



**COMMUNITY  
& COUNCIL  
PLAN  
2017 - 2021**

**2019 Update**



Mildura Rural City Council

## 1. Community

*We will create a safe, supportive place to live, where diversity and lifestyle opportunities are enhanced.*

## 1.1 Community Safety

Goals	Measures
People feel safe	Community perception of personal safety
People are safe	Childhood accidents Crimes against persons Crimes against property Road trauma Reported public safety incidents Number of animal attacks Drug related crime
A community well-prepared for emergencies	Community satisfaction with emergency management

Actions	Year 1 17/18	Year 2 18/19	Year 3 19/20	Year 4 20/21
Implement Community Safety Plan 2015 to 2019	⊙	⊙	⊙	
Review Community Safety Plan 2015 to 2019			⊙	
Implement Community Safety Plan 2020 to 2024				⊙
Develop Public Lighting Strategy		⊙	⊙	
Implement Public Lighting Strategy			⊙	⊙
Implement Road Safety Strategic Plan 2017 to 2021	⊙	⊙	⊙	⊙
Review Domestic Animal Management Plan 2014 to 2017	⊙			
Implement Domestic Animal Management Plan 2018 to 2021	⊙	⊙	⊙	⊙
Implement Public Asset Inspection Program	⊙	⊙	⊙	⊙
Develop CCTV Governance Framework	⊙	⊙		
Implement CCTV Governance Framework		⊙	⊙	⊙

### Other plans and strategies that contribute to Community Safety

Fire Management Plan	Risk Management Strategy
Municipal Emergency Management Plan	Community Health and Wellbeing Plan
Emergency Relief Centre Plan	Events Strategy
Hazardous Materials Plan	Recreation Strategy

## 1.2 Community Development

Goals	Measures
Improved accessibility to facilities, services and activities	Community satisfaction with support for people with a disability Community satisfaction with equitable access to facilities, services and activities
Improved level of inclusion and active participation in community	Level of Volunteering Community satisfaction with opportunities for people to be involved in shaping their own community
Improved access to educational opportunities	Education participation rates Year 12 or equivalent completion rates

Actions	Year 1 17/18	Year 2 18/19	Year 3 19/20	Year 4 20/21
Implement Community Access and Inclusion Plan 2014 to 2018	⊙	⊙		
Review Community Access and Inclusion Plan 2014 to 2018		⊙	⊙	
Review Cultural Diversity and Inclusion Strategy 2012 to 2017	⊙	⊙	⊙	
Develop Social Inclusion Strategy 2019 to 2023		⊙	⊙	
Implement Social Inclusion Strategy 2019 to 2023			⊙	⊙
Implement Reconciliation Action Plan 2017 to 2019	⊙	⊙	⊙	
Review Reconciliation Action Plan 2017 to 2019			⊙	
Implement Reconciliation Action Plan 2020 to 2022				⊙
Support communities to implement actions associated with community plans	⊙	⊙	⊙	⊙
Implement a program of reviewing community plans	⊙	⊙	⊙	⊙
Participate in the Northern Mallee Community Partnership	⊙	⊙	⊙	⊙

### Other plans and strategies that contribute to Community Development

Youth Engagement Strategy  
Community Engagement Strategy  
Hands Up Mallee

## 1.3 Community Health and Wellbeing

Goals	Measures
High levels of community health and wellbeing	Self reported health Subjective wellbeing Life expectancy Adequate physical exercise Fruit consumption Vegetable consumption Obesity Smoking status Risky alcohol consumption Psychological distress Prevalence of type 2 diabetes Birth weight Communicable diseases Family violence Children in out of home care Children on child protection orders Community satisfaction with immunisation programs Community satisfaction with health education programs

Actions	Year 1	Year 2	Year 3	Year 4
	17/18	18/19	19/20	20/21
Develop Community Health and Well-being Plan 2017 to 2021	⊙			
Implement Community Health and Well-being Plan 2017 to 2021	⊙	⊙	⊙	⊙
Develop Community Health and Well-being Plan 2021 to 2025				⊙

