



Mildura Rural City Council

AGENDA

Ordinary Meeting of Council

5:30pm Wednesday 24 November 2021

VENUE:

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

NEXT ORDINARY MEETING OF COUNCIL

5:30pm Wednesday 22 December 2021

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

Prayer

Almighty God,
We who are gathered together in Council,
pledge ourselves to work in harmony for
the welfare and development of our Rural City.

Guide us, we pray, in our deliberations,
help us to be fair in our judgement and
wise in our actions,
so that prosperity and happiness
shall be the lot of our people.

Amen.

Acknowledgement of Country

“I would like to acknowledge 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”.

Note to Councillors

Declaration of Interest

Councillors should note that in accordance with section 130 of the *Local Government Act 2020*, there is an obligation to declare a conflict of interest in a matter before Council.

A conflict of interest can be *general* or *material* in nature.

A Councillor has a *general conflict of interest* if an impartial, fair-minded person would consider that the Councillor's private interests could result in that Councillor acting in a manner that is contrary to their public duty.

- Private interests means any direct or indirect interest of a Councillor that does not derive from their public duty and does not include an interest that is only a matter of personal opinion or belief.
- Public duty means the responsibilities and obligations that a Councillor has to members of the public in their role as an elected representative.

A Councillor has a *material conflict of interest* if an affected person would gain a benefit or suffer a loss depending on the outcome of the matter.

The benefit may arise or the loss incurred –

- (a) directly or indirectly; or
- (b) in a pecuniary or non-pecuniary form.

An *Affected Person* includes:

- (a) the relevant person;
- (b) a family member of the relevant person;
- (c) a body corporate of which the relevant person or their spouse or domestic partner is a Director or a member of the governing body;
- (d) an employer of the relevant person, unless the employer is a public body;
- (e) a business partner of the relevant person;
- (f) a person for whom the relevant person is a consultant, contractor or agent;
- (g) a beneficiary under a trust or an object of a discretionary trust of which the relevant person is a trustee;
- (h) a person from whom the relevant person has received a disclosable gift.

Disclosure of Conflict of Interest

A Councillor must make full disclosure of a conflict of interest by advising the type and nature of the interest immediately before the matter is considered at the meeting. Following the disclosure and prior to the matter being considered or any vote taken, the Councillor with the conflict of interest must leave the room and notify the Chairperson that he or she is doing so.

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MARTIN HAWSON

ACTING CHIEF EXECUTIVE OFFICER

1 PRAYER AND ACKNOWLEDGEMENT OF COUNTRY

2 OPENING AND WELCOME

3 PRESENT

4 APOLOGIES AND ABSENCES

5 CONFIRMATION OF MINUTES

Ordinary Meeting of Council held on 27 October 2021

That Council confirm the minutes of the Ordinary Meeting of Council of 27 October 2021 as a correct record

Confidential Meeting of Council held on 27 October 2021

That Council confirm the minutes of the Confidential Meeting of Council of 27 October 2021 as a correct record

Annual Meeting of Council held on 9 November 2021

That Council confirm the minutes of the Annual Meeting of Council of 9 November 2021 as a correct record

6 CONFIRMATION OF COUNCIL AUSPICED MEETINGS

In accordance with Part 23 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.

Recommendation

That Council note the following records of Council Auspiced Meetings:

- **Mildura Arts and Culture Advisory Committee - 21 October 2021**
- **Council Forum - 10 November 2021**
- **Planning Briefing - 11 November 2021**

RECORD OF COUNCIL AUSPICED MEETINGS

Meeting Details	Councillor Attendees	Other Attendees	Matters Discussed	Conflict of Interest Disclosures
Mildura Arts and Culture Advisory Committee 21 October 2021	Cr De Pieri Cr Eckel	Mark Jenkins, Acting General Manager Community Antonette Zema, Acting Manager Community Futures Huw Greenhough, Administration Officer Arts & Culture Development Bob Jankowski, Committee Member Joe Simonetta, Committee Member Don Mayne, Committee Member Jo Fraser, Committee Member Jo Farrell, Committee Member Pat D'Aranjo, Committee Member Terry McGowan, Committee Member	1. Previous Minutes 2. Arts Roundtable 3. Directory of Artists 4. 2021 Elliott Award	Nil
Council Forum 10 November 2021	Cr Wood Cr Power Cr Arney Cr De Pieri Cr Eckel Cr Healy Cr Milne Cr Modica Cr Reynolds	Martin Hawson, Acting Chief Executive Officer Mandy Whelan, General Manager Development Mark Jenkins, Acting General Manager Community Chris Parham, General Manager Corporate Larni Baird, Manager Governance & Performance Ben Piscioneri, Media Officer	1. Mildura Rural City Council Water Ownership and Supply 2. Asset Management Information Session 3. Public Open Space Asset Management Plan 4. Mildura Sporting Precinct Project Update 5. Proposed Back to Base Event Funding 6. Councillor Board and Councillor Satisfaction Surveys 7. Urban Tree Strategy 8. Deakin Avenue Masterplan Update 9. Presentation of the Customer Complaints Policy and Unreasonable Customer Conduct Policy 10. Quarterly Budget Review - September 2021 11. Quarterly Financial Management Report - September 2021 12. CEO Employment & Remuneration Policy 13. Councillor Priority List 14. Monthly Management Report 15. CEO Matters 16. Councillor Issues & Questions	Nil

Meeting Details	Councillor Attendees	Other Attendees	Matters Discussed	Conflict of Interest Disclosures
Planning Briefing 11 November 2021	Cr Wood Cr Arney Cr Eckel Cr Healy Cr Milne Cr Modica Cr Reynolds	Martin Hawson, Acting Chief Executive Officer Mandy Whelan, General Manager Development Mark Jenkins, Acting General Manager Community Peter Douglas, Strategic Planning Coordinator George Hibbard, Strategic Planner Sima Vaez, Strategic Planner Bernadette George, Strategic Planner Daniel Gebert, Strategic Planner Jacqueline Murnane, Strategic Planning Assistant John Keaney, Consultant - Keaney Planning	<ol style="list-style-type: none"> 1. Planning Scheme Review and Amendment C104mild Response to Submissions 2. Planning Scheme Processes in Accordance with Planning Authority and Responsible Authority Roles of Council 3. Councillor Involvement in the Planning Process and Decision Making 4. Mildura Older Irrigated Area History 	Nil

7 NOTIFICATION OF ABSENCE

8 MAYORAL REPORT

8.1 MAYORAL REPORT OCTOBER 2021

File Number: 02/01/06

1. Summary

The following is an update on the activities and functions attended by the Mayor, Cr Jason Modica during the month of October 2021.

2. Recommendation

That Council note the contents of this report.

3. Comments

- Chaffey Pumping Station Site Visit
- Meeting with Local Government Inspectorate
- Tour with Aboriginal Action Committee Community Members
- River1467 Radio Interviews
- Councillors Meeting
- Group Photo with Ali Cupper MP & Anne Webster MP - Unemployment Figures
- Regional Cities Victoria Meeting
- Quarterly Confidential Report Register Review
- Meeting with Department of Transport
- Council Plan Workshop
- Murray River Group of Councils Mayors & CEOs Meetings
- First People of the Millewa-Mallee / Building Safer Community Youth Mentoring Project
- COVID-19 Briefings
- Melbourne Bus Transport Vox Pop
- Murray River Group of Councils Chair & Executive Officer Catch-up
- ABC Interview
- COVID-19 Sunraysia Community Forums
- Saltgrass Podcast Interview - Mildura Rural City Council's Climate Change Action
- COVID-19 Video Message
- Guest Speaker - Rotary Club of Irymple
- Council Forum
- Acting CEO & Mayor Catch-up with Anne Webster MP
- Neighbourhood Activity Centre Briefing
- Regional Cities Victoria's 2022-2025 Advocacy Priorities Forum
- Governance & Councillor Advisory Network Meeting
- Councillors Meeting - 3 Ideas for 3 Years
- A Conversation with the Commonwealth Environmental Water Holder
- Meeting with Deputy Mayor
- Nature Conservation Council NSW Meeting
- Sunraysia Mallee COVID-19 Business Forum

- SIEV-X 20th Anniversary Commemoration Online Event
- Murray Regional Tourism 2021 Annual General Meeting
- Contested Interests in Australia's Water Crisis Forum
- Local Government Association Finances Forum
- 106.7 Hot FM Radio Interviews
- Planning Meeting
- Special Councillor Briefing – Mildura Regional Development & Mildura City Heart Briefings
- CEO Matters Committee Engagement
- Council Meeting Item Procedural Guidance
- Mayoral Video - Council Meeting Wrap
- Drought Consultation - Murray River Group of Councils
- Steering Committee - River Reflections Conference 2022
- Ordinary Council Meeting
- Regional Food Relief Alliance Briefing
- Guest Speaker - St Joseph's College
- Mildura Regional Development 2021 Annual General Meeting
- Victorian Local Government Association Connect Live Panel Discussion - In Conversation with Victoria's Local Government Policy & Integrity Agencies
- CEO Recruitment Meeting

9 COUNCILLOR REPORTS

9.1 COUNCILLOR REPORTS OCTOBER 2021

File Number: 02/01/06

1. Summary

The following is a report on the activities and functions attended by Councillors during the month of October 2021.

2. Recommendation

That Council note the contents of this report.

3. Comments

Cr Ian Arney

- Refer to table

Cr Stefano De Pieri

- Refer to table

Cr Mark Eckel

- Drought, Flood, Heat, Dust: Living with extremes in Arid Australia Forum
- Preventing Elder Abuse through Intergenerational Bonds Forum
- Mallee Family Violence Executive Meeting
- Chair for the Psyche Historical Reserve Meeting
- Meeting with Arts Mildura Director
- Mildura Arts & Culture Meeting
- Arts Culture History Portfolio Meeting
- Localised National Forum 2021
- Psyche Bend Historical Reserve - Last Meeting for the Term
- White Ribbon Media Event

Cr Helen Healy

- Constituent Meeting - Charcoal Bend Walk
- State Government Model for the Prevention of Family Violence in Local Government Workshop
- Ministerial Gender Equity Advisory Committee Advisory Working - Group A Meetings
- First People of the Millewa-Mallee / Building Safer Community Meeting
- Portfolio Meeting
- Mayor & Deputy Mayor Meeting
- Australian Local Government Women's Association Mentoring Program
- Constituent Meeting - Mildura West Primary School
- 16 Days Collaborative Action Meeting
- White Ribbon Promotion Recording & Photo Shoot
- Gender Equity Action Sunraysia Meeting

Cr Glenn Milne

- Developers Meeting - Mildura Sporting Precinct
- Guitar Workshop - Sam Vincent
- Triple M Radio Interviews

Cr Cyndi Power

- Refer to table

Cr Jodi Reynolds

- Refer to table

Cr Liam Wood

- Refer to table

This table represents attendances by two or more Councillors at the following functions, as advised by Councillor acceptances for such functions:

Function Attended	COUNCILLOR							
	Arney	De Pieri	Eckel	Healy	Milne	Power	Reynolds	Wood
Planning Forum	✓	✓	✓	✓	✓	✓	✓	✓
Council Forum	✓	✓	✓	✓	✓	✓	✓	✓
Ordinary Council Meeting	✓	✓	✓	✓	✓	✓	✓	✓
CBD Working Group Agenda Discussion				✓		✓		
CBD Working Group				✓		✓		
Councillors Only Meeting	✓	✓	✓	✓	✓	✓	✓	✓
Department of Transport Update to Councillors	✓	✓	✓	✓	✓		✓	✓
COVID-19 Community Forums	✓	✓	✓	✓	✓	✓	✓	✓
Sunraysia Mallee COVID-19 Business Forum	✓	✓	✓	✓	✓	✓	✓	✓
SIEV-X 20th Anniversary Commemoration			✓	✓	✓			
Neighbourhood Activity Centre Planning Meeting	✓	✓	✓	✓	✓	✓	✓	✓
Mildura Regional Development Annual General Meeting		✓			✓			
Council Plan Workshop	✓	✓	✓	✓	✓	✓	✓	✓
Councillors Meeting - 3 Ideas for 3 Years	✓	✓	✓	✓	✓	✓	✓	✓
A/CEO COVID-19 Update	✓	✓	✓	✓	✓		✓	✓
Council Meeting Procedure	✓	✓	✓	✓	✓	✓	✓	✓
CEO Employment Matters		✓	✓	✓	✓	✓	✓	✓

Function Attended	COUNCILLOR							
	Arney	De Pieri	Eckel	Healy	Milne	Power	Reynolds	Wood
Special Councillor Briefing - Mildura Regional Development & Mildura City Heart Briefings	✓	✓	✓	✓	✓	✓	✓	✓
Running Out - Contested interests in Australia's Water Crisis Forum			✓	✓				

Attachments

There are no attachments for this report.

10 RESPONSES TO COUNCILLOR QUESTIONS

10.1 CR GLENN MILNE - DISPOSAL OF GREEN ENERGY WASTE

Record Number: 15/03/01

"My question relates to electric vehicles, solar power and green power in general. Do we as a Council and as a community have a plan to dispose of large batteries that are currently part of household solar systems and electric vehicles? There are issues with some of those batteries at the moment and they're having to be taken out. Is there specialised training and equipment available in Mildura for battery fires? Do we have specialised storage equipment available to store damaged batteries and electric vehicles to prevent environmental damage and fires? Are we properly prepared to dispose of green energy toxic waste, along with solar panels? We're moving down that path. We're very much at the front of it in this region. How are we going to deal with the waste that is generated in our area? We put up a big fight against the toxic waste plan but I'm a big believer that we have to look after our own rubbish in our own region, so I think we just need a plan.

Additionally, has the state government given any indication that they will make money available from the waste levy to assist communities to cope with these wastes?"

This matter was addressed by Mandy Whelan, General Manager Development in a memorandum provided to Councillors dated 16 November 2021.

I provide the following response broken down into individual questions as follows.

Do we as a Council and as a community have a plan to dispose of large batteries that are currently part of household solar systems and electric vehicles?

Mildura Landfill are only able to accept household (AA, AAA types etc.) batteries under the Sustainability Victoria funded Detox Your Home program. With the changes in the Environment Protection Act we are currently not allowed to accept batteries from solar systems or any other larger batteries (say for instance electric vehicles) at any of our waste sites. They have been allocated a waste code which denotes them as hazardous waste material which would trigger additional compliance, monitoring and infrastructure requirements. Our current licence and permits do not cater for this type of waste.

Is there specialised training and equipment available in Mildura for battery fires?

The Mildura Landfill has a Fire Management Plan which provides information on how to manage and prevent landfill fires. Relevant staff have been inducted and trained in this plan.

Do we have specialised storage equipment available to store damaged batteries and electric vehicles to prevent environmental damage and fires?

As we are not licenced to accept this type of waste we do not have specialised storage equipment or containers.

Are we properly prepared to dispose of green energy toxic waste, along with solar panels and how are we going to deal with the waste that is generated in our area?

Household and electric vehicle batteries fall under the category of batteries and products that require further consultation. Major electric vehicle manufacturers or importers have, or are developing, strategies for their life cycle management of their batteries. Initial consultation has commenced to determine the best approach.

Utility scale and household renewable energy storage systems that require a qualified electrician to install and dismantle are likely to require a modified arrangement under the Battery Stewardship Council (BSC). Initial consultations have commenced with the Clean Energy Council and industry and are expected to be finalised during 2021. For information this category does not apply to individual lithium batteries used by consumers for small scale energy storage, for example in caravans, cars, e-bikes or motorcycles.

However as part of our current electronic waste recycling contract solar panels are included.

Has the state government given any indication that they will make money available from the waste levy to assist communities to cope with these wastes?

There has been no commitment to allocate levy to the management of battery waste. It is intended that this will fall under a stewardship scheme which will put the onus on the manufacturer to fund the end of life disposal or processing of this waste (for example drum muster).

However the BSC has secured funding (not Vic waste levy) from the federal government and industry to be launched in early 2022. The scheme will provide a national network of drop off options to make it convenient and easy for everyone to take their batteries for recycling. An accreditation process is being established for each stage of the collection network to assure the recycling process is safe and verify that batteries collected under the banner of recycling are actually recycled. The BSC also plans to create an education program to improve awareness of battery hazards and how to manage them.

The Scheme is designed to cover all:

- loose and handheld batteries, including button batteries, and is the default scheme to cover all battery chemistries
- batteries that are not sealed inside a product

There are three categories of batteries that are currently excluded from the Scheme including those that:

- Batteries with an effective operating market for end-of life recovery & recycling (used automotive batteries)
- Batteries covered by an existing Stewardship Scheme (mobile phone batteries, computer and television batteries, exit lighting batteries)
- Batteries and products that require further consultation (solar storage batteries and electric vehicle batteries)

The Battery Stewardship Council has a very informative website <https://bsc.org.au/>

Product stewardship is essential to ensure that the cost of recycling is built into the price of the product and the industry can thrive and become safe and sustainable.

As has been detailed there are a number of schemes that will start to come online over the next few years and Council will respond to these and be included where appropriate.

The Waste and Resource Recovery Strategy (survey currently in the public realm) will provide the framework for future opportunities with many battery types.

Attachments

There are no attachments for this report.

10.2 CR GLENN MILNE - MILDURA SOUTH DEVELOPMENT PLANS

Record Number: 02/01/06

“Can I have a report to Council on the development plans for the new subdivisions in Mildura South area, south of Sixteenth Street? In particular addressing how the proposed subdivisions comply or differ with Council’s overall overlays and why?”

