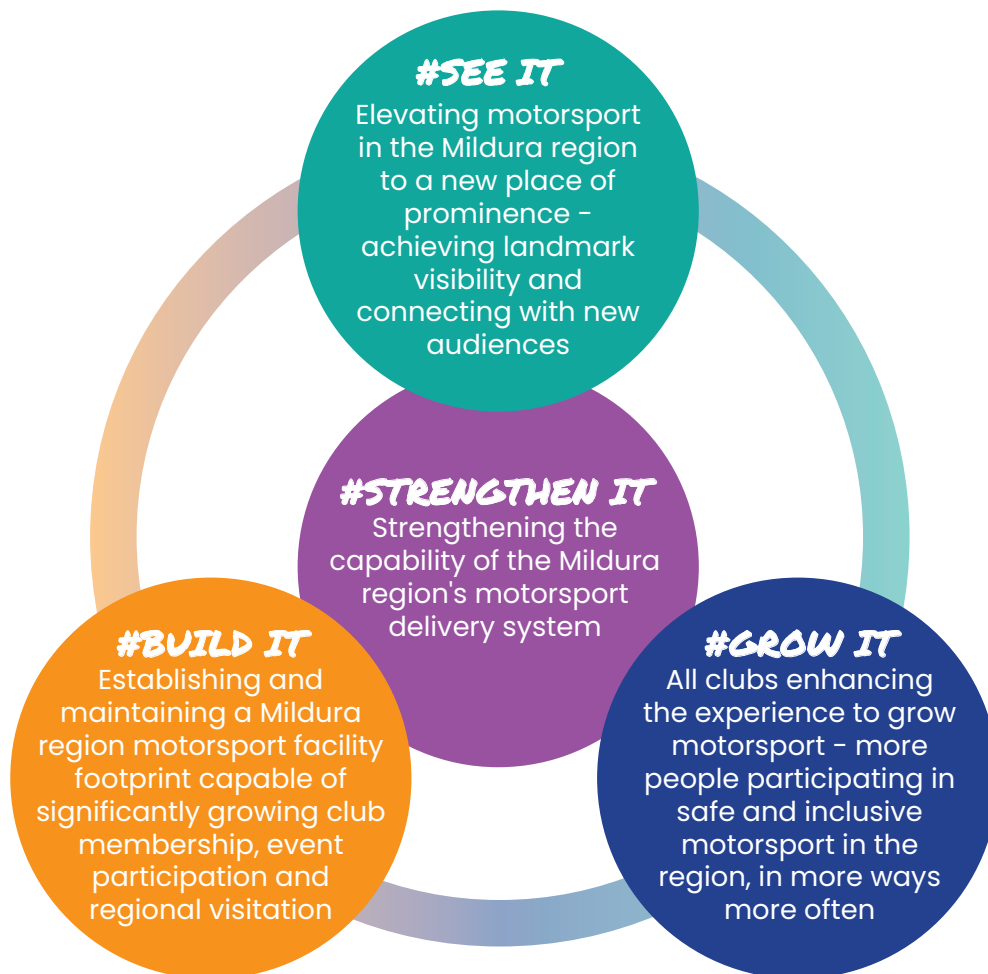
POWERED BY PURPOSE 2028 has been developed to:

- Provide clarity of purpose to the alliance, clubs, Council, and other key motorsport stakeholders
- Ensure all key stakeholder groups are focusing on what is most important to the current and future sustainability and success of motorsport in our region
- Support the future capability and sustainability of motorsport clubs in the Mildura region
- Encourage purposeful collaboration amongst all elements of the motorsport community
- Maximise the relevance, visibility, and impact of motorsport within our region's sporting sector and broader community
- Develop and maintain the appropriate mix of complementary motorsport infrastructure and supporting facilities in the region
- Enhance the Mildura motorsport industry's ability to host state, national and international motorsport events
- Ensure motorsport's continued contribution to our region's economic diversity, helping to boost tourism through motorsport-based activities and events
- Facilitate increased participation in all motorsport disciplines; and
- Guide the strategic planning process of Mildura region motorsport clubs and partner organisations.





Strategic Priorities







Aligned Planning Framework

POWERED BY PURPOSE 2028 is part of a broad motorsport and government sport and recreation planning framework. Although it has been designed to achieve a specific purpose, its design also ensures it aligns with and complements a suite of other key planning documents currently influencing our region and its motorsport sector.