### Other plans and strategies that contribute to Community Health and Wellbeing

Recreation Strategy  
 Healthy Ageing Strategy  
 Municipal Early Years Plan  
 Community Access and Inclusion Plan  
 Hands Up Mallee  
 State Food Strategy

## 1.4 Community Services

Goals	Measures
Young children have opportunities for the best start in life	Birth weight Maternal and child health visits Participation in the Maternal and Child Health Service by Aboriginal children Australian Early Development Index Kindergarten participation rates Number of four year old kindergarten enrolments in a long day care or integrated children's service setting Community satisfaction with maternal and child health services Community satisfaction with support for pre schools Community satisfaction with childcare
Youth are supported to reach their full potential	Level of youth re-engagement into education, training or employment Incomplete education Community satisfaction with youth programs
Older people have access to quality services	Community satisfaction with home care services
People with a disability have access to quality services	Community satisfaction with support to people with a disability

Actions	Year 1 17/18	Year 2 18/19	Year 3 19/20	Year 4 20/21
Implement Municipal Early Years Plan 2015 to 2018	⊙	⊙		
Review Municipal Early Years Plan 2015 to 2018		⊙	⊙	
Implement Municipal Early Years Plan 2020 to 2024				⊙
Implement Youth Engagement Strategy 2015 to 2018	⊙	⊙		
Review Youth Engagement Strategy 2015 to 2018		⊙	⊙	
Implement Youth Engagement Strategy 2019 to 2022			⊙	⊙
Implement Healthy Ageing Strategy 2016 to 2020	⊙	⊙	⊙	
Review Healthy Ageing Strategy 2016 to 2020			⊙	
Implement Healthy Ageing Strategy 2021 to 2024				⊙

### Other plans and strategies that contribute to Community Services

Community Access and Inclusion Plan  
 Integrated Marketing and Communications Strategy

Recreation Strategy  
 Hands Up Mallee

## 1.5 Arts, Culture and Heritage

Goals	Measures
Increased access to a diverse range of arts and cultural experiences	Community satisfaction with support to arts/cultural groups Art gallery and Rio Vista Historic House visits (local visitors) Art gallery and Rio Vista Historic House visits (non-local visitors) Theatre attendance Theatre occupancy Community satisfaction with arts and cultural facilities Community satisfaction with arts and cultural programs Community satisfaction with accessibility to arts and cultural programs
A community that values and embraces its history and diverse cultural heritage	Community satisfaction with recognition of local history and cultural heritage
The significance of our region's Indigenous culture is recognised through arts and cultural experiences	Community satisfaction with recognition of Indigenous culture in arts and cultural experiences
Access to a diverse range of library services and programs	Community satisfaction with libraries Library usage

Actions	Year 1	Year 2	Year 3	Year 4
	17/18	18/19	19/20	20/21
Implement Arts, Culture and Heritage Strategy 2016 to 2020	⊙	⊙	⊙	⊙
Review Arts, Culture and Heritage Strategy 2016 to 2020				⊙
Implement Library Service Strategy 2013 to 2018	⊙	⊙	⊙	
Review Library Service Strategy 2013 to 2018			⊙	
Implement Library Service Strategy 2020 to 2024				⊙

### Other plans and strategies that contribute to Arts, Culture and Heritage

Social Inclusion Strategy  
 Recreation Strategy  
 Reconciliation Action Plan

## 1.6 Recreation and Sport

Goals	Measures
Increased participation in sport and recreation activities	Level of participation in sport and recreational activities
Increased access to a diverse range of quality sporting and recreation facilities and programs	Community satisfaction with sporting services Community satisfaction with recreational facilities Community satisfaction with Council support to clubs Community satisfaction with ovals and grounds Community satisfaction with swimming pools Community satisfaction with indoor sports centres

  