This matter was addressed by Mark Jenkins, Acting General Manager Community in a memorandum provided to Councillors dated 16 November 2021.

A detailed response has been provided to Councillors outlining the specific areas that provide guidance in regard to development and compliance with relevant overlays and plans at Mildura South.

Specific information was provided across the following areas:

- Applicable Provisions of the *Planning and Environment Act 1987* and implemented by the Mildura Planning Schemes
- Guidance established under the local policy framework
- Zone Requirements
- Development Plan Overlay (DPO)
- Approved Development Plan
- Consistency vs Difference

In summary, the level of approved development identified to date bears overall consistency with the guidance and intended outcomes from the policy framework established. Minor variation as a natural consequence of progressive detailed design to deliver the final built form is expected but has not impeded achievement of the overall objectives.

Attachments

There are no attachments for this report.

11 QUESTIONS FROM COUNCILLORS

12 NOTICES OF MOTION

Nil

13 PETITIONS, JOINT LETTERS AND DEPUTATIONS

Nil

14 MANAGEMENT REPORTS

14.1 COUNCILLOR EXPENSES REPORT 1 JULY 2021 - 30 SEPTEMBER 2021

File Number: 02/01/06
Officer: Acting Chief Executive Officer

1. Summary

In keeping with Council's Council Expenses Policy CP012, Councillor expenses are reported quarterly to an Ordinary Meeting of Council. Accordingly, this report presents Councillor expenses for the period 1 July 2021 – 30 September 2021.

2. Recommendation

That Council note the contents of this report, which details Councillor expenses for the period 1 July 2021 – 30 September 2021.

3. Background

This report has been prepared in accordance with the Council Expenses Policy CP012.

4. Consultation Proposed/Undertaken

Councillors have been provided with a summary report on their expenses on a monthly basis.

5. Discussion

Summarised in the document attached are figures for allowances and expenses for the Mayor and Councillors for the period 1 July 2021 – 30 September 2021.

6. Time Frame

The report presents Councillor expenses for the period 1 July 2021 – 30 September 2021.

7. Strategic Plan Links

This report relates to the Council Plan 2021-2025 in the Strategic Direction:

Leadership

Outcome to be achieved:

- A financially sustainable organisation.

8. Asset Management Policy/Plan Alignment

There are no asset management implications associated with this report.

9. Implications

Policy

This report aligns with the Council Expenses Policy CP012.

Legal/Statutory

There are no legal/statutory requirements associated with this report.

Financial

Financial costs are in accordance with Council's 2021/2022 Operational Budget.

Environmental

There are no environmental impacts associated with this report.

Social

There are no social impacts associated with this report.

Economic

There are no economic impacts associated with this report.

10. Risk Assessment

By adopting the recommendation, Council will not be exposed to any significant risk.

11. Conflicts of Interest

No conflicts of interest were declared during the preparation of this report.

Attachments

- 1** [!\[\]\(0d11e49c561fa84a6677bf9d4d629be0_img.jpg\)](#) Councillor Expenses 1 July 2021 - 30 September 2021

Councillor Expenses for the period 1 July 2021 – 30 September 2021

Councillor	1. Allowance	2. Travel & Accommodation	3. Car Mileage	4. Information & Communication	5. Conferences & Training	6. Catering / Meals	7. Misc
Cr Ian Arney	7,182.00			179.86			
Cr Stefano De Pieri	7,182.00			43.50			
Cr Mark Eckel	7,182.00		126.72	248.04			
Cr Helen Healy	7,182.00			248.04	85.00		
Cr Glenn Milne	7,182.00		385.92	284.04			
Cr Jason Modica	22,229.58			43.50			
Cr Cyndi Power	7,182.00			43.50			
Cr Jodi Reynolds	7,182.00			43.50			
Cr Liam Wood	7,182.00			43.50			

Definition of Expenses

1. Mildura Rural City Council is a Category Two Council and must set allowances within range in line with the Local Government Act 1989. An adjustment is made annually and gazetted by the Minister. Allowances must also include amount in lieu of superannuation.
2. Travel Costs include cost of flights, taxis, public transport fees, and accommodation etc associated with undertaking duties of a Councillor
3. Car Mileage recognises the private vehicles costs associated with Councillors travelling and fulfilling Council duties. Rates are set at State Public Service levels.
4. Communication expenses include costs associated with provision of equipment (l-pad, fax, phone), phone reimbursements and monthly telecommunications charges are set to a maximum \$75 per month.
5. These include registration fees, educational / training costs and meeting expenses
6. Catering costs associated with undertaking responsibilities of Councillor including meal reimbursements,
7. Includes carer expenses, printing, and other expenditure / reimbursements associated with responsibilities in performing Councillor role

14.2 DROUGHT RECOVERY GRANT PROGRAM

File Number: 17/04/14

Officer: Acting General Manager Community

1. Summary

The purpose of this report is to present the Drought Recovery Grant Program Guidelines for approval and authorise the General Manager Community to review the assessment panel's recommendations of successful applicants and approve applications as appropriate.

2. Recommendation

That Council:

- (i) approve the Drought Recovery Grant Program Guidelines as presented;**
- (ii) approve the authorisation of the General Manager Community to approve grant applications under delegation in accordance with the program guidelines.**

3. Background

In partnership with Agriculture Victoria, a Drought Recovery Grant Program has been established for farm businesses to implement various activities to assist in the recovery of extended drought conditions within the Millewa farming area. Agriculture Victoria is funding the program and Council has agreed to administer the grant process.

4. Consultation Proposed/Undertaken

Agriculture Victoria and Council worked in partnership to develop the Drought Recovery Grant Program Guidelines. The Drought Response Reference Group, Millewa Landcare Group and associated networks were notified about the program through an online information session that enabled the scope of the program to be developed and proposed guidelines to be discussed in greater detail to ensure it meets the needs of the Millewa and Carwarp communities.

5. Discussion

Areas of our municipality are experiencing consecutive dry seasons or drought conditions, which are having a significant impact on the livelihoods of dryland farming businesses, rural communities and regions.

Drought has a direct impact on the productivity and profitability of farming enterprises and also has a substantial flow on effect to the social and environmental impact to the broader community. The short and long term stress of drought can negatively impact the health and wellbeing of the farming and broader community.

The Australian Government has released a Drought Response, Resilience and Preparedness Plan. The plan developed in 2019 is focused on three themes:

- Immediate action for those in drought
- Support for the wider communities affected by drought
- Long-term resilience and preparedness.

Funding has been allocated by Agriculture Victoria for a one-off grant of up to \$3,000 (ex. GST) per farm business to assist eligible farm businesses within the Millewa / Carwarp area to implement drought restoration and other land management activities that may aid in drought recovery. The Drought Recovery Grant Program is funded through Agriculture Victoria with a total budget of \$330,000 (ex. GST).

The program is available to eligible farm business entities located in the Millewa / Carwarp area of the Mildura Rural City Council Local Government Area, with approximately 90 eligible individual farming enterprises within this specified geographical area.

The Drought Recovery Grant Program will support farm businesses to:

- Help manage the farm property to recover from drought conditions
- Support the long-term viability of the farm
- Minimise further damage to soil
- Help prevent soil erosion and environmental impacts.

The guidelines include detailed information:

- Program objectives
- Eligible and ineligible activities
- Frequently asked questions (FAQ's)
- Who can apply (participants)
- General conditions
- Writing the application
- Assessment criteria
- Duration of the program
- Review and amendment
- Financial acquittal process
- Evaluation of the program
- Learning management systems
- Publicity
- Confidentiality.

6. Time Frame

Applications for the program will be open from Wednesday 1 December 2021 and close on Thursday 30 June 2022 or until the program funds are expended.

7. Strategic Plan Links

This report relates to the Council Plan 2021-2025 in the Strategic Directions:

Environment

Outcomes to be achieved:

- Protected and enhanced natural environment;
- Reduced waste to landfill and enhanced resource recovery;
- A community that actively addresses the causes and impacts of climate change; and
- Increased community knowledge, skills and action to live sustainably.

Community

Outcome to be achieved:

- A resilient community that is able to respond to and recover from emergencies.

Economy

Outcome to be achieved:

- Resilient local businesses that are supported to thrive, contributing to the viability and character of our towns.

Leadership

Outcomes to be achieved:

- The community has a voice through inclusive engagement and participation;
- Trust, respect and understanding between community and Council;
- Advocate on behalf of the community to address needs and priorities;
- Collaborative leadership and partnerships that build capacity and increase opportunities.

8. Asset Management Policy/Plan Alignment

There are no asset management implications associated with this report.

9. Implications

Policy

Community Engagement Policy CP020
Community and Council Plan 2017-2021
Millewa Community Plan

Legal/Statutory

There are no legal/statutory implications associated with this report.

Financial

The Drought Recovery Grant Program is funded through Agriculture Victoria with a total budget of \$330,000 (ex. GST). Unspent funds will be utilised as agreed with Agriculture Victoria.

Environmental

The Drought Recovery Grant Program will support farm businesses to help manage farm property to recover from drought conditions, support long-term viability, minimise further damage to soil and help prevent soil erosion and environmental impacts. This will result in improved environmental outcomes for the region.

Social

The Drought Recovery Grant Program will provide drought affected communities with a response to their priorities and needs whilst complying with the Community Engagement Policy CP020 statement:

“To encourage community confidence and demonstrate good governance, Council is committed to engaging effectively with the community to strengthen relationships, build community capacity and facilitate transparent decision making.”

Effective community engagement activities should be consistent, planned, coordinated, accessible and inclusive.”

Economic

The Drought Recovery Grant Program will help farmers with the financial stresses of extended drought conditions.

10. Risk Assessment

By adopting the recommendation, Council will be exposed to the following risks:

Risks	Controls	Residual Risk
Funding not reaching those in most need.	The process recommended will be communicated effectively to stakeholders and community through various channels, via the DRRG and Landcare.	Low
Project funding is not allocated appropriately.	Funds allocated in accordance with the Drought Recovery Grant Program Guidelines.	Low

11. Conflicts of Interest

No conflicts of interest were declared during the preparation of this report.

Attachments

- 1 [Drought Recovery Grant Program Guidelines 2021](#)

DROUGHT RECOVERY GRANT PROGRAM GUIDELINES

2021



Mildura Rural City Council

Drought Recovery Grant Program**PROGRAM GUIDELINES****About the Program**

Agriculture Victoria and Mildura Rural City Council have established the Drought Recovery Grant Program for farm businesses to implement approaches to assist in the recovery of extended drought conditions.

A one-off grant of up to \$3,000 (ex-GST) per farm business is available to assist eligible farm businesses implement drought restoration and other land management activities that may aid in drought recovery.

The program is available to eligible farm businesses located in the Millewa Carwarp area of the Mildura Rural City Council Local Government Area.

PROGRAM OBJECTIVE

The Drought Recovery Grant Program will support farm businesses to:

- Help manage the farm property to recover from drought conditions
- Support the long-term viability of the farm
- Minimise further damage to soil
- Help prevent soil erosion and environmental impacts.

ELIGIBLE ACTIVITIES

Eligible activities include:

- Costs associated with professional contractors and/or services used for soil erosion restoration and/or activities to prevent erosion
- Costs associated with sand drift impacted fence lines. This is inclusive of; fence posts, droppers, strainers, wire and other equipment
- Hire machinery for reformation of dunes; such as graders
- Establishment of ground cover for ground stabilisation that aims to prevent ongoing soil erosion
- Planting of native or indigenous vegetation for wind breaks that aims for protection from soil erosion
- Planting of new season seed and the use of associated fertiliser for protection from soil erosion
- Planting of native or indigenous trees and revegetation activities
- Protection of remnant vegetation activities
- Costs associated with seeking professional advice to undertake soil erosion restoration and/or management of soil erosion
- Items to construct a new or upgrade an existing Stock Containment Area (SCA); such as fencing, gates, water troughs, piping, tanks, pumps and livestock feeders.

INELIGIBLE ACTIVITIES

Activities and expenses not eligible for the grant include (but are not limited to):

- Standard variable inputs for normal operations (e.g., water, fodder or grain purchase costs, hay production) or non-livestock parts of the business (e.g., grain production)
- On-farm infrastructure not specified as eligible activities or other types of infrastructure that do not relate to erosion restoration or prevention
- Wages for your employees or your self-assessed labour or transport costs
- Training costs
- Replacing or maintenance of existing agricultural machinery and equipment (e.g., tractors)
- Purchase, lease or acquisition of land
- Purchase, lease or maintenance of transportation
- Vehicles (e.g., cars, motorbikes, quadbikes, quadbike safety devices, trailers and trucks)
- Utilities and operating costs of the business (e.g. gas, electricity, rates)
- Purchase of livestock

- Standard boundary or house fencing
- Pre-existing annual fees
- Administration, legal or insurance costs
- Activities that will not be completed by 30 June 2022.

FREQUENTLY ASKED QUESTIONS (FAQ)

The following FAQ's may assist in determining if your activity is an eligible purchase.

Q. How far do wind breaks protect land downwind?

A. Windbreaks protect land downwind for about 10 times the height of the break e.g., a 5-metre-high windbreak will protect approximately 50 metres down wind.

Q. Is buying seed and fertiliser to plant ground cover in an eroded area an acceptable process?

A. If the seed and fertiliser is for areas that are currently eroding then yes, it is an acceptable purchase. If the area isn't eroded, it isn't an acceptable purchase.

Q. I own, share or lease more than one property?

A. One grant will be offered per applicant. An applicant who operates more than one farm business may only apply for a grant for one of their businesses.

Q. Will I need Land Managers Consent to plant native trees on roadsides?

A. Yes, you will need to obtain the necessary permits and approvals to plant on public land.

WHO CAN APPLY? (PARTICIPANTS)

Eligible participants are required to:

1. Own, share or lease farm businesses located in the Millewa Carwarp area of the Mildura Rural City Council Local Government Area (LGA).
2. Be registered as a primary producer with the Australian Tax Office and have an ABN and be registered for GST.
3. Have a right or interest in the land for the purpose of primary production.
4. Contribute a significant part (more than 51 per cent) of his/her labour to the farming enterprise.¹
5. Derive 51 per cent of gross annual income from the farm business OR made a minimum farm related capital investment of \$50,000 (excluding land purchase) in the farm business over the last financial year.
6. You can demonstrate that your paddocks have been significantly impacted as a result of drought.

GENERAL CONDITIONS

- Late applications will not be accepted.
- To receive grant funds, successful applicants must enter into a Funding Agreement with Council and adhere to all conditions outlined in the agreement.
- Sign a Statutory Declaration that you meet the eligibility of the Program. Businesses may be asked to produce evidence, such as financial statements, to validate eligibility.
- The minimum value of a grant to eligible applicants is \$1,000 (ex-GST). The maximum is \$3,000 (ex-GST).
- One grant will be offered per applicant. An applicant who operates more than one farm business may only apply for a grant for one of their businesses.
- Applications for the Drought Recovery Grant Program will be processed in order of receipt.
- Payment of the approved amount will be arranged and processed as soon as possible via electronic funds transfer (EFT) to the applicant's nominated account.
- Mildura Rural City Council, in consultation with Agriculture Victoria may audit successful applicants throughout the life of the Program.
- Where activities can normally be funded through other Commonwealth Government and State programs they will not be funded through the Drought Recovery Grant Program
- Activities or items that have received (or are approved to receive) funding from another source will be ineligible for funding under this program.

WRITING THE APPLICATION

- When answering questions, always assume that the grant assessment team are unfamiliar with your project.
- Take note of the assessment criteria for each question and answer questions accordingly. Provide enough detail for the assessor to make an informed judgement on your project.
- Answer questions concisely and only include information that is relevant to your project, application and the question.
- Complete application form including supplying all supporting documentation. [LINK HERE](#)

ASSESSMENT CRITERIA

Funding will be allocated through a grant application and assessment process through the Mildura Rural City Council website.

Applicants must meet the following criteria:

- Application meets Eligibility Activity Criteria.
- Application meets Who Can Apply (Participants) Eligibility Criteria.
- Applicants are required to supply a quotation or tax invoice for the proposed activity, and photos demonstrating project eligibility. i.e. – erosion, sand drift impacted fence line.

DURATION OF THE PROGRAM

The Program will be open for applications until the date the Program funds are exhausted or 11.59pm on 30 June 2022, whichever is earlier.

REVIEW AND AMENDMENT

Mildura Rural City Council and the Agriculture Victoria may review and amend the grants program at any time.

FINANCIAL ACQUITTAL

All successfully funded projects will be required on the completion of the project to:

- Spend the grant funds as outlined in the approved grant application and in accordance with the terms of the funding agreement.
- Complete the funded project by 30 June 2022.
- Return any unspent funds to Council at the end of the grant period.
- Seek consent from Council for any modifications required that alter the original approval to the funds being spent. All requests will be considered and the applicant will be notified of Council's decision. Approval must be received before alterations can proceed.
- On completion, grant recipients are required to provide a final report, forward paid tax invoices/s and photos of completed activity (or other evidence) to Mildura Rural City Council. Reporting templates will be provided to applicants.

EVALUATION OF THE PROGRAM

The Mildura Rural City Council and Agriculture Victoria may conduct an evaluation to determine the extent to which the Drought Recovery Grant Program has contributed to Agriculture Victoria policy objectives. Grant recipients may be requested to provide information to assist in auditing during the program or the evaluation after the program's completion.