As such, in addition to bringing about optimal results for all elements of motorsport in the region, it is hoped this unified and holistic approach will positively impact the broader motorsport sector Nationally, in Victoria and the Mildura community.

To assist in the prioritisation of resources, ensuring quick wins and longer term outcomes are sustainably achieved, POWERED BY PURPOSE 2028 will be delivered over a 5 year horizon.

Horizon 1: STARTING LINE

- Ensuring immediate momentum generated by targeting 'quick wins' in a resource-constrained environment. A 2-year activation plan developed by the alliance, driving the achievement of Starting Line projects (Appendix A).

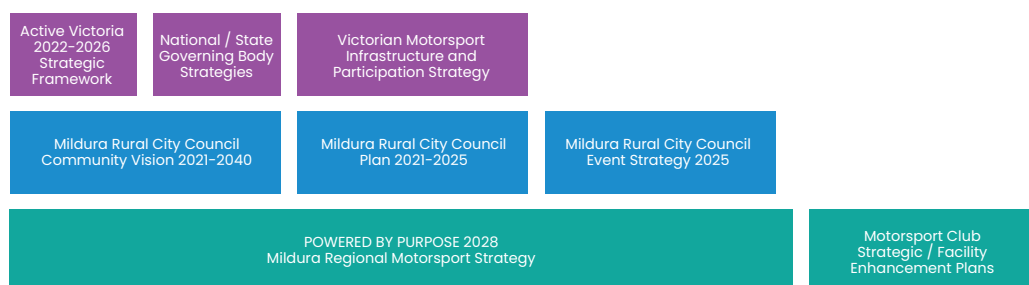
Horizon 2: RACING

- Focusing on professionalising and diversifying the region's motorsport club business models and event workforces, as well as enhancing the region's motorsport facility footprint

Horizon 3: CHEQUERED FLAG

- Seeing the Mildura motorsport community capitalising on new growth options and future-proofing motorsport in the region for the coming decade.

Aligned Planning Framework



Mildura Regional Motorsport Alliance – Our Way!

The establishment of a behavioural framework shapes the culture of the alliance and positively influences the Mildura region's motorsport community and how we work together. It's how we behave when everybody is watching...and when nobody is!

CARE MODEL (We will)	
Care	<ul style="list-style-type: none"> • Keep participants, competitors and clubs at the core of everything we do • Have inclusion and diversity at the centre of our programs and services. • Be fair, ethical and transparent in all that we do • Show appreciation and thank people for their efforts and contributions
Accountability	<ul style="list-style-type: none"> • Lead by example and strive to be the best we can be every day • Take ownership of our behaviours, our work and our results • Be open and honest in our interactions and our feedback, for the benefit of motorsport in the Mildura region...even if it's uncomfortable • Call out inappropriate behaviours and recognize appropriate behaviours.
Respect	<ul style="list-style-type: none"> • Welcome and embrace all people, from all communities into our regional motorsport community • Value and listen to opinions of others and remain open to different ideas. • Understand and value each other's roles and responsibilities, as we work together for the benefit of motorsport in our region • Build constructive relationships with anyone connected with motorsport, or anyone who wants to be
Excellence	<ul style="list-style-type: none"> • Develop programs and content designed to meet the motivations of current and future motorsport enthusiasts • Challenge and be challenged – for the benefit of motorsport in our region • Have an opportunity mindset and a continual improvement focus – we must challenge the status quo • Be resilient – not giving up when things get tough • Support those involved in motorsport to achieve their potential • Be proud of the quality of our work and its community impact





Enablers

What will need to be in place to enable the strategy to do its job?

Mildura Regional Motorsport Alliance: A contemporary, best practice “One Motorsport” governance structure is implemented in our region, including representatives from clubs, committees, motorsport providers and the broader community.

Planning and Partnerships: An aligned and connected planning framework for motorsport in the Mildura region is in place.

Roles and Responsibilities Framework: Roles and responsibilities of all stakeholders are agreed and communicated.

Funding: Motorsport clubs are aware of and supported to secure all available funding to deliver their collective and individual development priorities.

Safety: Implement a “whole of motorsport” safety culture in our region.

Workforce: Council resource in place to offer direct support to the Mildura motorsport community.

Environmental Sustainability: A proactive approach to advancing environmental sustainability measures for all motorsport activities within our region.

Diversity and Inclusion: Delivery of an inclusive offer that ensures motorsport participation opportunities are reflective of our community.