Actions	Year 1 17/18	Year 2 18/19	Year 3 19/20	Year 4 20/21
Implement Recreation Strategy 2008 to 2018	⊙	⊙		
Review Recreation Strategy 2008 to 2018		⊙	⊙	
Implement Recreation Strategy 2019 to 2024			⊙	⊙
Review Public Open Space Strategy 2004 to 2010	⊙	⊙	⊙	
Implement Public Open Space Strategy 2019 to 2025			⊙	⊙
Plan and implement capital works program to develop existing and new sport and recreation facilities in accordance with supporting plans and strategies.	⊙	⊙	⊙	⊙
Provide financial assistance to organisations to manage and improve sport and recreation facilities and programs.	⊙	⊙	⊙	⊙
Provide processes and systems for community access to sport and recreation facilities.	⊙	⊙	⊙	⊙
Develop partnerships to attract external funding to develop existing and new sport and recreation facilities.	⊙	⊙	⊙	⊙
Manage processes and systems to provide community access to public swimming pools.	⊙	⊙	⊙	⊙

### Other plans and strategies that contribute to Recreation and Sport

Mildura Motorsports and Community Facilities Precinct - Development Plan  
 Tracks and Trails Strategy  
 Indoor Sports Stadium Strategy  
 Mildura Major Sporting Reserves Master Plan  
 Township Recreation Reserve Master Plans  
 Aquatic Facilities Redevelopment Strategy  
 Master Plan for Mildura South Sporting Precinct  
 Community Access and Inclusion Plan  
 Community Health and Wellbeing Plan



## 2. Environment

*We will create and promote, sustainable natural and built environments.*

## 2.1 Environmental Sustainability

Goals	Measures
A healthy and sustainable environment	Community satisfaction with protection of natural bushland Community satisfaction with management of wetlands
Conserve natural resources	Energy usage (MRCC) Energy usage (community) Water usage (MRCC) Recycled water usage Total community water usage Alternative energy generation (community) Alternative energy generation (MRCC)
Pest plants and pest animals are managed effectively	Pest plants and pest animals control
A well-educated community in regards to environmental sustainability	Community involvement in environmental education programs

Actions	Year 1 17/18	Year 2 18/19	Year 3 19/20	Year 4 20/21
Implement Environmental Management Strategy for Stormwater 2014 to 2018	⊙	⊙		
Implement Environmental Education Plan 2015 to 2019	⊙	⊙	⊙	
Review Environmental Education Plan 2015 to 2019			⊙	
Implement Environmental Education Plan 2020 to 2024				⊙
Implement Vegetation Management Plan 2015 to 2019	⊙	⊙	⊙	
Review Vegetation Management Plan 2015 to 2019			⊙	
Implement Vegetation Management Plan 2020 to 2024				⊙
Implement Energy Management Plan 2017 to 2021	⊙	⊙	⊙	⊙
Implement Invasive Plants and Animals Plan 2015 to 2019	⊙	⊙	⊙	
Review Invasive Plants and Animals Plan 2015 to 2019			⊙	
Implement Invasive Plants and Animals Plan 2020 to 2024				⊙
Develop Urban Weed Strategy 2019 to 2024	⊙	⊙		
Implement Urban Weed Strategy 2019 to 2024			⊙	⊙

## 2.2 Waste

Goals	Measures
Effective and sustainable waste management services	Community satisfaction with waste management Community satisfaction with kerbside rubbish collection Community satisfaction with kerbside recycling collection Community satisfaction with tips/public transfer stations Total waste generation Waste deposited to landfill Waste diverted from landfill Quantity of kerbside recycling
A clean and litter free municipality	Community satisfaction with litter control Litter collected

Actions	Year 1 17/18	Year 2 18/19	Year 3 19/20	Year 4 20/21
Develop Waste Resource and Recovery Plan 2019 to 2024	⊙	⊙	⊙	
Implement Waste Resource and Recovery Plan 2019 to 2024			⊙	⊙
Develop a long term strategy for the management of waste	⊙	⊙	⊙	
Develop Litter Strategy 2019 to 20234	⊙	⊙	⊙	
Implement Litter Strategy 2019 to 2024			⊙	⊙

### Other plans and strategies that contribute to Waste

Environmental Education Plan

## 2.3 Parks

Goals	Measures
Clean, attractive and sustainable parks, gardens, streetscapes, reserves and wetlands	Community satisfaction with playgrounds
	Community satisfaction with beautification of streetscapes
	Community satisfaction with tree planting
	Community satisfaction with tree maintenance
	Community satisfaction with the appearance of wetlands
	Community satisfaction with public open space (including parks, gardens and reserves)
	Net increase in trees