GUIDANCE FOR DROUGHT RESTORATION DECISION MAKING

Information on prevention and management of erosion can be found on Agriculture Victoria website here:

Farm management soil erosion

<https://agriculture.vic.gov.au/farm-management/soil/erosion>.

Protecting the land in dry times

<https://agriculture.vic.gov.au/farm-management/managing-for-and-during-drought/protecting-the-land-in-dry-times>.

Monitoring groundcover and soil degradation

<https://agriculture.vic.gov.au/farm-management/soil/erosion/monitoring-groundcover-and-soil-degradation>.

Effective shelterbelt design

<https://agriculture.vic.gov.au/farm-management/soil/erosion/effective-shelterbelt-design>.

Shelterbelt maintenance and management

<https://agriculture.vic.gov.au/farm-management/soil/erosion/shelterbelt-maintenance-and-management>.

Stock containment areas for emergencies

Information about grazing management systems can be found on the Agriculture Victoria website: [Grazing-management-systems](https://agriculture.vic.gov.au/farm-management/land-and-pasture-management/grazing-management-systems).

<https://agriculture.vic.gov.au/farm-management/land-and-pasture-management/grazing-management-systems>

<https://agriculture.vic.gov.au/farm-management/water/managing-dams/water-supply-in-stock-containment-areas>

<https://agriculture.vic.gov.au/support-and-resources/case-studies/drought-case-studies/using-stock-containment-to-preserve-ground-cover>

Drought related information can be found for the municipality of Mildura Rural City Council. To find out more about the workshops available please visit:

<https://www.mildura.vic.gov.au/Community/Drought-Information>.

Fact sheets about farm management practices during drought can be found on the Agriculture Victoria website:

<https://agriculture.vic.gov.au/farm-management/managing-for-and-during-drought>.

LEARNING MANAGEMENT SYSTEMS

Information on the online learning management system on Land Management (soils, groundcover and managing erosion) and Stock containment Areas can be found on the Agriculture Victoria website: <https://learning.agriculture.vic.gov.au/>

To access e-Learns, users will need to set up an account.

Tips for setting up an e-Learn account:

- Users will need to set up an account (email address, username and password)
- Users will need to select if they are a farmer, advisor or other (to access the soil e-Learn, you need to select farmer or advisor)

- Verify their email address
- Then start the e-Learns.

FURTHER INFORMATION

Mildura Rural City Council

Telephone: 03 5018 8100

Email: mrcc@mildura.vic.gov.au

Web: <https://www.mildura.vic.gov.au>

Postal address: **PO Box 105, Mildura VIC 3502**

PUBLICITY

Grant recipients may be asked to assist Agriculture Victoria in promotion of the Program. This may include involvement in media releases, case studies or promotional events and activities.

Mildura Rural City Council and the Agriculture Victoria may request recipients to fact check any text and seek all relevant approvals in order for Agriculture Victoria to use any imagery provided by the recipient associated with the Program prior to the publication of any such promotional materials.

Mildura Rural City Council and Agriculture Victoria may publicise the benefits accruing to the recipient and/or the State of Victoria associated with the provision of the Drought Recovery Program grant.

CONFIDENTIALITY

Any personal information provided by the Applicant or a third party in an application will be collected by Mildura Rural City Council and Agriculture Victoria for the purpose of administration of the Program. This information may be provided to other Agriculture Victoria bodies for the purposes of assessing Drought Recovery Grant Program applications.

Data gathered through assessments may be compiled, aggregated and made anonymous by Mildura Rural City Council and Agriculture Victoria for Program reporting, evaluation and research purposes.

Any personal information collected, held, managed, used, disclosed or transferred will be held in accordance with the provisions of the Privacy and Data Protection Act 2014 (Vic) and other applicable laws.

Mildura Rural City Council and Agriculture Victoria is committed to protecting the privacy of personal information. Agriculture Victoria's Privacy Policy can be found online at www.agriculture.vic.gov.au/privacy. Enquiries about access to information should be directed to the Department of Jobs, Precincts and Regions' Privacy Unit by phone on 136 186 or email privacy@ecodev.vic.gov.au.

14.3 MILDURA RURAL CITY COUNCIL WATER SUPPLY

File Number: 15/07/01

Officer: Acting General Manager Community

1. Summary

The purpose of this report is to provide background information regarding Mildura Rural City Council's water supply and recommend future action in regard to improving water security and management.

2. Recommendation

That Council:

- (i) consider the purchase of additional water share as part of the 2022-2023 Capital Works Program; and**
- (ii) prepare a Water Management Policy.**

3. Background

Council currently irrigates parks, gardens, sportsfields and open space utilising water supplies through both Grampians Wimmera Mallee Water (GWMW) and Lower Murray Water (LMW). GWMW supplies the southern sector of the municipality and is primarily filtered town water while LMW supplies the northern sector of the Council, supplying both filtered town water and unfiltered / raw water.

4. Consultation Proposed/Undertaken

Councillors were briefed on this matter at the November 2021 Council Forum.

5. Discussion

Filtered town water provided by GWMW and LMW generally supply buildings, parks and gardens throughout the municipality and are subject to Permanent Water Saving Rules.

Filtered town water supplies are subject to water restrictions during drought periods which can have significant impact upon both public and domestic gardens and open space during drought periods. During the drought in the period between 2006-2009, areas irrigated by filtered town water were severely affected by water restrictions. Both private and public green assets irrigated by filtered town water are at significant risk during drought and extended periods of water restrictions.

Raw water allocations sourced through LMW are subject to water allocations. During periods of drought, Council parks, gardens and open space irrigated by raw water are subject to reduced irrigation scheduling based on available water allocations. All Council sportsfields and many larger grassed areas including Mildura Riverfront are irrigated with raw water within the LMW water district. During the drought period between 2006-2009, Council was able to manage water allocations to maintain minimum watering schedules for significant landscapes and sportsfields.

Council currently owns water shares that include:

- Mildura and Surrounds 1316mgl (in one amalgamated Allocation Bank Account)
- Nangiloc Reserve and Township 45.2mgl
- Riverside Golf Club 380mgl.

The water supply provided to Riverside Golf Club is subject to a limited term transfer which commenced in July 2010, expiring 28 February 2023. Riverside Golf Club have access to this water while they have a current lease on the land for the current use.

Council is able to carry forward up to 100 per cent of unused water to the following year. Council currently has a 100 per cent carry forward policy which ensures this supply is retained and accumulated where possible. Council will only trade if our carry forward will exceed 1316mgl and hence be lost.

Carry forward water is held in a 'spillable' account and can be lost during the year if a spill occurs (dam spills due to lack of capacity to hold all allocated and carried water, this does not usually occur in dry periods).

Council has consistently maintained high levels of carryover in recent years and have been able to accommodate short periods of drought when annual allocations have been reduced. Extended periods of drought and low allocations over several years may result in reduced irrigation capacity.

The generation of carryover water is reliant on there being unused water share during average years. This capacity will decrease if demand on Council's current water share increases and no additional water share is purchased.

The Aerodrome Ovals was converted to recycled water from the LMW water treatment plant in 2006. The current agreement provides for a supply of up to 250mgl through LMW's water entitlement. This agreement is in place until 2026 with options for five year extensions with three years notice. This agreement effectively increased the amount of water available to Council as the Aerodrome Ovals was supplied by Council's water allocation prior to the implementation of the water recycling project.

Mildura Recreation Reserve was recently converted to raw water, increasing consumption against Council's water allocation by approximately 100mgl. Mildura Sporting Precinct has also been connected to a raw water supply, potentially increasing consumption by a further 100mgl.

Prior to the connection of both Mildura Recreation Reserve and Mildura Sporting Precinct to raw water, the overall allocation for water consumption across existing raw water demand was 1000mgl per annum.

Council needs to take into account the Aerodrome Ovals consumption (200mgl), should the existing agreement with LMW not be extended past 2026.

In consideration of the above factors, total potential maximum demand is 1300-1400mgl which is just above Council's current allocation of 1361mgl.

Future Strategy

Council should consider a range of initiatives to prepare for increased water demand and drought periods, supported by Council Policy to ensure ongoing commitment and focus upon effective water management. These initiatives include:

- Purchase additional permanent water share – this would result in maintaining carryover water and increasing allocation capacity during dry years. Investment of \$250,000 per annum over 10 years would increase water share by approximately 400mgl depending the ongoing cost of water share. This budget allocation could be considered annually as part of the Capital Works Program.
- Continue to switch large high profile town water sites to raw water to reduce exposure to town water restrictions during dry periods.
- Continue to develop high quality, water efficient landscapes.
- Focus on best practice management to maximise current consumption and reduce overall usage (this can vary by an estimated 20 per cent).
- Develop a Water Management Policy.

6. Time Frame

Not applicable.

7. Strategic Plan Links

This report relates to the Council Plan 2021-2025 in the Strategic Direction:

Environment

Outcomes to be achieved:

- Protected and enhanced natural environment; and
- Access to a secure and high-quality water supply.

8. Asset Management Policy/Plan Alignment

There are no asset management implications associated with this report.

9. Implications**Policy**

Council's Water Allocation Policy CP023 relates to the allocation of Council water share.

Legal/Statutory

There are no legal/statutory implications associated with this report.

Financial

The allocation of funding for additional water share would be considered as part of the annual capital works budget process.

Environmental

The responsible use of water resources and ensuring security of supply is critical to the long term sustainability of the local community.

Social

The provision of green spaces increases both passive and active recreational opportunities and contributes to overall community health and wellbeing.

Economic

The provision of high quality public spaces, gardens and amenity is an important attraction to the Mildura region, contributing to tourism and visitor experience.

10. Risk Assessment

By adopting the recommendation, Council will not be exposed to any significant risk.

11. Conflicts of Interest

No conflicts of interest were declared during the preparation of this report.

Attachments

There are no attachments for this report.

14.4 ENDORSEMENT TO AMEND THE HENSHILWOOD RECREATION RESERVE LIGHTING UPGRADE SCOPE TO INCLUDE NETBALL COURT LIGHTING

File Number: 16/03/01
Officer: Acting General Manager Community

1. Summary

The purpose of this report is to request endorsement from Council to amend the project scope and application as part of the Henshilwood Recreation Reserve Lighting Project through Round Two of Sport and Recreation Victoria's (SRV) 2021-22 Country Football and Netball funding program (CFNP).

The amended project, if approved by Council, will see the delivery of oval lighting as previously endorsed by Council, as well as the inclusion of netball lighting to the netball courts as per Netball Victoria (NV) standards.

2. Recommendation

That Council:

- (i) endorse a submission for an application to Sport and Recreation Victoria's 2021-22 Country Football Netball Program for the Henshilwood Recreation Reserve Oval Lighting project and Netball Court Lighting; and**
- (ii) allocate an additional \$153,333.33 (excluding GST) in the 2022-23 Capital Works Program for the Henshilwood Recreation Reserve Netball Court Lighting portion of the project, subject to the successful funding application to Sport and Recreation Victoria.**

3. Background

At the February 2021 Ordinary Council Meeting, Council endorsed a submission for an application to Sport and Recreation Victoria's 2021-22 Local Sports Infrastructure Fund – Community Sports Lighting Program, and approved an allocation of \$140,000 (excluding GST) across the 2021-22 and 2022-23 Capital Works Program for the Henshilwood Recreation Reserve Oval Lighting project, subject to the successful funding application to Sport and Recreation Victoria (SRV).

An application was submitted into the Local Sports Infrastructure Fund – Community Sports Lighting Program on 22 March 2021 requesting \$250,000 from the state government.

On 15 June 2021, SRV formally advised Council staff that it was unsuccessful in securing support for the Henshilwood Recreation Reserve Oval Lighting Project. Feedback from SRV stated that the "application was highly regarded, with the proposal having a clear rationale and underpinned by relevant plans, costings and stakeholder support".

SRV also noted that their “facility funding programs are however heavily oversubscribed, and the demand from local government authorities from across the State for financial support exceeds program budgets. This high level of program oversubscription contributed to the department being unable to support the Henshilwood Reserve Lighting proposal through this particular funding round”.

SRV encouraged Council to consider an application into the 2021-22 Country Football and Netball Program (CFNP) opening in September 2021.

The CFNP is a Victorian Government investment program that provides funding to assist grassroots country football and netball clubs, associations and umpiring organisations to develop facilities in rural, regional and outer metropolitan locations.

At the September 2021 Ordinary Council Meeting, Council endorsed an application into Round Two of the Country Football Netball Program along with an allocation of \$165,000 in the 2022-23 Capital Works Program. This was for the oval component of the project only. Since this time, the Recreation Planning and Development (RPD) team have been in discussions with SRV who have strongly recommended that the inclusion of netball court lighting be considered as part of the application.

The Irymple Football Netball Club (IFNC) and the Irymple Cricket Club (ICC) have also agreed to include the netball court component to the application and have agreed to increase their funding contribution.

4. Consultation Proposed/Undertaken

The RPD team has worked closely with the IFNC and ICC to develop the project. The current status of the project is a result of collaboration over a number of years which has enabled the proposed funding application.

The funding contributions required from the community group has been confirmed.

5. Discussion

The Henshilwood Recreation Reserve Master Plan 2019 identifies an upgrade to the oval lighting as a Priority One action item. This Master Plan also identifies lighting to the netball courts as a Priority Two action item. The Master Plan noted that this project was reliant upon a power upgrade to the reserve.

RPD have discussed the proposed funding strategy with the IFNC and ICC to determine whether the netball courts or oval lighting should be upgraded first. Both users agreed initially to seek funding for the oval lighting project and then look for future funding rounds to deliver the netball court lighting. Based on further discussions with SRV it is recommended that funding be sought for both projects through Round Two of the CFNP.

The release of the Round Two funding included an increase in funding available through the CFNP. The funding has increased from \$150,000 to \$200,000 and this is the reason for SRV suggesting that the netball courts be included within the scope.

The revised project scope and increase in project budget, will require an additional contribution from Council and the community groups. The additional funding request has been based on the newly adopted Sport and Recreation Facilities Funding Contributions Policy CP030, utilising a 2:1 funding ratio. The budget breakdown with associated contributions is provided in Table 1.

Funding Partner	Funding Contribution
State Government – Sport and Recreation Victoria	\$200,000.00
Cricket Australia/Cricket Victoria (confirmed)	\$50,000.00
Mildura Rural City Council	\$318,333.33
Irymple Football Netball & Irymple Cricket Club	\$241,666.67
Project Budget	\$810,000.00

Table 1

6. Time Frame

Funding applications opened in September 2021 and close on 1 December 2021. Notification of outcomes for this funding round will be issued in February 2022.

7. Strategic Plan Links

This report relates to the Council Plan 2021-2025 in the Strategic Direction:

Place

Outcomes to be achieved:

- Diverse open spaces and public facilities that are well-connected, accessible, resilient and promote active healthy lifestyles; and
- Enable projects that enhance and activate our community.

8. Asset Management Policy/Plan Alignment

Detailed design for all components of the project will align with Asset Management planning requirements.

The project designs have been circulated amongst all internal departments, including the Asset Services Branch with all noted conditions to be included in the delivery of the project.

9. Implications

Policy

The additional funding request is based upon Sport and Recreation Facilities Funding Capital Contributions Policy CP030.

Legal/Statutory

If successful in its application, Council will be required to enter into a formal agreement with the funding body prior to receiving the funds.

Financial

To be considered an eligible application, Council must provide evidence of their required contribution.

Environmental

LED lighting technology will be used for this project which will reduce emissions and operating costs.

Social

This project will provide community groups access to high quality sporting facilities, which will be utilised by the female, junior and senior participants.

The inclusion of netball court light will also ensure the overall project contributes towards gender equality.

Economic

There are no economic implications associated with this report.

10. Risk Assessment

By adopting the recommendation, Council will be exposed to the following risks:

Risks	Controls	Residual Risk
Project cost over runs.	Independent quotations received from qualified contractors to inform budget, as well as an inclusion for contingency.	Low

11. Conflicts of Interest

No conflicts of interest were declared during the preparation of this report.

Attachments

There are no attachments for this report.

14.5 ADOPTION OF CEO EMPLOYMENT & REMUNERATION POLICY CP001

File Number: 18/02/01
Officer: General Manager Corporate

1. Summary

The purpose of this report is to present the recently reviewed CEO Employment & Remuneration Policy CP001 and seek Council's resolution to adopt the updated policy.

2. Recommendation

That Council adopt the updated CEO Employment & Remuneration Policy CP001 as presented.

3. Background

The policy reflects Mildura Rural City Council's (Council's) commitment to good governance principles in relation to the employment and remuneration of the Chief Executive Officer (CEO).

The employment cycle of a CEO is a core responsibility of the elected Council. This policy outlines the mechanisms which will support the Council in fulfilling its obligations regarding CEO employment and remuneration. The policy has been prepared in accordance with section 45 of the *Local Government Act 2020*.

4. Consultation Proposed/Undertaken

In comprehensively reviewing this policy, consultation and advice has been sought with Council's solicitors Maddocks.

Consultation has also been undertaken with Councillors, the appointed Independent Advisor and Council's Executive Management Team.

5. Discussion

Council policies are developed and approved by Council to help govern how the organisation operates. They outline organisational decision-making processes and protocols for service delivery and civic administration.