Staying ahead of the pack: A commitment to innovation and embracing new technologies, transforming our administrative processes and how motorsports delivered.

Actions	Starting Line Years 1 & 2	Racing Years 3 & 4	Chequered Flag Year 5
Establish the Mildura Regional Motorsport Alliance.	●		
Appointment of MRCC funded Project Delivery Officer.	●		
Develop a Motorsport Roles and Responsibilities Matrix.	●		
Work with National and Victorian motorsport peak governing bodies to secure in-region resources, funding and support.	●	●	●
Support local delivery of National and Victorian motorsport peak governing body environmental sustainability strategies.		●	●
Develop a Motorsport in the Mildura Region safety and integrity framework.		●	●



#STRENGTHEN IT

Strengthen capacity of Mildura region; and between clubs and Regional Motorsport Strategy

- All clubs valuing the role and activities of the Alliance
- All clubs with current strategic plans in place, aligned with the Regional Motorsport Strategy in areas of mutual benefit
- A collaborative workforce plan across all Mildura region motorsport clubs is in place, creating a network of multi-motorsport volunteers
- All clubs accessing The Australian Sports Commission's Game Plan platform and other quality resources, designed to support them to enhance their operations
- All clubs accessing government and other funding and diversifying their club and commercial revenues to enhance their facilities and operations
- All clubs regularly accessing and valuing services of external stakeholders, particularly the Mildura Motorsport Club Development and Participation Officer
- Clubs working together to implement a shared services model to minimise duplication of resources and effort
- Clubs professionalising their event workforces (e.g., paid staff, event companies, etc)

Strong Clubs = Strong Future.

Strong Clubs are the key to the thriving future of motorsport in the Mildura region.

Actions	Starting Line Years 1 & 2	Racing Years 3 & 4	Chequered Flag Year 5
Implement a strategic planning framework for motorsport that increases alignment between clubs and the Regional Motorsport Strategy	●		
Implement a Mildura region motorsport club enhancement initiative. The Game-Plan online platform will be the foundation of this initiative.		●	
Develop a collaborative, whole of motorsport club work-force plan.		●	
Develop a Mildura region motorsport club commercial action plan to drive how clubs access new income streams, diversify streams of revenue and enhance the overall profitability of existing revenue streams in order to achieve greater financial sustainability.		●	
Implement shared services initiatives between clubs (and other entities where relevant)		●	●

#SEE IT

Elevating motorsport in the Mildura region to a new place of prominence – achieving landmark visibility and connecting new audiences

- Increased event live streaming and other digital content metrics annually
- Enhanced relationships in place with media partners to connect motorsport in the region to a wider audience
- Digital systems enabling clubs to efficiently connect and transact with all elements of the current and future potential motorsport community
- Accurate membership, event participation (competitors) and event engagement (spectators) data collected by clubs and used to promote motorsport, including its community and economic impact
- Provision of effective advocacy in obtaining resources and funding needed to support a sustainable and vibrant Mildura region motorsport sector
- An expanded and coordinated, 'whole of motorsport' annual events calendar in place, showcasing motorsport and the region to more people, more often
- More spectators attending motorsport events in the region
- Governments and peak motorsport governing bodies recognising the Mildura Regional Motorsport Alliance as the collective voice for the region's motorsport community
- Victorian and National motorsport community recognise Mildura region as a destination of choice for best in class regional motorsport events
- Mildura motorsport athletes achieving national and international success and increasing the profile of Mildura as motorsport region

We can't be what we can't see!

Actions	Starting Line Years 1 & 2	Racing Years 3 & 4	Chequered Flag Year 5
Develop a motorsport in Mildura marketing and communications action plan to guide collective activities as they relate to maximizing effectiveness and reach of internal and external communications.	●		
Work with clubs and peak motorsport governing bodies to activate contemporary membership, participation and/or event specific online CRM systems.		●	●
Develop a coordinated motorsport events strategy for the region to maximise participation, commercial opportunities and economic returns to the motorsport industry and region. Coordination of a 'whole of motorsport' annual events calendar.	●	●	●





#GROW IT

All clubs enhancing the overall motorsport experience – with more people participating in safe and inclusive motorsport in the region, in more ways, more often.