Actions	Year 1 17/18	Year 2 18/19	Year 3 19/20	Year 4 20/21
Develop Urban Tree Strategy 2019 to 2024	⊙	⊙		
Implement Urban Tree Strategy 2019 to 2024			⊙	⊙
Develop Playground Strategy 2019 to 2024	⊙			
Implement Playground Strategy 2019 to 2024		⊙	⊙	⊙
Develop Landscaping Plan	⊙	⊙		
Implement Landscaping Plan			⊙	⊙

### Other plans and strategies that contribute to Parks

Public Open Space Strategy

## 2.4 Infrastructure, Assets and Facilities

Goals	Measures
Well-maintained road networks	Community satisfaction with the condition of sealed local roads Community satisfaction with maintenance of unsealed roads
Well-maintained footpath networks	Community satisfaction with footpaths
Effective and well-maintained drainage systems	Community satisfaction with drainage
Well-planned and maintained buildings and facilities	Community satisfaction with maintenance of public buildings and facilities

Actions	Year 1 17/18	Year 2 18/19	Year 3 19/20	Year 4 20/21
Develop Asset Management Strategy 2019 to 2023		⊙	⊙	
Implement Asset Management Strategy 2019 to 2023			⊙	⊙
Implement Road Management Plan	⊙	⊙	⊙	⊙
Review Road Management Plan				⊙
Develop Municipal Stormwater Drainage Strategy			⊙	
Implement Municipal Stormwater Drainage Strategy				⊙
Complete Annual Capital Works Program	⊙	⊙	⊙	⊙
Implement Deakin Avenue Master Plan	⊙	⊙	⊙	⊙
Develop Public Toilet Strategy 2019 to 2029		⊙	⊙	
Implement Public Toilet Strategy 2019 to 2029			⊙	⊙

### Other plans and strategies that contribute to Infrastructure, Assets and Facilities

Recreation Reserve Masterplans

## 2.5 Strategic Land Use

Goals	Measures
A well-developed long-term land use vision	Community satisfaction with land use planning Percentage of strategic land use projects completed Community satisfaction with new residential development
Mildura's riverfront is activated and integrated with the city	Community satisfaction with the riverfront development and accessibility Activation of the riverfront
Safe, sustainable and healthy urban environments	Community satisfaction with urban environments that are safe, sustainable and healthy
Well-protected and enhanced local character and heritage assets	Community satisfaction with protection of local character Community satisfaction with protection of local heritage

Actions	Year 1	Year 2	Year 3	Year 4
	17/18	18/19	19/20	20/21
Develop a program of strategic land use projects	⊙	⊙	⊙	⊙
Implement program of strategic land use projects	⊙	⊙	⊙	⊙
Implement Mildura South Urban Design Plan	⊙	⊙	⊙	⊙
Undertake a review of the Mildura Planning Scheme	⊙	⊙		
Develop Stage 1 of Mildura Heritage Study			⊙	
Review Mildura Retail Strategy	⊙			
Implement Mildura Retail Strategy		⊙	⊙	⊙
Implement Deakin Avenue Urban Design Guidelines	⊙	⊙	⊙	⊙
Implement Mildura Housing and Settlement Strategy	⊙	⊙	⊙	⊙
Facilitate Mildura Riverfront Development Project - Stage 2	⊙	⊙	⊙	⊙
Review Mildura CBD Plan	⊙	⊙		
Implement Mildura CBD Plan			⊙	⊙

### Other plans and strategies that contribute to Strategic Land Use

Cullulleraine Structure Plan  
 Ouyen Structure Plan  
 Irymple Structure Plan  
 Fifteenth Street and Deakin Avenue Structure Plan

### **3. Economy**

*We will encourage diverse and sustainable economic development that provides growth in jobs, investment and quality of life.*