The introduction of the *Local Government Act 2020* requires many aspects of governance to be reformed. Part of this reformation includes the policies and processes that are undertaken with the employment and remuneration of the CEO. In accordance with the Act, councils must develop a policy (with the assistance of an independent, professional adviser) that:

- provides for the recruitment of a CEO;
- imposes key contract provisions, an annual review and performance monitoring; and
- caps the period of appointment at 5 years (although reappointment under a new contract is permitted).

In accordance with the review schedule, this policy and its principles have been comprehensively reviewed. The advice provided by Council's solicitors, Maddocks, has been incorporated with the Council's existing CEO Appointment Policy to ensure that considerations of appointment timing remained.

A CEO Employment and Remuneration Committee Terms of Reference has been developed to support the requirements of the policy and is included as an appendix. The final draft was sent to Council's appointed Independent Advisor for further consultation and advice.

Through this process of development, the policy put before Council has undergone substantial changes and is compliant with the requirements of the *Local Government Act 2020*.

6. Time Frame

It is a requirement of the *Local Government Act 2020* for Council to adopt a CEO Employment & Remuneration Policy by December 2021.

The policy will come into force if adopted by Council and will be reviewed each term of Council.

7. Strategic Plan Links

This report relates to the Council Plan 2021-2025 in the Strategic Direction:

Leadership

Outcomes to be achieved:

- A high performing organisation; and
- Effective governance to deliver results in line with community expectations.

8. Asset Management Policy/Plan Alignment

There are no asset management implications associated with this report.

9. Implications

Policy

This report updates the current CEO Appointment Policy CP001.

Legal/Statutory

This policy complies with all requirements under the *Local Government Act 2020*.

Financial

There are no financial implications associated with this report.

Environmental

There are no environmental implications associated with this report.

Social

There are no social implications associated with this report.

Economic

There are no economic implications associated with this report.

10. Risk Assessment

By adopting the recommendation, Council will not be exposed to any significant risk.

11. Conflicts of Interest

No conflicts of interest were declared during the preparation of this report.

Attachments

- 1 [!\[\]\(2cbb40928a34ecf5ce700a63c52aa374_img.jpg\)](#) CEO Employment & Remuneration Policy CP001



CEO Employment & Remuneration Policy

Policy – CP001

Prepared	Reviewed	Approved	Date	Council Minute No.
Manager Governance & Performance	Executive Leadership Team	Council	November 2021	
EDMS: 18/02/01		To be reviewed: June 2025		
Document Owner: General Manager Corporate		Review Frequency: Each term		

1. The purpose of this policy is

This Policy reflects the Mildura Rural City Council's (Council's) commitment to good governance principles in relation to the employment and remuneration of the Chief Executive Officer (CEO).

The employment cycle of a CEO is a core responsibility of the elected Council. This policy outlines the mechanisms which will support the Council in fulfilling its obligations regarding CEO employment and remuneration.

This Policy has been prepared in accordance with section 45 of the *Local Government Act 2020*.

2. Policy statement

This Policy provides for the following matters which Council is responsible for under the Act or as a requirement of this Policy:

- a) The recruitment and appointment of the Chief Executive Officer ensuring that:
 - i. the recruitment decision is based on merit;
 - ii. the recruitment processes support transparency in the recruitment process and, subject to Council's discretion to offer re-appointment in accordance with section 44 of the Act, the public advertising of the position; and
 - iii. regard is had to gender equity, diversity and inclusiveness;
- b) Approving the Contract of Employment entered into between Council and the Chief Executive Officer;
- c) The appointment of an Acting Chief Executive Officer when relevant;

- d) The provision of independent professional advice in relation to the matters dealt with in the Policy;
- e) The monitoring of the Chief Executive Officer's performance;
- f) An annual review of the Chief Executive Officer's performance; and
- g) Determining the Chief Executive Officer's remuneration.

3. Execution of this Policy

The aims of Council (including via the CEO Employment and Remuneration Committee) in relation to this Policy are to:

- a) Establish the CEO Employment Committee;
- b) Provide processes for the recruitment of a natural person, and their appointment, to the position of CEO;
- c) Draft and approve the Contract of Employment entered into between Council and the CEO;
- d) Seek and be guided by independent professional advice in relation to the matters dealt with in this Policy;
- e) Provide processes for determining and reviewing the CEO's Remuneration Package;
- f) Provide processes for the monitoring of the CEO's performance including setting the Performance Plan and conducting an annual review;
- g) Determine, as required, whether any variations to the Remuneration Package and terms and conditions of employment of the CEO; and
- h) Provide processes for the appointment of an Acting Chief Executive Officer when relevant

4. CEO Employment and Remuneration Committee

The establishment of the CEO Employment and Remuneration Committee will assist Council in fulfilling its obligations of this policy. For the purpose of this Policy, the CEO Employment and Remuneration Committee will be referred to as 'Committee'.

- a) Council will establish the Committee in accordance with section 45(2) of the Act.
- b) The Terms of Reference (ToR) for the Committee are set out in Appendix A to this policy.
- c) The Committee will be an advisory committee to Council.

- d) The purposes of the Committee are to consider, and make recommendations to Council with respect to, the:
 - i. appointment of the Independent Advisor;
 - ii. independent advice received from time to time from the Independent Advisor;
 - iii. performance monitoring of the CEO, including with respect to achievement of the KPIs;
 - iv. annual review of the CEO's performance, including against the KPIs;
 - v. CEO's remuneration;
 - vi. recruitment and appointment of a CEO, if required;
 - vii. provisions to be included in the Contract of Employment from time to time;
 - viii. appointment of an Acting CEO; and
 - ix. implementation of this Policy.
 - e) The Committee must include at least the Mayor and two Councillors but can include all councillors.
 - f) The Mayor will be responsible for initiating the convening of the Committee to perform the above functions.
 - g) The Committee will provide a confidential report to Council following each meeting describing its activities and making recommendations about any action to be taken by Council.
 - h) For the avoidance of doubt, nothing in this Policy requires Council to accept any or all of the Committee's recommendations.
- 5. Independent advice**
- a) The Independent Advisor is responsible for providing independent professional advice in relation to the matters dealt with under this Policy in accordance with section 45(2)(a) of the Act.
 - b) The Independent Advisor will be appointed on the recommendation of the Committee following a process to seek experienced and suitably qualified persons but must not be the Executive Search Consultant appointed by Council to assist in the recruitment process. The General Manager Corporate will provide support to the committee in identifying an Independent Advisor. This is achieved through the provision of recommendations with the Council deciding by resolution on who will be the Independent Advisor.

- c) The Committee will ensure that the terms of the Independent Advisor's engagement has the inclusion to keep confidential all information which the Independent Advisor acquires by virtue of the engagement.
- d) The Committee will ensure that it utilises independent legal advice to prepare the CEO Contract of Employment.
- e) Council will determine the:
 - i. term of appointment of the Independent Advisor; and
 - ii. remuneration of the Independent Advisor,
- f) Council, or the Committee with the approval of a Resolution, can, on an as needed basis, obtain additional independent professional advice in relation to the matters dealt with under this Policy.
- g) The Independent Advisor Agreement will include:
 - i. remuneration of the Independent Advisor,
 - ii. ensure that it is a term of the Independent Advisor's engagement that the Independent Advisor keep confidential all information which the Independent Advisor acquires by virtue of the engagement.
 - iii. The Chairperson Fee will be paid immediately following the scheduled committee meetings and upon receipt of invoice.

6. Recruitment of CEO

- a) The Committee will establish and manage the process to recruit the CEO, designed to ensure that Council can select the best available candidate from a short list of preferred candidates (with or without a recommendation from the Committee).
- b) The Committee will determine, and make a recommendation to Council, as to the Executive Search Consultant to be appointed to run the recruitment process.
- c) When the Executive Search Consultant is engaged, the Committee, the Chair of the Committee or a member of Council staff nominated by the Committee must liaise with the Executive Search Consultant in connection with the recruitment process.
- d) When considering the recruitment of the position of CEO to, the Committee must:
 - i. ensure that the recruitment decision is based on merit;
 - ii. support transparency in the recruitment process and the public advertising of the position; and

- iii. ensure that regard is had to gender equity, diversity and inclusiveness.
- e) The Committee must ensure that the Executive Search Consultant publicly advertises the CEO role.
- f) The Committee must direct the Executive Search Consultant to prepare, and provide to Council, a schedule of dates for key decisions to be made by resolution of Council throughout the recruitment process.
- g) The Committee must provide a report and recommendation to Council so that each key decision identified in the schedule prepared under paragraph 5(f) can, if necessary, be made by resolution of Council.

7. Appointment of the CEO

- a) Council will receive a report from the Committee on the completion of its role in the recruitment process, and Council will proceed to decide on a preferred candidate with the support of the Committee to negotiate and finalise the Contract of Employment.
- b) The Committee will provide a recommendation to Council on the provisions to be contained in the proposed Contract of Employment.
- c) The appointment of the CEO must be made by a resolution of Council.

8. Appointment Timing

- a) In order to avoid significant disruption to Council services, instances where general elections and CEO appointments occur within six months of each other should be avoided, wherever possible. The appointment of an interim CEO may be appropriate in such circumstances.

In addition (where possible), Council should ensure that the expiry dates specified in the CEO employment contract are six months either side of the expected Council election period¹ where practicable.

9. Reappointment of the CEO

- a) Within 6 months prior to the expiry of the current CEO's Contract of Employment, the Committee will provide a recommendation to Council on:
 - i. whether the CEO should be reappointed under a new Contract of Employment; and

¹ NOTE: election period means the period that—
 (a) starts at the time that nominations close on nomination day; and
 (b) ends at 6 p.m. on election day;

- ii. if the recommendation is to reappoint the CEO, the proposed provisions of the further Contract of Employment.
- b) Any reappointment of the current CEO must be made by a resolution of Council.

10. Contract of Employment

- a) The Contract of Employment is to be read in conjunction with this Policy (but the terms of the Policy are not incorporated into the Contract of Employment).
- b) The Contract of Employment will, at a minimum, outline the following:
 - i. the employment term, which must not exceed 5 years in accordance with section 44(2) of the Act;
 - ii. the responsibilities and duties of the position, including compliance with the Act and the Code of Conduct for Council staff;
 - iii. how conflicts of interest will be managed;
 - iv. the CEO's Remuneration Package and other entitlements;
 - v. any legislative and contractual obligations, including those during and continuing after appointment;
 - vi. the CEO's leave entitlements;
 - vii. dispute resolution procedures;
 - viii. processes for managing unsatisfactory performance;
 - ix. processes for early termination, including notice of termination provisions with notice of termination by Council being restricted to a maximum of six [6] months; and
 - x. any other matters required to be contained in the Contract of Employment by the Regulations.
- c) The Contract of Employment may only be varied by a resolution of Council and where such variation is accepted by the CEO, recorded in a deed of variation.

11. Remuneration and Expenses

- a) The Remuneration Package provided to the CEO will form part of the Committee's annual review, having regard to (in accordance with section 45(3) of the Act):

- i. any statement of policy issued by the Government of Victoria which is in force with respect to its wages policy (or equivalent);² and
 - ii. any Public Sector Wages Determination.³
- b) Remuneration will be reviewed on an annual basis, in accordance with the CEO's Performance Plan and contractual requirements.
- c) Council will meet expenses incurred by the CEO in relation to:
 - i. membership and subscription fees payable to professional associations which are reasonably necessary in order to carry out duties;
 - ii. reasonable costs incurred where attending conferences, seminars or other networking functions; and
 - iii. reasonable costs incurred in performance of required duties.

12. Performance monitoring

- a) Council will adopt an annual Performance Plan for the CEO, which will include KPIs. The Performance Plan must be developed collaboratively between the CEO and the Committee at the time of the recruitment and laid out in the Contract of Employment. The Performance Plan and KPIs may reviewed and amended by the Council, in consultation with the CEO, from time to time.
- b) The CEO is to provide progress reports against the Performance Plan to the Committee on at least an annual basis.
- c) The Committee may meet with the CEO following each progress report to discuss the matters contained in the progress report.
- d) Following the initial 6 months of the CEO's term, a workshop with Councillors and the CEO should be coordinated so that:
 - i. the CEO can prepare and present an overview of their findings during the early months, and highlight any projections or forecasts of relevance to Council during their tenure;
 - ii. Councillors can provide feedback to the CEO on their perspective of the CEO's performance during the initial period; and

² Section 45(3)(a) of the Act requires Council to have regard to any statement of policy issued by Government of Victoria which is in force with respect to its wages policy (or equivalent). The current Victorian Government Wages Policy applies in the public sector until 31 December 2021. See: <https://www.vic.gov.au/wages-policy-and-enterprise-bargaining-framework>

³ Section 45(3)(b) of the Act requires Council to have regard to the published remuneration bands for executives employed in public service bodies. See: <https://www.vic.gov.au/tribunals-determination-vps-executive-remuneration-bands>

- iii. Council and CEO can agree to projects and priorities for inclusion in the CEO's Performance Plan and KPIs.
- e) Nothing in this Policy prevents the Committee and/or Council from monitoring the CEO's performance on an ongoing basis.

13. Annual review

- a) In preparation for Council's review, the Committee is required to submit an annual review report (**Annual Review Report**) to Council which includes recommendations on the following:
 - i. whether, and to what extent, the CEO has met the KPIs under the Performance Plan;
 - ii. whether, and to what extent or in what respect, any KPIs or other criteria ought to be varied under the Performance Plan;
 - iii. whether, and to what extent, the Remuneration Package ought to be varied; and
 - iv. any other necessary matters.
- b) The Committee will submit the Annual Review Report to Council only after meeting with the CEO to discuss the Committee's proposed recommendations.
- c) Council shall, after receipt of the Annual Review Report, review the recommendations in the Annual Review Report, resolve upon the matters described in paragraph 13 (a) and advise the CEO of the terms or effect of the resolution.

14. Acting CEO

- a) Council must appoint an Acting CEO when there is a vacancy in the office of the CEO or the CEO is unable to perform their duties of the office of Chief Executive Officer.
- b) The appointment of the CEO must be made by a resolution of Council unless the Acting CEO is appointed for a period not exceeding 28 days, in which case the CEO may appoint an Acting CEO under delegation from Council pursuant to section 11(3) of the Act.
- c) The Committee may advise Council on the selection and appointment of an Acting CEO.

15. Administrative Support

- a) Council acknowledges that, in implementing this Policy, it, the Committee and/or the Independent Advisor will from time to time require the assistance of members of staff, including assistance in relation to governance and human resources matters. The Manager Governance & Performance will facilitate the arrangement of this support.

- b) Council, the Committee and/or the Independent Advisor may from time to time request a member of staff to provide assistance in implementing this Policy, recognising that the position of the member of staff is made difficult because he or she is accountable to the CEO (or a person acting as CEO) and therefore acknowledging that requests for assistance need to be limited to no more than those which are reasonably necessary.

16. Interaction with Act and Regulations

- a) This Policy applies subject to any inconsistent obligations in the Act or the Regulations.

17. Integrity of the process

- a) Failure to maintain and comply with this policy may constitute a breach of section 45 of the *Local Government Act 2020* and accordingly be subject to review by the Local Government Inspectorate.
- b) All information relating to the recruitment, selection and performance review process must be kept strictly confidential. Councillors and staff involved in the process must take all reasonable steps to maintain confidentiality and respect the privacy of all persons involved. A breach of confidentiality may constitute a breach of the Councillor Code of Conduct or Staff Code of Conduct.
- c) The Independent Chair of the Committee shall report on any non-compliance matters to the Council.

18. Confidentiality

- a) Council is not required to disclose any personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.

19. Delegations

- a) Council must not delegate the power to appoint the CEO, whether on a permanent or acting basis, however, it may delegate to the CEO the power to appoint an Acting CEO for a period not exceeding 28 days (sections 11(2)(d) and 11(3) of the Act).
- b) Council must not delegate the power to make any decision in relation to the employment, dismissal or removal of the CEO (section 11(2)(e) of the Act).
- c) The Manager Governance & Performance can be delegated appropriate responsibilities and act as a resource for Council pertaining to the CEO recruitment. This provides for adequate separation of reporting lines and responsibilities.

20. Legislative requirements

This policy is made in accordance with section 45 of the Act.

21. Legislation and other references**a) Legislation**

For further information related to this policy see:

- *Local Government Act 2020*

b) Documents

This policy is implemented in conjunction with the following documents:

- Terms of Reference – CEO Employment & Remuneration Committee
- CEO Contract of Employment, including requirements of the position
- CEO Performance assessment/KPIs
- CEO Employment process deployment flowchart – ProMapp

c) Risk assessment reference

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	✓

Appendix A

Terms of Reference – CEO Employment and Remuneration Committee

1. Purpose

The CEO Remuneration & Employment Committee (Committee) is an advisory committee appointed, pursuant to the Local Government Act to assist Council in fulfilling its responsibilities relating to Chief Executive Officer (CEO) remuneration and employment.