- Retention: More people continuing to participate in motorsport in the region (members, program participants, event competitors, officials, coaches, volunteers)
- Recruitment: More first time motorsport club members, returning of ex members, program participants, event competitors, officials, coaches, and volunteers
- More clubs delivering social/recreational motorsport participation offerings to more people
- More females and girls participating in motorsport in the region (club members, program participants and event registrations)
- More juniors participating in motorsport in the region (club members, program participants and event registrations)
- Greater levels of diversity in all elements on the Mildura region motorsport community – i.e., participation, membership, committees, coaches, officials, staff, event spectators and viewers of event/digital content
- All clubs reporting improved club member and event participation satisfaction data annually
- Clubs forming mutually beneficial partnerships to expand their delivery model
- Increased revenues and diversification of revenue sources to achieve greater financial sustainability and independence for clubs

Enhance the user experience and grow our motorsport offer.

Actions	Starting Line Years 1 & 2	Racing Years 3 & 4	Chequered Flag Year 5
Develop and implement an overarching motorsport in Mildura membership and participation growth plan.	●		
Clubs to implement annual member satisfaction surveys and strive towards year on year increased members satisfaction.	●	●	●
Clubs to implement event specific participant experience surveys for all key events and consider improvement opportunities based on feedback.	●	●	●

#BUILD IT

Establish and maintain a Mildura region motorsport facility footprint capable of significantly growing club and event participation, event attraction, and regional visitation.

- A network of club facilities, capable of growing motorsport club membership, event and program participation and club revenues in the region is established and maintained
- Facility enhancement plans in place for each club
- Maintenance, inspection, repair and replace in place across clubs for facilities and equipment
- Facility utilisation increased through greater occupancy, equal access, increased residency/ number of clubs operating from a single site, out of season activation
- All clubs maintaining/increasing their current facility grading with their national governing body in line with longer term operational site requirements, ensuring they can continue to deliver and grow their event offerings without committing to overambitious and unrequired facility development.
- Development of sustainability initiatives to offset and reduce carbon footprint of motorsport activities.

Quality, safe, inclusive infrastructure is critical to connecting more people with motorsport in our region – in more ways – more often.

Actions	Starting Line Years 1 & 2	Racing Years 3 & 4	Chequered Flag Year 5
Develop an evidence-based Mildura regional motorsport infrastructure framework guide to prioritise facility improvements/developments which maximise facility usage and the retention, development and future growth of motorsport for the region.	●		
Club specific facility enhancement plans in place for each club, aligned with Mildura region motorsport infrastructure framework and Victorian Motorsport Infrastructure and Participation Strategy in areas of mutual benefit.	●		

**All actions listed on pages 13 – 17 as Starting Line priorities have helped develop an initial two-year implementation plan to work against. Subsequent implementation plans for future years are to be guided by this work.*







Starting Line (Years 1 & 2) Activation Plan

PROJECTS	STRATEGIC PRIORITY	ACTIONS	STAKEHOLDERS	SUCCESS INDICATORS
Strategic planning frameworks	#STRENGTHEN IT	<ul style="list-style-type: none"> Develop club level strategic/facility development plans 	<ul style="list-style-type: none"> MSC Clubs 	<ul style="list-style-type: none"> Aligned and connected planning framework for motorsport in Mildura region in place All affiliated motorsport clubs with strategic/facility enhancement plans in place Endorsement by respective State/National governing motorsport bodies of individual clubs/facility development plans
'Motorsport in Mildura' marketing and communication action plan	#SEE IT	<ul style="list-style-type: none"> Facilitate a motorsport in Mildura marketing and communications action plan workshop with key stakeholders Develop strategies to guide delivery of key regional information to all current and potential audiences, through appropriate channels Develop strategies to promote all motorsport clubs and events in the region Finalise a co-designed marketing a communications action plan for motorsport activities in the region 	<ul style="list-style-type: none"> MRCC Alliance Clubs Governing Bodies 	<p>Multi-year marketing and communication action plan produced</p> <ul style="list-style-type: none"> Regular marketing and communication activities being delivered by multiple stakeholders across multiple marketing channels Enhanced relationships in place with media partners to connect motorsport in Mildura region to a wider audience Digital systems enabled, allowing clubs to connect and transact with all elements of current and potential future motorsport community Increased event live streaming and other digital content metrics Accurate membership, event participation and event engagement data is collected and used to promote motorsport Effective advocacy in obtaining resources and funding required to support a sustainable and vibrant motorsport sector for the region
Coordinated motorsport events strategy for the region	#SEE IT	<ul style="list-style-type: none"> Clubs to share annual events calendars with MRCC MRCC to develop an annual 'whole of motorsport' annual events calendar Exploration of 'event gaps', cross-pollination opportunities and new event activations Alliance to review/agree where available 'one-off event' funding should be prioritised for the purpose of securing State/National title rounds 	<ul style="list-style-type: none"> MRCC Alliance Clubs Governing Bodies 	<ul style="list-style-type: none"> Expanded and coordinated whole of motorsport annual events calendar in place Increased annual spectators attending in region motorsports events New event opportunities secured in line with resource capacity and economic stimulus considerations Increased participation and spectatorship at club events that have capacity to grow New revenue streams/growth of existing revenue streams for motorsports events achieved