## 3.1 Economic Development and Tourism

Goals	Measures
A vibrant, diverse, innovative and sustainable economy	Community satisfaction with encouragement and growth of business/industry Building activity Gross Regional Product
Investment attraction and job creation	Jobs created Investment achievements for region
Connectivity in the global marketplace	Export data by industry
Accessible information, internet and telecommunications services	Telecommunications uptake
Support quality tourism services and experiences	Yield of tourism Industry satisfaction with services provided by Mildura Regional Development Community satisfaction with tourism services Customer satisfaction with visitor services Industry satisfaction with visitor services

Actions	Year 1 17/18	Year 2 18/19	Year 3 19/20	Year 4 20/21
Develop Mildura Regional Development Strategic Plan		⊙		
Implement Mildura Regional Development Strategic Plan			⊙	⊙
Review Digital Community Strategy			⊙	
Implement Digital Community Strategy			⊙	⊙
Review Visitor Information Strategy 2019 to 2023			⊙	⊙
Implement Visitor Information Strategy 2019 to 2023			⊙	⊙

### Other plans and strategies that contribute to Economic Development and Tourism

Mildura Future Ready Funding and Advocacy Strategy



## 3.2 Events

<b>Goals</b>	<b>Measures</b>
Support quality and diverse community events	Community satisfaction with small community events
Develop and support major events and conferences to attract visitors	Community satisfaction with conferences and major events

  

<b>Actions</b>	<b>Year 1 17/18</b>	<b>Year 2 18/19</b>	<b>Year 3 19/20</b>	<b>Year 4 20/21</b>
Implement Events Strategy 2014 to 2019	⊙	⊙		
Review Events Strategy 2014 to 2019		⊙	⊙	
Implement Events Strategy 2020 to 2024			⊙	⊙

## 4. Council

*We will manage resources in a sustainable manner to provide services that are relevant, of a high standard and respond to identified community needs.*

## 4.1 Leadership and Representation

Goals	Measures
Deliver results in line with community expectations	Community satisfaction with overall performance of Council Community perception of Mildura Rural City as a place to live Percentage of Council Plan implemented
Effectively respond to the interests of our community	Community satisfaction with advocacy
Elected members engage effectively with the community	Community satisfaction with the performance of the elected Council Community satisfaction with Council's engagement in decision making

Actions	Year 1	Year 2	Year 3	Year 4
	17/18	18/19	19/20	20/21
Implement Community and Council Plan 2017 to 2021	⊙	⊙	⊙	⊙
Develop Community and Council Plan 2021 to 2025				⊙
Develop Advocacy Plan			⊙	
Implement Advocacy Plan			⊙	⊙
Develop Council Engagement Guidelines			⊙	

### Other plans and strategies that contribute to Leadership and Representation

Community Engagement Strategy

## 4.2 Communication and Engagement

Goals	Measures
Communicate effectively with the community	<p>Community satisfaction with Council newsletters and publications</p> <p>Community satisfaction with Council's online presence</p> <p>Community satisfaction with information Council provides about its services</p> <p>Community satisfaction with overall communication from Council</p> <p>Community satisfaction with the promotion of Council services, facilities, events and achievements</p>
Engage effectively with the community	<p>Community satisfaction with Council's engagement in decision making</p> <p>Community satisfaction with community consultation and engagement</p>
Responsive to community input and feedback	Community satisfaction with Council's responsiveness to community input and feedback

Actions	Year 1 17/18	Year 2 18/19	Year 3 19/20	Year 4 20/21
Implement Integrated Marketing and Communications Plan 2017 to 2019	⊙	⊙		
Review Integrated Marketing and Communications Plan 2017 to 2019		⊙		
Implement Integrated Marketing and Communications Plan 2019 to 2021			⊙	⊙
Implement Community Engagement Strategy 2014 to 2018	⊙			
Review Community Engagement Strategy 2014 to 2018	⊙	⊙	⊙	
Implement Community Engagement Strategy 2019 to 2023			⊙	⊙

### Other plans and strategies that contribute to Communication and Engagement

Reconciliation Action Plan  
 State/ Council Community and Customer Satisfaction Surveys  
 Social Inclusion Strategy  
 Community Access and Inclusion Plan  
 Community Plans