2. Term

These Terms of Reference are effective as of 24 November 2021 and will be ongoing until otherwise modified and readopted by Council

3. Membership

The Committee will comprise of:

- Appointed Independent Person (Chair)
- A minimum of the Mayor, Deputy Mayor and two Councillors, with all Councillors able to form the committee
- Persons other than Councillors cannot be appointed to the Committee other than that of the Independent Advisor

4. Roles and Responsibilities

4.1 The purposes of the Committee are to consider, and make recommendations to Council with respect to, the:

- i) selection and appointment of the Independent Advisor;
- ii) independent advice received from time to time from the Independent Advisor;
- iii) performance monitoring of the CEO, including with respect to achievement of the Key Performance Indicators (KPIs);
- iv) annual review of the CEO's performance, including against the KPIs;
- v) CEO's remuneration;
- vi) recruitment and appointment of a CEO, if required;
- vii) provisions to be included in the Contract of Employment from time to time;
- viii) appointment of an Acting CEO; and
- ix) implementation of the CEO Employment & Remuneration Policy with administrative support of the Manager Governance & Performance.

4.2 The Committee is to hold meetings as often as is necessary to:

- i) prepare documentation relevant to the CEO's employment and remuneration, including Council reports and contractual documents, for the approval of Council;
- ii) conduct and maintain appropriate records regarding performance reviews of the CEO; and
- iii) review the Remuneration Package and conditions of employment of the CEO,

5. Meetings

5.1 All meetings will be chaired by the Independent Advisor when available.

5.2 The Mayor will chair any meeting where the Independent Advisor is not in attendance or required. Where the Mayor is not in attendance or available, the Deputy Mayor (or alternate nominated of the Committee) will Chair.

5.3 A meeting quorum stands at half, plus one of the Committee.

5.4 The Chair will confirm the procedures of the meetings at the first meeting (of the series/term), noting that will be conducted with as little formality and technicality as appropriate to fulfil the Committee's purposes.

5.5 Consideration will be given to the means of attendance at Committee meetings (eg in person or electronically);

5.6 Decisions on recommendations are made by consensus (i.e. members are satisfied with the decision even though it may not be their first choice). If not possible, the chair makes final decision on the recommendation. Keeping in mind that the final decision based on these recommendations are to be resolved with Council

5.7 Meeting agendas and minutes will be provided by the Independent Advisor, this includes:

- preparing agendas and supporting papers - at least seventy-two (72) hours in advance
- preparing meeting notes and information- distributed within three (3) working days
- drafting of the Annual Review Report and methodology for measurements to contribute to this review

5.8 The Committee will maintain the authority to convene additional meetings, as circumstances require.

5.9 Meetings will be treated as confidential and all Committee Members /support administration required to complete confidentiality agreements.

5.10 For the purpose of removing all doubt, all decisions including the rules for the meetings will be communicated and decided on through Council Meetings.

6. Independent Advice

6.1 The Independent Advisor is responsible for providing independent professional advice in relation to the matters dealt with under this Policy in accordance with section 45(2)(a) of the Act.

6.2 The Independent Advisor will be appointed on the recommendation of the Committee but must not be the Executive Search Consultant appointed by Council to assist in the recruitment process.

6.3 The Independent Advisor is to be appointed for a two year term with an option for a further two year term by mutual consent.

6.4 The Independent Advisor cannot be a Councillor or member of Council staff, unless the person is also the designated acting CEO and this person was not a member of Council staff immediately prior to their appointment.

6.5 The person must declare in writing to all Councillors that he or she will not be a candidate for the permanent CEO role at Council.

6.6 The General Manager Corporate will make a recommendation to Council on the appointment of an independent chairperson. The independent chairperson appointed by Council will be a neutral person with appropriate experience.

6.7 Council will resolve the appointment and term of the Independent Advisor.

6.8 An Independent Advisor Agreement will be in place as per stipulated with the policy

7. Administrative Support

7.1 Council acknowledges that the Committee and/or the Independent Advisor will from time to time require the assistance of members of staff, including assistance in relation to governance and human resources matters.

7.2 The Committee recognise that the position of the member of staff is made difficult because he or she is accountable to the CEO (or a person acting as CEO) and therefore acknowledging that requests for assistance need to be limited to no more than those which are reasonably necessary.

7.3 To avoid conflicts of interest, administrative support will be organised through the Manager Governance & Performance.

8. Amendment, Modification or Variation

This Terms of Reference may be amended, varied or modified in writing after consultation and resolution through Council Meeting.

9. Key Performance Indicators

The performance of the CEO Employment & Remuneration Committee will include the successful recruitment and retention of a CEO that best suits the needs of the council and community

End of Terms of Reference

Definitions within Policy and Terms of Reference:

In this Policy, unless the context suggests otherwise the following words and phrases mean:

Act means the *Local Government Act 2020*.

Annual Review Report has the meaning given in paragraph 13(a).

Chief Executive Officer or **CEO** means the Chief Executive Officer of Council.

Committee means the CEO Employment and Remuneration Committee established under this Policy.

Contract of Employment means the contract of employment between Council and the CEO, including any schedules.

Council means Mildura Rural City Council.

Councillors means the individuals holding the office of a member of Mildura Rural City Council.

Council meeting has the same meaning as in the Act.

Executive Search Consultant means a consultant with specialist expertise in sourcing and evaluating candidates for senior executive roles.

Independent Advisor means the consultant appointed by Council from time to time to provide independent advice in accordance with section 45(2)(a) of the Act.

KPIs means Key Performance Indicators or performance criteria however described.

Mayor means the Mayor of Council.

Performance Plan means the annual performance plan setting out KPIs for the CEO.

Policy means this CEO Employment and Remuneration Policy adopted in accordance with section 45 of the Act.

Public Sector Wages Determination means any Determination that is currently in effect under section 21 of the *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019* in relation to remuneration bands for executives employed in public service bodies.

Recruitment Policy means the recruitment policy adopted by the CEO under section 48(2) of the Act.

Regulations means the Regulations made under Division 7 of Part 2 of the Act.

Remuneration Package means the total gross remuneration package paid to the CEO pursuant to the Contract of Employment.

Resolution means a resolution of Council made at a properly constituted Council meeting.

14.6 QUARTERLY FINANCIAL MANAGEMENT REPORT - 30 SEPTEMBER 2021

File Number: 02/01/07
Officer: General Manager Corporate

1. Summary

This report presents Council's draft financial position for the period ending 30 September 2021 through a number of standard reports that have been prepared using generally accepted accounting principles.

In summary, these reports show:

- a surplus of \$64.13 million
- capital expenditure of \$8.33 million
- cash and cash equivalents balance of \$26.62 million
- investments greater than three months of \$59.85 million.

2. Recommendation

That Council note the contents of the Quarterly Financial Management Report for the period ending 30 September 2021.

3. Background

Financial regulations require certain reports comparing actual data against the published Annual Budget to be prepared and presented to Council to facilitate decision-making. Reports provided are:

- Draft Income Statement
- Draft Balance Sheet
- Draft Cash Flow Statement
- Draft Statement of Capital Works.

4. Discussion

The Budget process begins in October in order to meet required timeframes for the Budget to be completed and adopted by 30 June.

The figures and timings thereof in the Budget are predominantly decided upon in October, November, December and January. This means that events occurring after this time, but prior to June, will not always be reflected in the Budget and can cause variances to occur. This year, variances can be expected to have more volatility due to the continued impact of the COVID-19 global pandemic.

Income Statement

Council's operating gross turnover to the end of September 2021 is \$87.81 million, which is \$1.76 million above the budgeted forecast. Council's expenditure to the end of September is \$27.59 million. This is \$3.21 million below budget forecast.

It is worth noting that the majority of this income is due to the striking of our rates. Accounting standards dictate that we show all our rate income for 2021-2022 upon being struck even though we have not yet physically received the cash receipts.

The overall operating surplus of \$59.52 million will reduce to our expected budgeted position as at 30 June 2022. The operating result is \$4.97 million behind of the Budget expectation for the period ending 30 September 2021.

Balance Sheet

Current assets are \$159.57 million as at 30 September 2021.

Trade and other receivables are sitting at \$72.21 million. This is predominantly attributable to rates being raised in July 2021. As rates receipts are received, this figure will reduce down to our expected budgeted position as at the end of June 2022.

Cash Flow Statement

Council's cash and cash equivalents for the period ending 30 September is \$29.55 million. Council also has \$59.85 million in cash deposits with a maturity of greater than three months. These are required to be included as financial assets and not cash and cash equivalents.

Statement of Capital Works

Council is \$2.84 million ahead our published Budget for the period ending 30 September 2021 with total expenditure of \$8.33 million.

This year, Council's total Capital Works Budget is \$43.73 million before carry forwards and early indications are that Council has started strongly with its delivery of the capital works program to achieve the budget.

5. Time Frame

This report relates to Council's financial position as at 30 September 2021.

6. Strategic Plan Links

This report relates to the Council Plan 2021-2025 in the Strategic Direction:

Leadership

Outcomes to be achieved:

- A financially sustainable organisation; and
- Serve the community by providing great customer experience, value for money and quality services.

7. Asset Management Policy/Plan Alignment

There are no asset management implications associated with this report.

8. Consultation Proposed/Undertaken

There are no consultation implications associated with this report.

9. Implications

Policy

This report has been prepared in line with current Council policies.

Legal/Statutory

The information in this report is dictated by Australian Accounting Standards and Best Practice Financial Reporting.

Financial

The information provided in this report indicates that Council remains in a sound financial position.

Environmental

There are no environmental implications associated with this report.

Social

There are no social implications associated with this report.

Economic

There are no economic implications associated with this report.

10. Risk Assessment

By adopting the recommendation, Council will not be exposed to any significant risks.

11. Conflicts of Interest

No conflicts of interest were declared during the preparation of this report.

Attachments

- 1**  Quarterly Financial Management Report - 30 September 2021

Quarterly Financial Management Report

30 September 2021



Mildura Rural City Council

**MILDURA RURAL CITY COUNCIL
INCOME STATEMENT
For the period ending 30 September 2021**

	Annual Budget 2021/2022	YTD Budget 30 Sept 2021	YTD Actuals 30 Sept 2021	Variance		
	\$'000	\$'000	\$'000	\$'000	%	Ref
Income						
Rates and charges	79,014	77,516	77,813	297	0	
Statutory fees and fines	2,391	536	552	16	3	
User fees	8,620	1,909	1,582	(327)	(17)	1
Grants - operating	22,056	4,072	6,071	1,999	49	2
Contributions - monetary	259	65	99	34	52	
Other income	5,761	1,254	996	(258)	(21)	3
Total income	118,101	85,352	87,113	1,761	2	
Expenses						
Employee costs	53,446	14,079	12,357	1,722	12	4
Materials and services	45,123	11,668	10,359	1,309	11	5
Bad and doubtful debts	133	-	-	-	-	
Depreciation	17,607	4,402	4,402	-	-	
Amortisation - intangible	161	40	40	-	-	
Amortisation - right of use	74	-	-	-	-	
Borrowing costs	1,028	257	229	28	11	
Finance costs - leases	51	-	-	-	-	
Other expenses	1,485	351	202	149	42	6
Total expenses	119,108	30,797	27,589	3,208	10	
Surplus (deficit) from operations	(1,007)	54,555	59,524	4,969	9	
Grants - capital	15,010	4,243	4,526	283	7	
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(1,683)	(421)	9	430	(102)	7
Contributions - monetary (capital)	1,023	200	73	(127)	(64)	8
Contributions - non-monetary (capital)	1,952	474	-	(474)	-	
Surplus/(deficit)	15,295	59,051	64,132	5,081	9	
Other comprehensive income						
Items that will not be reclassified to surplus or deficit in future periods:						
Net asset revaluation increment / (decrement)	18,905	-	-	-	-	
Share of net profits/(losses) of associates and joint ventures accounted for by the equity method	(990)	-	-	-	-	
Total comprehensive result	33,210	59,051	64,132	5,081	9	

**MILDURA RURAL CITY COUNCIL
INCOME STATEMENT
VARIANCE EXPLANATION REPORT
For the period ending 30 September 2021**

Ref	Item	Explanation
1	User fees	Continued support for COVID-19 Community Relief with waiving of food registration fees, accommodation standards and communicable diseases registration fees. Also further lockdown restrictions have also reduced various admission fees and hiring fees.
2	Grants - operating	Additional grants have been received which were not included in original budget, most relate to community support and economic recovery. Also includes end of year journal entries for income in advance reversal relating to Community Employment Program grants.
3	Other income	Interest rates on term deposits have continued to fall since the budget was prepared, reducing interest earned income. COVID-19 and related restrictions have also reduced Gift Shop sales and MAC Café sales.
4	Employee costs	Employee costs are reduced compared to budget due to posting of payroll transactions into prior year as part of end of year accounting treatments, and also timing differences of pay dates.
5	Materials and services	Impacts of COVID-19 and related restrictions with reduction in community grant expenditure partly due to event cancellations and timing of payments to aquatic facility contractors. Also reduction in fleet cost, cleaning and energy consumptions due to lockdown restrictions. Software maintenance and leases expenditures has also reduced to budget mostly due to timing differences.
6	Other expenses	Reduction in expenditure to budget mostly due to closure of MAC Theatre with cancellation of events and/or shifting of dates, and therefore reduction in payments to external shows/events.
7	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	Due to supply constraints and COVID-19 lockdowns there are delays in fleet replacement during the quarter and therefore reduction in fleet and plant sales, this should pick up in future quarters.
8	Contributions - monetary (capital)	Contributions for Developer Contribution Plan (DCP) continue to be lower than forecast, however it must be noted timing of these contributions is difficult to predict.

**MILDURA RURAL CITY COUNCIL
BALANCE SHEET
As at 30 September 2021**

	Annual Budget 2021/2022 \$'000	YTD Actuals 30 Sept 2021 \$'000
Assets		
Current assets		
Cash and cash equivalents	57,031	26,616
Trade and other receivables	7,251	72,209
Other financial assets	2,850	59,850
Inventories	576	852
Other assets	1,370	44
Total current assets	69,078	159,571
Non-current assets		
Trade and other receivables	3,787	4,095
Other financial assets	1,750	1,750
Right of use asset	1,038	1,164
Investments in associates	50,627	51,458
Property, infrastructure, plant and equipment	967,548	913,906
Intangible assets	10,909	11,020
Total non-current assets	1,035,659	983,393
Total assets	1,104,737	1,142,964
Liabilities		
Current liabilities		
Trade and other payables	2,704	8,298
Trust funds and deposits	1,507	3,344
Unearned income	3,778	-
Provisions	12,699	11,763
Interest bearing liabilities	3,214	3,142
Lease liabilities	86	-
Total current liabilities	23,988	26,547
Non-current liabilities		
Provisions	29,787	33,607
Interest bearing liabilities	18,840	14,281
Lease liabilities - non current	1,484	1,590
Total non-current liabilities	50,111	49,478
Total liabilities	74,099	76,025
Net assets	1,030,638	1,066,939
Equity		
Accumulated Surplus	417,538	472,194
Reserves	613,100	594,745
Total equity	1,030,638	1,066,939

**MILDURA RURAL CITY COUNCIL
CASH FLOW STATEMENT
As at 30 September 2021**

	Annual Budget 2020/2021 Inflows (Outflows) \$'000	YTD Budget 30 Sept 2021 Inflows (Outflows) \$'000	YTD Actuals 30 Sept 2021 Inflows (Outflows) \$'000	Variance \$'000	%	Ref
Cash flows from operating activities						
Rates and charges	78,949	16,579	13,029	(3,550)	(21)	1
Statutory fees and fines	2,391	598	552	(46)	(8)	
User fees	9,103	2,562	3,363	801	31	2
Grants - operating	23,159	4,249	6,375	2,126	50	3
Grants - capital	15,761	4,995	3,598	(1,397)	(28)	4
Contributions - monetary	1,282	158	181	23	15	
Interest received	929	233	41	(192)	(82)	5
Trust funds and deposits taken	6,000	2,500	4,703	2,203	88	6
Other receipts	4,832	1,208	1,003	(205)	(17)	7
Net GST refund / payment	2,229	557	449	(108)	(19)	8
Employee costs	(52,979)	(15,464)	(15,023)	441	(3)	
Materials and services	(48,722)	(4,813)	(4,772)	41	(1)	
Trust funds and deposits repaid	(6,000)	(1,500)	(1,507)	(7)	0	
Other payments	(1,536)	(384)	(242)	142	(37)	9
Net cash provided by/(used in) operating activities	35,398	11,478	11,750	272	2	
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment	(43,733)	(5,492)	(8,334)	(2,842)	(52)	10
Proceeds from sale of property, infrastructure, plant and equipment	617	150	9	(141)	94	11
Repayments of loans and advances	343	85	-	(85)	100	12
Term deposit movement (short vs long)	-	-	-	-		
Net cash provided by/ (used in) investing activities	(42,773)	(5,257)	(8,325)	(3,068)	(58)	
Cash flows from financing activities						
Finance costs	(1,028)	(250)	(229)	21	8	
Proceeds from borrowings	8,000	-	-	-	-	
Repayment of borrowings	(3,214)	(300)	(111)	237	26	13
Interest paid - lease liability	(51)	-	-	-	-	
Repayment of lease liabilities	(86)	-	-	-	-	
Net cash provided by/(used in) financing activities	3,621	(550)	(340)	210	38	
Net increase/(decrease) in cash & cash equivalents	(3,754)	5,671	3,085	(2,586)	(46)	
Cash at beginning of financial year	60,785	66,400	26,553	(39,847)	(60)	14
Cash and cash equivalents at the end of the period/financial year	57,031	72,071	29,638	(42,433)	(59)	

**MILDURA RURAL CITY COUNCIL
CASH FLOW STATEMENT
VARIANCE EXPLANATION REPORT
As at 30 September 2021**

Ref.	Item	Explanation
1	Rates and charges	Tracking behind budget which is likely to be contributed to COVID-19 restrictions and economic impacts on rate payers. With reduced community restrictions and increase in economic activity this is expected to increase in future quarters.
2	User fees	Continued support for COVID-19 Community Relief with waiving of food registration fees, accommodation standards and communicable diseases registration fees. Also further lockdown restrictions have also reduced various admission fees and hiring fees.
3	Grants - operating	Additional grants have been received which were not included in original budget, most relate to community support and economic recovery. Also includes end of year journal entries for income in advance reversal relating to Community Employment Program grants.
4	Grants - capital	Timing differences between budget and actual receipt of capital grants, now falling in future quarters.
5	Interest received	Reductions in term deposit interest rates has reduced interest earned on investments. Also since preparation of budgets the majority of term deposits have moved to long term investment terms e.g. 90+ days, therefore interest will be pushed out to future quarters.
6	Trust funds and deposits taken	Timing differences due to difficulty in predicting timing of contracts and related deposits and the exact completion date, and end of year accounting entry impacts.
7	Other receipts	Closure of facilities due to COVID-19 with reductions in ticket sales, gift shop and café sales during the quarter.
8	Net GST refund / payment	Timing differences which are difficult to predict as to when invoices are time in creditor payment runs.
9	Other payments	Reduction in expenditure to budget mostly due to closure of MAC Theatre with cancellation of events and/or shifting of dates, and therefore reduction in payments to external shows/events.
10	Payments for property, infrastructure, plant and	Strong capital works expenditure has continued from last year into this quarter, also due to completion of projects carried forward from prior years.
11	Proceeds from sale of property, infrastructure, plant and equipment	Due to supply constraints and COVID-19 lockdowns there are delays in fleet replacement during the quarter and therefore reduction in fleet and plant sales, this should pick up in future quarters.