PROJECTS	STRATEGIC PRIORITY	ACTIONS	STAKEHOLDERS	SUCCESS INDICATORS
Motorsport in Mildura membership and participation growth plan	#GROW IT	<ul style="list-style-type: none"> Develop strategies to guide delivery of activities designed to increase number of people participation in all forms of motorsport Implement activations that focus on under-represented motorsports communities, including females, juniors, people with a disability, CALD – utilizing the Australian Sports Commission Participation Design Toolkit to guide development 	<ul style="list-style-type: none"> MRCC Alliance Clubs Governing Bodies 	<ul style="list-style-type: none"> Increased rates of participation (growth of club membership numbers, competitor entries, club days attendance) Increased first time motorsport club members, program participants, event competitors, officials, coaches, and volunteers New social/recreation motorsport participation offerings across motorsports Increased junior registration numbers for both local audience and out of region competitor numbers Greater levels of diversity in all elements of the motorsport community Formation of mutually beneficial partnerships between clubs to expand their event delivery model Marketing and communications to encourage new audiences to participate in motorsport
Annual member satisfaction surveys	#GROW IT	<ul style="list-style-type: none"> Clubs to develop, promote, and analyse data coming from annual member satisfaction surveys Implement 'quick win' measures to improve club performance based on feedback from member satisfaction surveys Member satisfaction surveys shared with key stakeholders including respective governing bodies and MRCC (where relevant) Grow annual response rate for member satisfaction surveys 	<ul style="list-style-type: none"> Clubs 	<ul style="list-style-type: none"> All clubs distributing and reviewing member satisfaction surveys on an annual basis Member satisfaction level increases year on year Response rate in member surveys grows year on year
Event specific participant experience surveys for key events	#GROW IT	<ul style="list-style-type: none"> Clubs to develop, promote, and analyse data coming from annual key event surveys Implement 'quick win' measures to improve event performance based on feedback Participant experience surveys shared with key stakeholders including respective governing bodies and MRCC (where relevant) Grow annual response rate for participant experience surveys 	<ul style="list-style-type: none"> Clubs 	<ul style="list-style-type: none"> All clubs distributing and reviewing participant experience surveys on an annual basis Participant satisfaction levels for events increases year on year Response rate for event surveys grows year on year

PROJECTS	STRATEGIC PRIORITY	ACTIONS	STAKEHOLDERS	SUCCESS INDICATORS
Infrastructure framework guide	#BUILD IT	<ul style="list-style-type: none"> • Prioritise facility improvements/development which maximise facility usage and retention, development and future growth of motorsport • Identify small scale and larger infrastructure project opportunities that can be packaged up for Council and/or State Government and Federal funding • Develop advocacy priorities for regional infrastructure commitments for motorsport • Identify infrastructure development opportunities across collective motorsports that could be Council-supported (financial, materials, labour) 	<ul style="list-style-type: none"> • MSC • MRCC • Clubs 	<ul style="list-style-type: none"> • Priority facility improvements identified in line with maximizing usage, development and future growth • Mix of small scale and larger infrastructure projects identified and 'shovel ready' for when funding opportunities arise • Advocacy priorities for regional infrastructure funding for the regions motorsports identified and packaged up • Potential Council-supported infrastructure development opportunities identified via the alliance and discussed with Council representatives
Club specific facility enhancement plans	#BUILD IT	<ul style="list-style-type: none"> • Clubs to prioritise specific facility enhancement/development project to be delivered annually 	<ul style="list-style-type: none"> • MSC • MRCC • Clubs 	<ul style="list-style-type: none"> • Club specific facility enhancement plans delivered • Priority facility enhancement/development projects (subject to funding availability) delivered annually
Establish the Mildura Region Motorsport Alliance	ENABLER	<ul style="list-style-type: none"> • Develop terms of reference • Call for expressions of interest • Develop assessment tool • Appoint selected individuals • Commence bimonthly meetings • Promote establishment of the inaugural alliance 	<ul style="list-style-type: none"> • MRCC • Alliance 	<ul style="list-style-type: none"> • Alliance formed • Alliance promoted • Bimonthly meetings commenced and schedule
Appoint and commence MRCC funded Club Development & Participation Officer	ENABLER	<ul style="list-style-type: none"> • Position description developed and endorsed by Council • Position advertised • Preferred candidate selected and offered • Appoint preferred candidate with introductions to key stakeholders 	<ul style="list-style-type: none"> • MRCC 	<ul style="list-style-type: none"> • Position recruited and commenced • Introduction to key stakeholders made
Develop a Roles and Responsibilities Matrix	ENABLER	<ul style="list-style-type: none"> • Facilitate a roles and responsibilities workshop with key stakeholders • Finalise co-design roles and responsibilities matrix outlining areas of accountability for Alliance, Clubs, Council, Governing Bodies and other key partners 	<ul style="list-style-type: none"> • MRCC • Alliance • Clubs • Governing Bodies 	<ul style="list-style-type: none"> • Roles and responsibilities workshop held • Roles and responsibilities matrix design, agreed and circulated • Annual review of roles and responsibilities matrix with adjustments as required