## 4.3 Customer Service

Goals	Measures
Be accessible to all	Community satisfaction with accessibility to whole of Council Community satisfaction with responsiveness to complaints Community satisfaction with responsiveness to requests Community satisfaction with general courtesy of Council staff Community satisfaction with general effectiveness of Council staff
Provide high level of customer focused service	Community satisfaction with customer contact

Actions	Year 1 17/18	Year 2 18/19	Year 3 19/20	Year 4 20/21
Implement Customer Service Strategy 2016 to 2019	⊙	⊙		
Review Customer Service Strategy 2016 to 2019		⊙	⊙	
Implement Customer Service Strategy 2019 to 2022			⊙	⊙
Develop Digital Strategy 2019 to 2021			⊙	
Implement Digital Strategy 2019 to 2021			⊙	⊙

### Other plans and strategies that contribute to Customer Service

Information Systems Strategy  
Marketing and Communications Strategy  
State/ Council Community and Customer Satisfaction Surveys

## 4.4 Financial Sustainability

Goals	Measures
Financial sustainability	Adjusted underlying position Asset renewal gap Level of internal financing Level of borrowings Liquidity Capital replacement
Meet the community's needs in a financially responsible manner	Community satisfaction with value for money

Actions	Year 1 17/18	Year 2 18/19	Year 3 19/20	Year 4 20/21
Review 10-year Strategic Financial Plan	⊙	⊙	⊙	⊙
Undertake an organisational sustainability review	⊙	⊙	⊙	⊙
Review Rating Strategy 2014 to 2019		⊙	⊙	
Implement Rating Strategy 2019 to 2023			⊙	⊙
Review Procurement Strategy	⊙			
Implement Procurement Strategy 2018 to 2022		⊙	⊙	⊙
Develop Finance and Asset Accounting Strategy 2019 to 2022		⊙	⊙	
Implement Finance and Asset Accounting Strategy 2019 to 2022			⊙	⊙

## 4.5 Organisational Management

Goals	Measures
A high performing organisation	Community satisfaction with overall performance of Council Organisational score against the Australian Business Excellence Framework Organisational Alignment Organisational Engagement
Effectively manage risk	Percentage of Risk Audit actions completed on time
Council is an employer of choice	Overall staff satisfaction Percentage of staff who would recommend Mildura Rural City Council as a place to work

Actions	Year 1 17/18	Year 2 18/19	Year 3 19/20	Year 4 20/21
Review Organisational Development Strategy 2013 to 2017			⊙	
Implement Organisational Development Strategy 2019 to 2023			⊙	⊙
Implement Information Systems Strategy 2018 to 2021		⊙	⊙	⊙
Review Information Systems Strategy 2018 to 2021				⊙
Implement Risk Management Strategy 2017 to 2021	⊙	⊙	⊙	⊙
Review Risk Management Strategy 2017 to 2021				⊙
Complete the annual internal audit program	⊙	⊙	⊙	⊙
Develop Business Continuity and Disaster Recovery Strategy 2019 to 2022		⊙	⊙	
Implement Business Continuity and Disaster Recovery Strategy 2019 to 2022		⊙		
Review Occupational Health and Safety Strategy 2013 to 2017	⊙	⊙		
Implement Occupational Health and Safety Strategy 2019 to 2023		⊙	⊙	⊙
Review Human Resources Strategy 2013 to 2017	⊙	⊙		
Implement Human Resources Strategy 2018 to 2022		⊙	⊙	⊙
Review Health and Well-being Strategy 2014 to 2018			⊙	
Implement Health and Well-being Strategy 2019 to 2023			⊙	⊙
Implement Aboriginal and Torres Strait Islander Employment Strategy 2016 to 2018	⊙	⊙		
Review Aboriginal and Torres Strait Islander Employment Strategy 2016 to 2018		⊙	⊙	
Implement Aboriginal and Torres Strait Islander Employment Strategy 2019 to 2021			⊙	⊙
Maintain White Ribbon Accreditation	⊙	⊙	⊙	⊙

### Other plans and strategies that contribute to Organisational Management

Reconciliation Action Plan