**MILDURA RURAL CITY COUNCIL
CASH FLOW STATEMENT
VARIANCE EXPLANATION REPORT
As at 30 September 2021**

Ref.	Item	Explanation
12	Repayments of loans and advances	Timing differences due to difficulty in predicting timing of contracts and related deposits and the exact completion date.
13	Repayment of borrowings	Timing differences between actual principal repayments compared to budgeted cashflow of repayments.
14	Cash at beginning of financial year	Variance due to investments shifting from short term to long term investments, not actual reduction in cash.

**MILDURA RURAL CITY COUNCIL
STATEMENT OF CAPITAL WORKS
As at 30 September 2021**

	Annual Budget \$'000	YTD Budget 30 Sept 2021 \$'000	YTD Actuals 30 \$'000	Variance \$'000	%	Ref
Property						
Land	-	-	-	-	-	
Total land	-	-	-	-	-	
Buildings						
Buildings	18,902	1,653	3,172	(1,519)	(92)	1
Total buildings	18,902	1,653	3,172	(1,519)	(92)	
Total property	18,902	1,653	3,172	(1,519)	(92)	
Plant and equipment						
Computers and telecommunications	811	385	341	44	11	2
Fixtures, fittings and furniture	185	37	5	32	86	3
Library books	315	52	57	(5)	(10)	
Plant, machinery and equipment	2,369	659	723	(64)	(10)	4
Total plant and equipment	3,680	1,133	1,126	7	1	
Infrastructure						
Roads	12,803	1,095	1,956	(861)	(79)	5
Footpaths and cycle ways	1,022	200	563	(363)	(182)	6
Drainage	658	18	42	(24)	(133)	7
Recreational, leisure and community facilities	1,939	523	238	285	54	8
Waste management	2,723	-	12	(12)	-	
Parks, open space and streetscapes	1,635	870	1,178	(308)	(35)	9
Kerb and channel	371	-	47	(47)	-	10
Total infrastructure	21,151	2,706	4,036	(1,330)	(49)	
Total capital works	43,733	5,492	8,334	(2,842)	(52)	

**MILDURA RURAL CITY COUNCIL
STATEMENT OF CAPITAL WORKS
VARIANCE EXPLANATION REPORT
As at 30 September 2021**

Ref.	Item	Explanation
1	Buildings	Completion of carry forward projects in September quarter including upgrade to Powerhouse building, with actual expenditure exceeding budget forecast.
2	Computers and telecommunications	The majority of actual expenditures relates to IT Disaster Recovery and Business Continuity replacement, however information systems hardware replacement program is tracking behind due to investigation of improved procurement.
3	Fixtures, fittings and furniture	Central Business District (CBD) litter bin program has been delayed due to consultation with CBD Mall Management.
4	Plant, machinery and equipment	The unpredictability of delivery and supply in current climate has contributed to variation against budget.
5	Roads	Completion of carry forward road projects in September quarter with actual expenditure exceeding budget.
6	Footpaths and cycle ways	Footpath works in Ouyen Central Business District were completed ahead of schedule.
7	Drainage	Completion of carry forward road projects in September quarter with actual expenditure exceeding budget.
8	Recreational, leisure and community facilities	Mildura Sporting Precinct outdoor netball courts and lighting, was delayed due to redesign and retendering process. Quandong Park Cricket Net upgrade has been delayed due to inclement weather and delays in receiving fencing materials. Blackburn Park Synthetic Bowls Green upgrade works with delays in final inspection due to COVID related restrictions.
9	Parks, open space and streetscapes	Completion of carry forward parks, open space and streetscapes projects in September quarter with actual expenditure exceeding budget.
10	Kerb and channel	Kerb and Channel project that was carried forward has now completed in the 2021-22 year.

14.7 ANNUAL CUSTOMER COMPLAINTS REPORTING

File Number: 17/01/03
Officer: General Manager Corporate

1. Summary

The purpose of this report is to present the first Annual Customer Complaints reporting to Council.

2. Recommendation

That Council note the Annual Customer Complaints reporting as presented.

3. Background

The purpose of the Annual Customer Complaints reporting is to review and assess Council's complaint handling framework against the key performance indicators from the Customer Complaints Policy.

4. Consultation Proposed/Undertaken

There were no consultation requirements relating to this report.

5. Discussion

In accordance with recommendations from the Victorian Ombudsman, Council adopted a Customer Complaints Policy in July 2018. The purpose of the policy is to establish the framework by which Council will assess, respond to, and improve services as a result of customer complaints.

Annual reporting is required to be presented to Council which assesses Council's performance against the following key performance indicators:

- Complaints upheld, partially upheld and not upheld;
- Performance against timeliness (average time to finalise complaints);
- Number of changes made to services as a result of complaints;
- Number of complaint outcomes overturned on internal review;
- Customer satisfaction with the complaint handling system; and
- Complaints escalated to the Victorian Ombudsman's office where Council's original decision has been overturned and/or proposals for action have been made by the Ombudsman.

6. Time Frame

In accordance with the Customer Complaints Policy, an Annual Report will be presented to Council every year.

7. Strategic Plan Links

This report relates to the Council Plan 2021-2025 in the Strategic Direction:

Leadership

Outcomes to be achieved:

- The community has a voice through inclusive engagement and participation;
- Trust, respect and understanding between community and Council;
- A high performing organisation;
- Effective governance to deliver results in line with community expectations; and
- Serve the community by providing great customer experience, value for money and quality services.

8. Asset Management Policy/Plan Alignment

There are no Asset Management implications associated with this report.

9. Implications

Policy

This report aligns with Council's Customer Complaints Policy.

Legal/Statutory

There are no legal or statutory implications associated with this report.

Financial

There are no financial implications associated with this report.

Environmental

There are no environmental implications associated with this report.

Social

There are no social implications associated with this report.

Economic

There are no economic implications associated with this report.

10. Risk Assessment

By adopting the recommendation, Council will not be exposed to any significant risk.

11. Conflicts of Interest

No conflicts of interest were declared during the preparation of this report.

Attachments

- 1 [↓](#) Annual Customer Complaints Reporting

2020 - 2021

Customer Complaints Reporting

Annual Report



Mildura Rural City Council

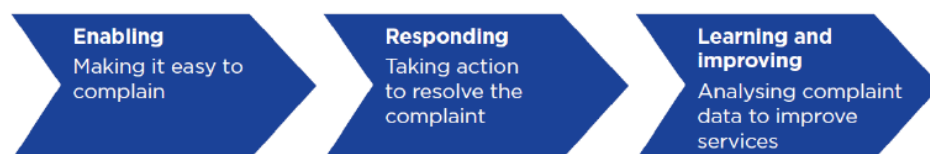
Introduction

In August 2018, Council's customer complaints management was reassigned to the Governance & Risk Unit and a new framework was introduced.

The updated approach ensures Council's complaint handling processes are closely aligned with the recommendations as contained within the 'Complaints: A Good Practice Guide for Public Sector Agencies' (the Guide), released by the Victorian Ombudsman in 2016 following of a report tabled on complaint handling by Victorian Councils.

The report identified that one of the main causes of complaints against local councils was the way those councils dealt with complaints: all too often seen as a nuisance, or provoking a defensive, unhelpful, bureaucratic response.

The Guide outlines the principles and practical steps involved in the three key stages of good complaint handling as shown below.



Handling complaints is part of core business and well-handled complaints can offer real benefits.

They can:

- restore trust with members of the public when things have gone wrong
- lead to better services and outcomes for individuals
- identify ways to improve services for the public.

Complaints are free feedback about what our customers think of our services and decisions. They can highlight the need for changes to our practices, or the need to explain things to members of the public in a different way.

Poorly handled complaints can have the opposite effect. They can:

- damage relationships with the public
- damage our reputation
- escalate and draw in senior staff, independent complaint bodies or generate costly legal disputes
- compromise our integrity
- lead to missed opportunities to improve performance.

The Victorian Ombudsman has over 40 years' experience dealing with complaints about state government agencies and local councils, and the Guide aims to share that experience to improve complaint handling across the public sector.

It also reflects the revised Australian and New Zealand standard for complaint handling, Victoria's public sector values and the *Charter of Human Rights and Responsibilities Act 2006*.

The goal is not to receive zero complaints. The goal is to record instances where a service has not been delivered, and analyse this data to see if improvements can be made.

- Victorian Ombudsman, Councils and complaints 2015

Reporting

In accordance with the Customer Complaints Policy CP048, an annual report against complaint handling key performance indicators (KPIs) is presented to Council annually.

Key Performance Indicators

To measure our performance, we have the following key performance indicators:

- complaints upheld, partially upheld, not upheld
- performance against timeliness (average time to finalise complaints)
- number of changes made to services as a result of complaints
- number of complaint outcomes overturned on internal review
- customer satisfaction with the complaint handling system
- complaints escalated to the Victorian Ombudsman's office where council's original decision has been overturned and/or proposals for action have been made by the Ombudsman

Definitions

Complaint	an expression of dissatisfaction with – <ul style="list-style-type: none"> • the quality of an action taken, decision made, or service provided by a council or its contractor • a delay or failure in providing a service, taking an action, or making a decision by a council or its contractor
Level 1 Complaint	Meets the definition of a complaint but is dealt with by the responsible area through to Coordinator level in an attempt to resolve the matter
Level 2 Complaint	Where a level 1 complaint remains unresolved or the customer is dissatisfied with the response, they may request investigation by the Manager
Level 3 Complaint	If the complainant remains dissatisfied with the outcome of the investigation, they may request an internal review by the General Manager and Complaints Coordinator
Level 4 Complaint	If the complainant is not satisfied with the process or outcome of the internal review, we inform them of any external review options
Staff Complaint	Any complaint involving the actions or behaviour of Council employees. All staff complaints are recorded as Level 2
Request for Service	Contact with Council to seek assistance to access a new service, seek advice or to inform or make a report about something for which Council has responsibility
Alternate Mechanism	Matters that do not fall within the scope of the Customer Complaints Policy and are managed through other internal processes. For example: Allegations of Breach of Privacy or allegations of fraud or corrupt conduct
External Agency	Matters that do not fall within the scope of Council responsibilities

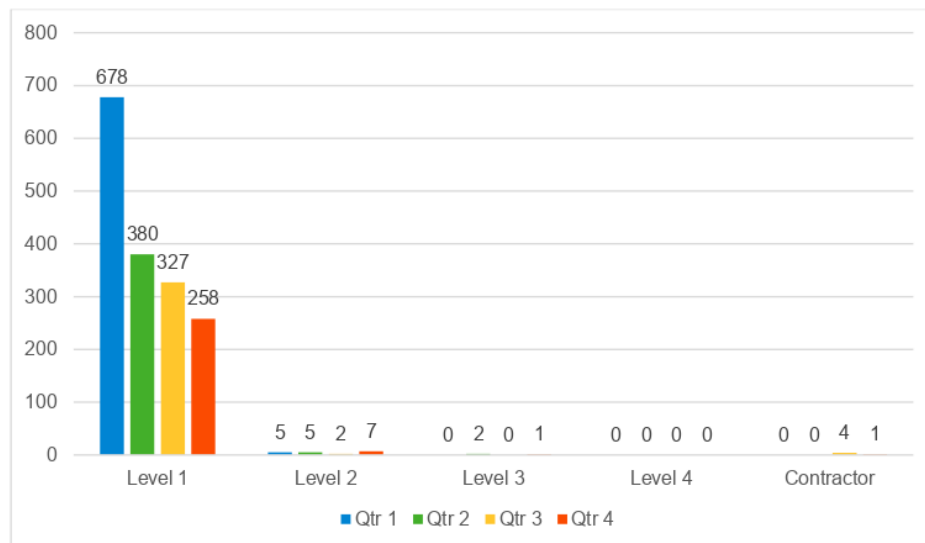
Complaint Statistics Overview

Number of Complaints

The number of complaints recorded by the Complaints Officer for the period 1 July 2020 to 30 June 2021 is **1,670**

Of these matters, a total of 1,643 (98.4%) were assessed as Level 1 complaints and were resolved at first point of contact by the receiving officer or relevant area. Level 1 complaints include matters such as missed bins and parking infringement objections.

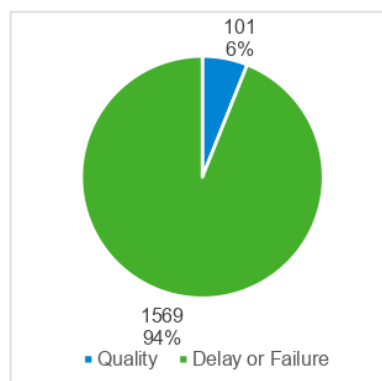
Complaints about Contractors are categorised separately as these are managed by the Contract Manager in accordance with section 8.4 of the Customer Complaints Policy.



Complaints by Definition

The ratio of complaints received when measured against Council's adopted definition can be seen below.

1,569 complaints were assessed as being a delay or failure in providing a service, taking an action or making a decision. 101 complaints were assessed as being dissatisfaction with the quality of an action taken, decision made or service provided.



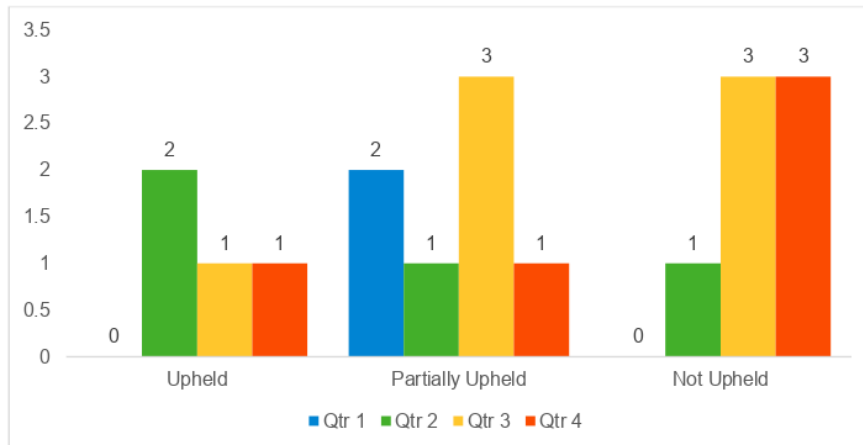
Key Performance Indicators

Resolved level 2 and 3 complaints are used to measure performance against established KPI's during the reporting period. The number of complaints used in this assessment is **18**

KPI 1: Complaints upheld, partially upheld, not upheld

Measure: Outcome of Complaint

This key performance indicator measures whether a customer's complaint was unsubstantiated or substantiated (whether in full or in part).

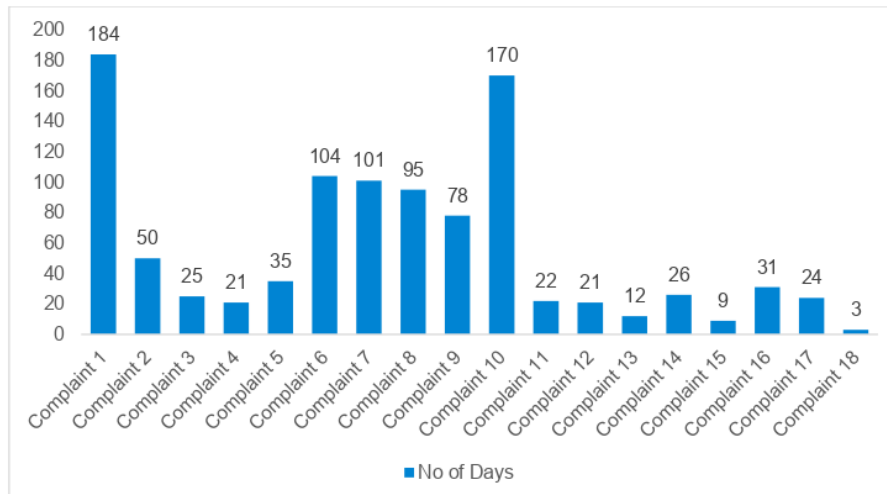


KPI 2: Performance against timeliness

Measure: Number of days between date complaint received and date complaint closed

Where complaints are not able to be resolved within 28 days, the customer must be notified and provided with an alternate resolution date.