16 URGENT BUSINESS

Nil

17 COMMUNITY QUESTIONS

17.1 CHRISTMAS DECORATIONS

File Number: 02/01/13

“Can you personally and confidently through your management ensure that the ratepayers of this Council be confident that a far superior staff effort will be directed to ensure they receive a higher standard and broader area of coverage of Christmas decorations for the year of 2024 and beyond? This year and the past 4 years are well and truly below expectations.”

General Manager Healthy Communities, Mark Jenkins advised that Council does fund small towns throughout the municipality, and they all receive an option for annual funding for Christmas decorations. We are also introducing a program for flag tracks throughout the municipality to make it easier to erect Christmas decorations on an ongoing basis. This is all subject to Council allocating more funds in the budget so we can have more Christmas decorations in 2024.

17.2 BUILDING CONDITIONS

File Number: 02/01/13

“Can I please ask how the café along the riverfront known as Shippy's has passed Council approval without air-conditioning and/or heating? Is it right that a newly built house must have air-conditioning and heating to pass Council approval?”

General Manager Healthy Communities, Mark Jenkins advised that when Shippy's commercial building was constructed, the tenant is responsible for the fit out of the building. Therefore the decision to put in air-conditioning and heating is that of the tenants. We are currently working through ventilation issues with the building and it is anticipated that the issue will be resolved soon. In regards to the question about newly built homes, we will provide a written response to the person who submitted the question outlining the conditions required of a newly built home.

17.3 BUDGET DONATIONS

File Number: 02/01/13

“I see in Council Budgets/Statements listed in income there are 'donations' listed. Are Council able to explain where their main donations come from? Is it stipulated where these monies have to be spent?”

Acting General Manager Corporate Performance, Cheree Jukes advised that donations are usually contributions from community groups (usually sporting groups) to go towards the running of their building or asset. For example, a sporting group may contribute money towards the installation and running of lights.

17.4 AUSTRALIA DAY AWARDS

File Number: 02/01/13

"At last months Council Meeting you all voted to drop the awards on our Australia Day 26th January. After this referendum showed how this country stood, where was the community residents consulted on this decision?"

Acting General Manager Corporate Performance, Cheree Jukes advised that the decision made was in regards to moving the citizenship ceremony to the 25th, and not the Australia Day Awards which are still going ahead on the 26th.

18 CONFIDENTIAL BUSINESS

6:14pm

Moved: Cr Jason Modica
Seconded: Cr Jodi Reynolds

That Council resolve to move into confidential business to deal with the following matters as pursuant to Section 66(2) of the *Local Government Act 2020*:

18.1 CONSIDERATION OF NOMINATIONS FOR THE 2024 AUSTRALIA DAY AWARDS

Section 3(1)(f) - Personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.

Pursuant to section 66(5)(b) of the Local Government Act 2020, if released the information to be received, discussed or considered in relation to this agenda item, would unreasonably disclose the personal information of applicants.

CARRIED

Confidential business concluded at 6:23pm

19 CLOSURE

There being no further business the meeting closed at 6:24pm.

Date of Confirmation: 25 January 2023

Signed: 
Chairperson