The average number of days taken to resolve complaints: **56**

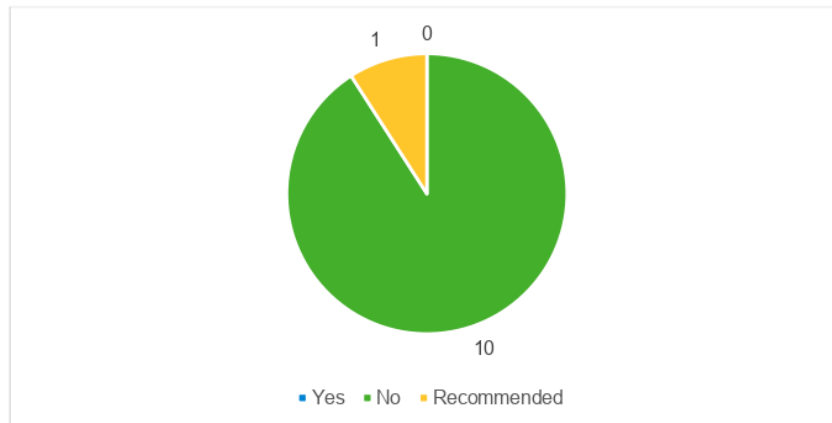


KPI 3: Number of changes made to services as a result of complaints upheld

Measure: Service changes made or recommended

Complaints provide a rich source of information about how well Council is performing and what improvements may be needed. The information can point to problems with services or a need to improve how complaints are handled. By analysing complaints we can learn where things went wrong and how we can do better in the future.

The number of complaints used for the purpose of this measurement is **11**



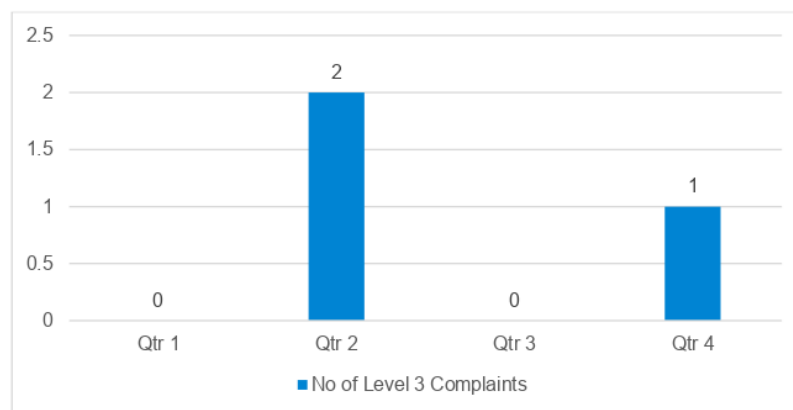
Whilst no changes have been made to services at this point, a recommendation was made to undertake a review of the way Council responds to, and deals with barking dog complaints. During discussions with the complainant, the Manager Development Services also committed to undertaking a review of all associated templates used throughout the process life cycle.

KPI 4: Customer satisfaction

Measure: Number of Level 3 complaints

This KPI measures customer satisfaction with the complaint handling process and uses the number of complaints that were escalated for review by the relevant service area Manager.

The number of complaints used for the purpose of this measurement is **3**



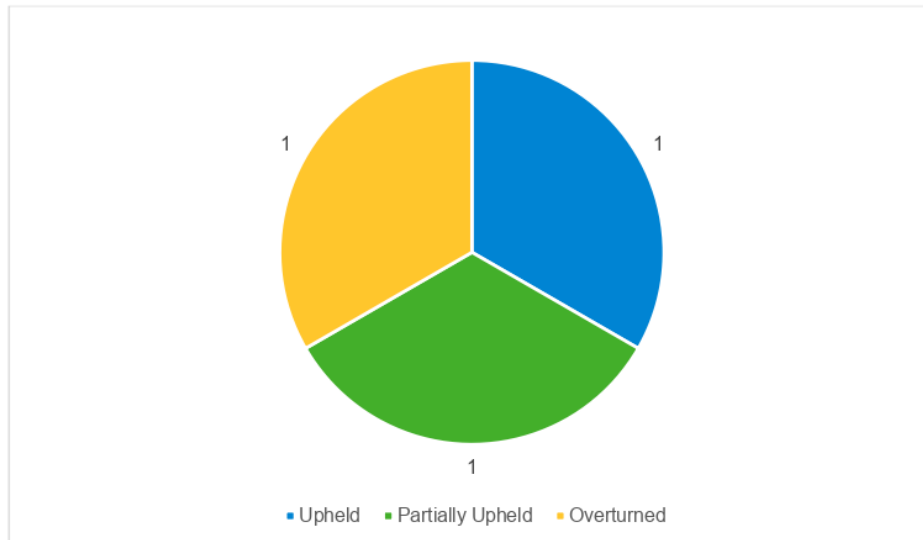
Level 3 complaints are also reviewed by the Complaints Coordinator who looks at how the original complaint was handled (where relevant), and will check to ensure compliance with statutory obligations, internal policies and procedures, and service standards.

KPI 5: Number of level 3 complaint outcomes overturned on review

Measure: Outcome of level 3 review

This key performance indicator measures the number of complaint outcomes overturned following review by the relevant Manager &/or Complaint Coordinator.

The number of complaints used for the purpose of this measurement is **3**



Of the three level 3 complaints reviewed by the relevant Manager &/or Complaint Coordinator, 1 decision was upheld, 1 decision was partially upheld and 1 decision was overturned.

KPI 6: Decisions reviewed and overturned by the Victorian Ombudsman

Measure: Ombudsman's decision

This KPI measures the number of complaints that were referred to the Victorian Ombudsman for review and Council's decision or outcome was overturned.

There were no complaints referred to the Victorian Ombudsman for the current reporting period.

14.8 ADOPTION OF PUBLIC OPEN SPACE ASSET MANAGEMENT PLAN 2021-2025

File Number: 08/01/03
Officer: General Manager Development

1. Summary

The purpose of this report is to seek Council adoption of the Public Open Space Asset Management Plan 2021-2025.

2. Recommendation

That Council adopt the Public Open Space Asset Management Plan 2021-2025 as presented.

3. Background

To satisfy the requirements of section 92 of the *Local Government Act 2020*, councils must have in place an Asset Plan by 30 June 2022. It must include information about maintenance, renewal, acquisition, expansion, upgrade, disposal, and decommissioning of each class of infrastructure under its control. The Asset Plan provides a strategic and financial view of how Council proposes to manage the portfolio of assets that it owns and controls.

The Asset Plan will be a summary of the following documents:

- Asset Management Strategy 2020
- Transport Network Asset Management Plan (existing plan to be reviewed)
- Stormwater Drainage Asset Management Plan (existing plan to be reviewed)
- Buildings and Facilities Asset Management Plan (existing plan to be reviewed)
- Public Open Space Asset Management Plan 2021-2025

The Public Open Space Asset Management Plan 2021-2025 has been developed and is the first of the four Asset Management Plans to be presented for Council adoption under the new Asset Plan requirements.

4. Consultation Proposed/Undertaken

Public open space assets are utilised by a broad cross-section of the community and are managed by various branches in Council. Community values and priorities relating to public open space assets were gathered through extensive community engagement activities during the development of the Community Vision and Council Plan, and through the development of related strategies including the Public Open Space Strategy, Recreation Strategy and Playground Strategy. Internal stakeholders who were involved in and guided the development of this plan:

- Manager Asset Services (project owner)
- Strategic Asset Systems Coordinator (project manager)
- Manager Parks and Waste Services
- Parks and Gardens Coordinator
- Manager Leisure and Cultural Services
- Recreation Development Coordinator

- Financial Services Coordinator
- Facility Services Coordinator
- Service Planning Coordinator
- Asset Data Officer
- Design and Digital Officer

The plan was circulated for feedback to the Strategic Management Team, Coordinators / Team Leaders and other relevant staff, and resulting actions communicated.

5. Discussion

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. The Public Open Space Asset Management Plan 2021-2025 focuses on the management of Council's public open space assets. This plan specifies the requirements for effective management of this asset group and the corresponding financial implications.

The public open space assets that are covered in this Asset Management Plan fall within five categories:

- Outdoor Infrastructure
- Pathways (within public open space areas)
- Playgrounds
- Playing Surfaces
- Recreation Structures

The plan does not include green assets such as trees or plants, or major buildings and facilities within public open space areas such as pools, public toilets or clubrooms.

The plan is structured to provide relevant detail on the following elements, which are key drivers in successful and sustainable asset management:

Levels of Service

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

Future Demand

Outlines the 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.

Lifecycle Management

Asset lifecycle management covers physical asset details including condition information, and presents an analysis of available asset information and the lifecycle management plans covering the five key work activities to manage open space assets.

Risk Management

Strategic, operational and specific asset risks relating to public open space assets have been identified. All risks have been assessed and rated, and a number of treatments listed to address these risks.

Financial Summary

The financial summary contains public open space asset values, financial projections with a 10-year outlook, sustainability report, budgeted renewal and shortfall (renewal gap) and details to inform the Long Term Financial Plan.

Asset Management Practices

Our asset management practices are detailed including the Asset Management System (Framework), standards and guidelines, the Asset Management Data System in place, data confidence levels and the asset management roles and responsibilities across the organisation to manage public open space assets.

Improvement and Monitoring

This section details how we will measure performance, and monitor and review the plan. It also includes an Improvement Plan which details actions to be taken over the life of the plan to improve data confidence and asset management maturity.

6. Time Frame

The *Local Government Act 2020* stipulates that councils must have an Asset Plan adopted by 30 June 2022. Mildura Rural City Council's Asset Plan will comprise of details contained within the Asset Management Strategy and four Asset Management Plans. The Public Open Space Asset Management Plan 2021-2025 is the first of the four Asset Management Plans to be presented to Council for adoption in preparation for this deadline.

7. Strategic Plan Links

This report relates to the Council Plan 2021-2025 in the Strategic Direction:

Environment

Outcome to be achieved:

- A community that actively addresses the causes and impacts of climate change.

Community

Outcome to be achieved:

- A community where people feel safe.

Place

Outcomes to be achieved:

- Diverse open spaces and public facilities that are well-connected, accessible, resilient and promote active healthy lifestyles; and
- Sustainable infrastructure that meets the current and future community needs.

Leadership

Outcomes to be achieved:

- A financially sustainable organisation; and
- Serve the community by providing great customer experience, value for money and quality services.

8. Asset Management Policy/Plan Alignment

The Public Open Space Asset Management Plan 2021-2025 is a key element of the Asset Management Framework and Asset Plan (section 92 of the *Local Government Act 2020*). It provides a strategic and financial view of how Mildura Rural City Council proposes to manage public open space assets across their lifecycle.

The plan has been developed in accordance with Council's Asset Management Policy CP031, Asset Management Strategy 2020 and guided by industry standards and guidelines.

9. Implications

Policy

The Public Open Space Asset Management Plan 2021-2025 has been developed as per the Asset Management Policy CP031.

Legal/Statutory

The Public Open Space Asset Management Plan 2021-2025 has been developed in accordance with section 92 of the *Local Government Act 2020*.

Financial

The information in the Public Open Space Asset Management Plan 2021-2025 identifies long term asset lifecycle funding requirements for public open space assets which informs the Long Term Financial Plan.

Environmental

Environmental factors including climate change and its impacts to public open space assets are addressed in the Public Open Space Asset Management Plan 2021-2025.

Social

The Public Open Space Asset Management Plan 2021-2025 outlines the valuable service that public open space assets provide to the community, and the contribution to its lifestyle, health and wellbeing. The elements of the plan will better inform investment decisions that will yield a more sustainable service delivery model for the community.

Economic

Consideration for future generations on the impact of lifecycle costs of assets versus the benefits received (intergenerational equity) is a key driver in the development of all documents in the Asset Plan.

10. Risk Assessment

By adopting the recommendation Council will be exposed to any significant risks.

11. Conflicts of Interest

No conflicts of interest were declared during the preparation of this report.

Attachments

- 1 [!\[\]\(32b3140000635d85b5fcc7ce37a1b40f_img.jpg\) Public Open Space Asset Management Plan 2021-2025](#)



Public Open Space Asset Management Plan

2021-2025







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.

Within this document we have used the term "Aboriginal" to respectfully include all people of Aboriginal and/or Torres Strait Islander descent living in our municipality.



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25	Our Management of Risks
30	Our Financial Summary
35	Our Principles and Practices
39	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 public open space 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 in public open spaces.

Our Community Values

- Green open spaces to relax and exercise in
- Sport, recreation, cultural and community groups, events and activities
- Access to natural bushland, the river and parks

Our Community Priorities

- Protecting green spaces
- Climate change and sustainability
- More trees and parks
- Walking paths
- Serve the community by providing great customer experience, value for money and quality services

Our Council Plan

Effective asset management of Mildura Rural City Council's public open space assets enables Council to demonstrate its commitment to the aspirations of 'Our Community Vision' by achieving the following key strategic objectives of the Council Plan.

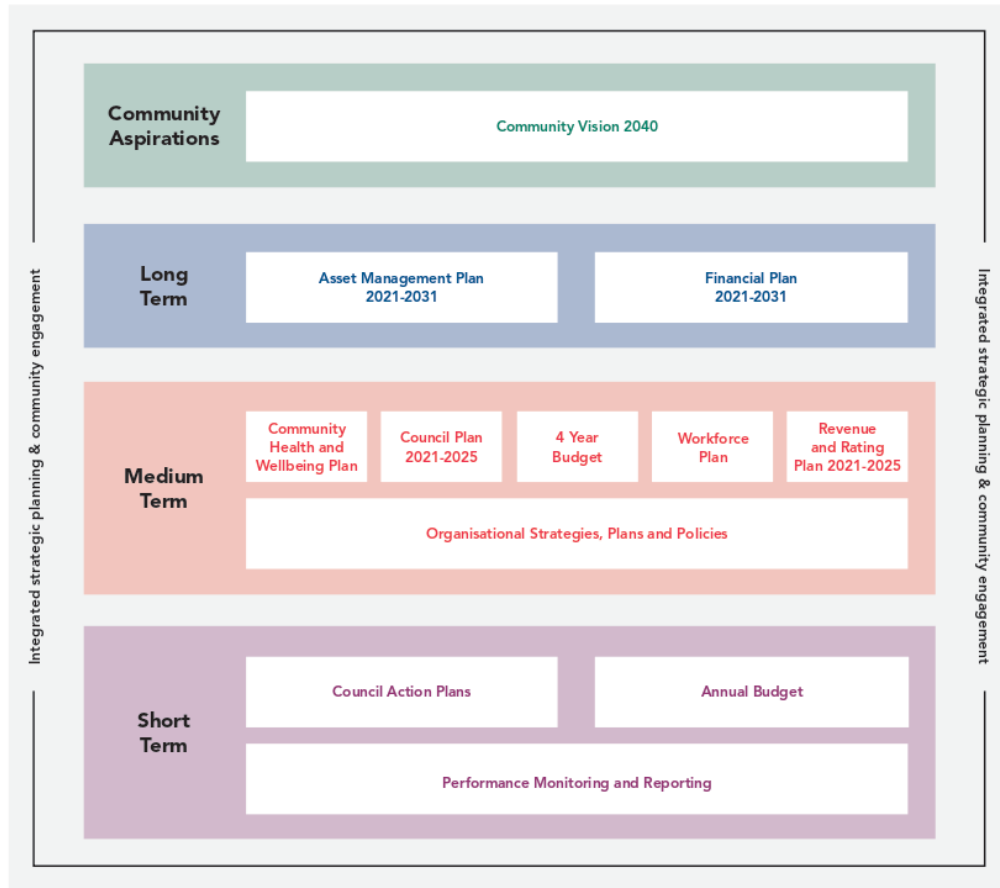
- Provide safe public spaces and facilities
- Create and maintain welcoming open spaces that are accessible and connected
- Provide access to a diverse range of quality sporting and recreation facilities and programs
- Increase participation rates in sport and recreation
- A financially sustainable organisation
- Implement an integrated approach to planning, monitoring and performance reporting to ensure Council is accountable to the community

Our Consultation

Community input was gathered and consultation undertaken during the development of the Public Open Space Strategy, Recreation Strategy and Playground Strategy. This community input has been reviewed and incorporated in this Public Open Space Asset Management Plan.

Future revisions of this plan will incorporate deliberative community engagement to guide Council's approach to managing public open space assets.

Integrated strategic planning and reporting framework and outcomes



Our Public Open Space Assets

Public open space assets provide a valuable service to the community and are vital to its lifestyle, health and wellbeing. The diverse number of open space assets must be properly maintained and developed to continue to provide adequate service and benefits now, and for future generations.

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

Due to the diverse nature of public open space assets, they have been grouped into five categories in this plan:



Outdoor Infrastructure



Pathways



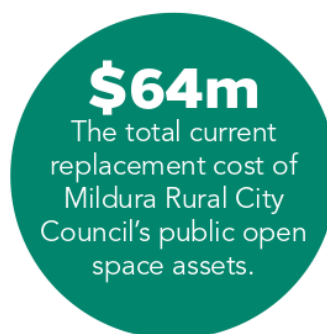
Playgrounds



Playing surfaces



Recreation structures



The projected renewal expenditure necessary to meet the service standards for these assets averages approximately \$5.5m 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 public open space assets versus the allocated budget, results in a funding shortfall of approximately \$4.3m per year over the next 10 years. The financial sustainability of delivering public open space 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. A number of resulting options include, but are not limited to, the reduction of existing service levels, increase acceptance of risk, or dispose/decommission 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 open space assets. These are included as tasks in Our Improvements and Monitoring section of the plan. Immediate tasks include:

- Aligning elements across the Asset Management System, such as budget structures, asset registers and reporting structures to ensure streamlined information management and data integrity (Task 6)
- Undertaking an audit on how we're performing against the Public Open Space Strategy classifications matrix with regards to infrastructure, to determine whether we are meeting, not-meeting or exceeding the agreed standards (Task 8)

Public Open Space Infrastructure Summary

Infrastructure

Barbeques	Fitness equipment	Playground equipment	Shelters
Bike Racks	Flagpoles	Playing surfaces	Signs
Bins	Footpaths	Public art	Skate parks
Council Lighting	Grandstands	Recreation structures	Stages
Dog Bag Dispensers	Information / Marker	Retaining Walls	Tanks
Drinking Fountains	Irrigation	Rotundas	
Fences and barriers	Monuments	Seats and Tables	

Outdoor Infrastructure



\$30.9m

Pathways



\$3.9m

Playgrounds



\$2.4m

Playing surfaces



\$22.6m

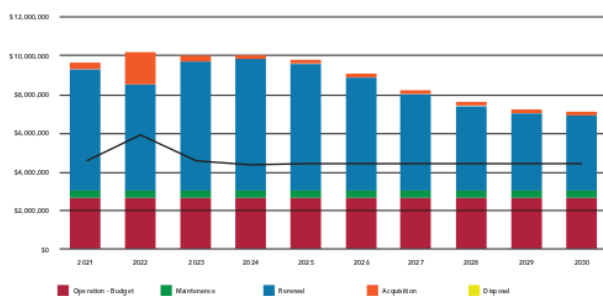
Recreation structures



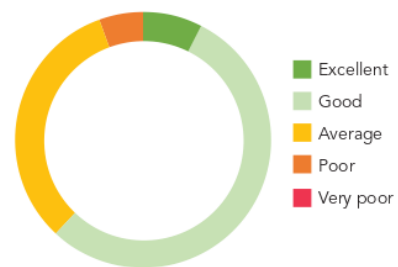
\$4.2m

Total Value of Assets: \$64m

Expenditure Projection



Average Condition



Introduction

Mildura Rural City Council's public open space assets provide a valuable service to the community and is vital to its lifestyle, health and wellbeing. The diverse number of open space 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 open space 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 open space assets services towards social, economic and environmental benefits include:

- Improved personal and societal health and wellbeing
- Social inclusiveness
- Economic activity associated with events and programs
- Reduction in health care costs and financial impacts of climate change
- Increased environmental awareness and stewardship in the community
- Protection of native flora and fauna
- Climate adaptation and mitigation of the urban heat island effect

The plan is structured to provide relevant detail on the following elements, which are key drivers in successful management of public open space 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

Public open space assets are utilised by a broad cross-section of the community and are managed by various branches in Council. 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
- 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 open space assets are based on legislative requirements, customer research and expectations, and strategic goals. The primary objective of open space assets is that they are convenient, safe, regularly maintained, and meet the needs of users.

Community Satisfaction Survey and Strategy Development feedback

The recently conducted community satisfaction survey indicates that the overall performance is Neutral across all public open space categories

Community priorities and issues were gathered during the consultation process of developing the Public Open Space Strategy, Recreation Strategy and Playground Strategy. These priorities and issues will guide the direction of provision of these services and asset planning.

Public Open Space Strategy – Community Priorities

- Connectivity e.g. safe, off-road pathways
- Accessibility e.g. access for all abilities
- Shade e.g. relief from summer temperatures
- Nature e.g. encourage connection to nature
- Maintenance e.g. tidy and clean parks
- Infrastructure e.g. upgrades to ageing facilities
- Play e.g. cater for children of all ages
- Culture e.g. culturally welcoming
- Tourism e.g. attract tourism to communities
- Population Density e.g. declining backyards
- Dogs e.g. designated pet-friendly areas

Recreation Strategy – Community issues

- Poor playing surfaces (throughout all sporting codes) and lighting
- The need for more maintenance
- Poor change rooms or amenities (e.g. pavilions, grandstands)
- A lack of proper signage
- A lack of mountain biking / cycling / walking trails (or poor condition)
- A lack of adequate fencing, additional provision of public toilet facilities, shade / seating for spectators and at recreation parks
- Free outdoor recreation (no basketball courts, outdoor gym equipment etc.)
- Many clubs are concerned about keeping sport affordable and seek support to train officials and coaches, and apply for grants.

Playground Strategy – Priority Areas

- Health and wellbeing
- Access and inclusion
- Environment and sustainability
- Design principles and innovation
- Connection to the community

Council Plan 2021-2025

The Council Plan contains the following objectives which relate to public open space assets:

- Provide safe public spaces and facilities
- Create and maintain welcoming open spaces that are accessible and connected
- Provide access to a diverse range of quality sporting and recreation facilities and programs
- Increase participation rates in sport and recreation
- A financially sustainable organisation
- Implement an integrated approach to planning, monitoring and performance reporting to ensure Council is accountable to the community

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
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
Building Act 1993 & Building Regulations 2006	Sets out the legal framework for the regulation of construction of recreation and open spaces and other structures, recreation and open space standards and maintenance of specific recreation and open space safety features in Victoria. The Regulations are derived from the Act and contain, amongst other things, the requirements relating to recreation and open space permits and recreation and open space inspections. The Regulations call up the Building Code of Australia (BCA) as a technical reference that must be complied with.
Building Code of Australia (BCA)	To enable the achievement of nationally consistent, minimum necessary standards of relevant health, safety (including structural safety and safety from fire), amenity and sustainability objectives efficiently.
Disability Act 2006	Establishes a framework for providing support and services to people with disabilities throughout Victoria.
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.
Environment Protection Act 2017	Creates a legislative framework for the protection of the environment in Victoria having regard to the principles of environmental protection.
Playground Australian Standard AS4685:2014	Sets out standards to ensure the fun yet safe activity of children using playground equipment.
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

Output	Service level	Technical performance	Customer performance
All public open spaces are well maintained and safe	<p>>=90% of the network above intervention level (10% or less of the network requires renewal)</p> <p>0 safety related incidents</p> <p>Reduction in number of reactive maintenance requests</p>	<p>93% of the network above intervention level (7% of the network requires renewal)</p> <p>Monitor number of reactive maintenance requests over time 2020 = 2,868 requests received (Parks and Gardens) 2020/2021 = 334 requests received (Facility Services – POS infrastructure)</p>	<p>Decrease in number of incidents 2019 = 23 2020 = 6 2021 Jan-Mar = 3</p>
Public open space infrastructure is appropriate for the classification of public open space	<p>All infrastructure is appropriate for the classification of public open space</p> <p>Infrastructure aligns with the public open space classification matrix*</p>	<p>% over servicing (TBA) % on target (TBA) % under servicing (TBA)</p>	
Public open space infrastructure meets the needs of users	<p>Improvement in satisfaction survey performance</p>		<p>Decline in community satisfaction 4.2 out of 7 average overall performance (2021) 4.8 out of 7 – 5 year average (2017 – 2021)</p>

*refer to Mildura Rural City Council Public Open Space Strategy 2021 - Appendix 3



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 53,878 in 2016 and is projected to grow to around 62,550 by 2036, which will have an impact in the provision and maintenance of open space 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 open space infrastructure is relatively constant, with open spaces and associated infrastructure highly valued and used by the local community and visitors. 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:

- Increasing user expectations of facility quality and maintenance
- Gender equity
- Equitable sport and recreation opportunities
- Urban consolidation at the expense of rural communities
- Connectivity
- Artificial playing surfaces
- Shared use vs multi-purpose
- Diversity of recreation opportunities
- Climate change and zero-emissions target
- Shade and shelter
- Pet-friendly facilities

Consideration will be given to these trends in managing and planning for public open space 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. Of particular note is Council's overall low population density with the majority of the population residing in the Mildura and surrounding areas. Significant distances to public open space facilities is a challenge in achieving a connected and accessible network.

Innovation

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

Emerging technologies and influences such as machine learning, the Internet of Things, smart technologies and data warehousing all have the ability to affect demand and practices, however it is not anticipated that these will produce a significant impact within the 4 year life of the plan.

The increasing use of LED technology for lighting has seen some significant cost and environmental savings for Council in recent times, and will continue to be progressed.

Smart Cities technologies will also be further investigated and trialled where appropriate.

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 open space assets through a number of corporate and strategic documents, including:

- Community and Council Plan
- Public Open Space Strategy
- Recreation Strategy and Recreation Reserve Master Plans
- Riverfront Master Plan
- Tracks and Trails Strategy
- Playground Strategy

Climate Change

The current and predicted change to climate has the potential to significantly impact on a range of open space functions and on the community's safe use and enjoyment of open space 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 an open space 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.

Council's Public Open Space Strategy contains specific actions to ensure that the principles of Climate Sensitive Urban Design and Environmental Sustainable Design are embedded into the design of the public open space network to support the mitigation of the impact of climate change.

Public Open Space 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. Public open space in some new development areas are tied to Developer Contribution Plans that include the provision of parks and associated assets. The Council budget currently commits over \$4 million per annum to DCP projects, of which open space assets form a substantial part.

Mildura Riverfront Precinct Redevelopment

The Mildura Riverfront Precinct Redevelopment is one of Mildura's most exciting public works projects and aims to establish Mildura as Victoria's most significant inland river city.

Stage 1 revitalised a 1.2 km stretch of public land between the Nowingi Place and the Powerhouse next to Jaycee Park. The works unlocked the potential of Mildura's iconic Murray River setting and connected the city heart CBD to the river. Stage 2, which is currently in development, will capitalize on Stage 1 with a focus on Mildura's significant tourism spend, investing in key infrastructure to showcase Mildura's assets including the Murray River and its rich Indigenous cultural heritage.

Mildura Sporting Precinct

The Mildura Sporting Precinct is one of the most significant projects delivered to the community, made possible through Council, State and Federal funding. The facility will provide a central home for a number of indoor sporting user groups as well as provide a venue for major events including concerts and regional and national sporting events. It will also accommodate the need for community open space and passive leisure activities in the region's main residential growth corridors.



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 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 five key work activities to manage open space assets.

Our public open space assets

Mildura Rural City Council's public open space assets provide a valuable service to the community and is vital to its lifestyle, health and wellbeing. The diverse number of open space assets must be properly maintained and developed to continue to provide adequate service and benefits now, and for future generations.

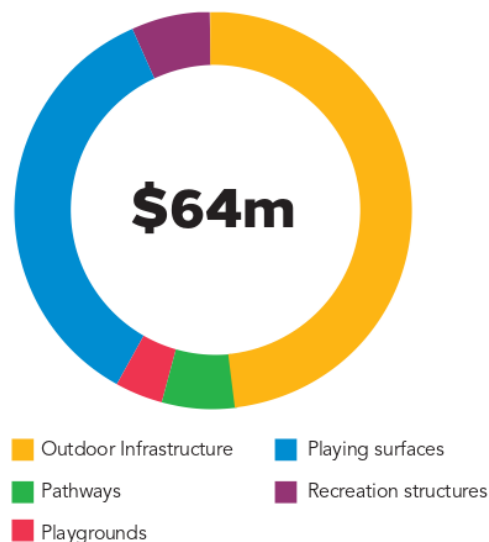
Public open spaces (the locations) are categorised within a hierarchy detailed in Council's Public Open Space Strategy, which groups parks, natural areas, linear reserves, sporting reserves and wetlands into their appropriate areas.

The public open space assets (the assets) covered by this plan are listed in the table below. It does not include green assets, such as trees or plants, or major buildings and facilities within public open space areas, such as pools, public toilets or club rooms.

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



Total Current Replacement Cost of Public Open Space Assets

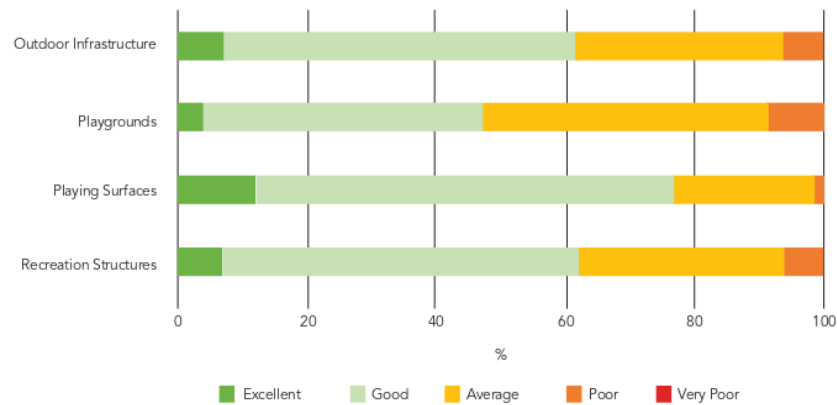


Category	Asset	Quantity	Replacement Cost	Condition
Outdoor Infrastructure	Barbeques	43	\$292,513	●
Outdoor Infrastructure	Bike Racks	10	\$9,631	●
Outdoor Infrastructure	Bins	351	\$199,789	●
Outdoor Infrastructure	Dog Bag Dispensers	14	\$2,368	●
Outdoor Infrastructure	Drinking Fountains	38	\$128,250	●
Outdoor Infrastructure	Fences and barriers	47km	\$13,099,948	●
Outdoor Infrastructure	Fitness equipment	25	\$14,898	●
Outdoor Infrastructure	Flagpole	10	\$2,640	●
Outdoor Infrastructure	Irrigation	TBA	TBA	●
Outdoor Infrastructure	Lighting	537	\$5,189,209	●
Outdoor Infrastructure	Monuments	TBA	TBA	●
Outdoor Infrastructure	Public art	TBA	TBA	●
Outdoor Infrastructure	Retaining Walls and Concrete Structures	TBA	TBA	●
Outdoor Infrastructure	Rotunda	7	\$217,564	●
Outdoor Infrastructure	Seats and Tables	1026	\$1,255,205	●
Outdoor Infrastructure	Shelters	398	\$8,618,971	●
Outdoor Infrastructure	Signs	1116	\$267,914	●
Outdoor Infrastructure	Stage	3	\$1,429,960	●
Outdoor Infrastructure	Tanks	73	\$226,052	●
Pathways	Footpaths	51km	\$3,959,954	●
Playgrounds	Playground equipment	248	\$2,410,334	●
Playing Surfaces	Playing surfaces	135	\$22,641,640	●
Recreation Structures	Grandstands	13	\$1,992,855	●
Recreation Structures	Recreation Structures	101	\$1,081,466	●
Recreation Structures	Skate parks	4	\$1,127,796	●

- 100% - 90% (or up to 10% that may require Capital Intervention)
- 89% - 75% (or up to 25% that may require Capital Intervention)
- <75% (or greater than 25% that may require Capital Intervention)
- Unknown / yet to be assessed

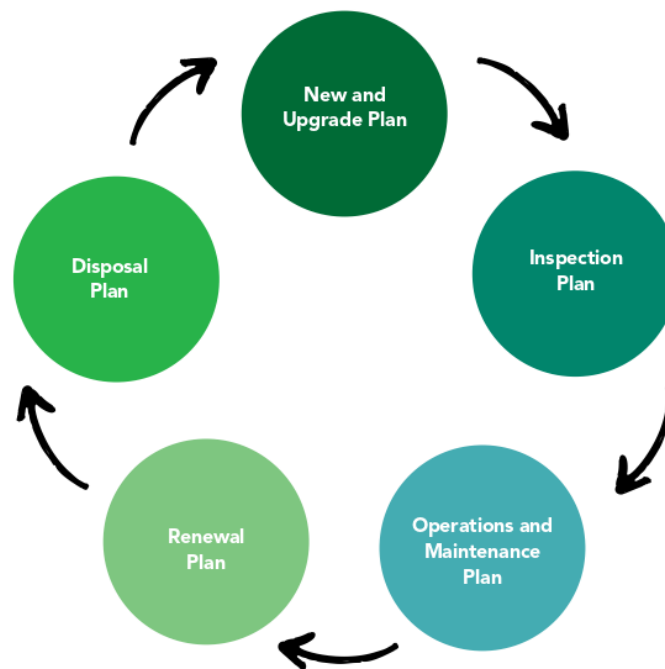
Overall asset condition

Asset condition has been determined for Council's open space assets. Council is committed to regular condition data collection in order to mitigate risk and make informed decisions when formulating forward Capital Works Programs. Asset condition is usually determined through field observations of defect parameters.



The majority of public open space assets are in fairly 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.

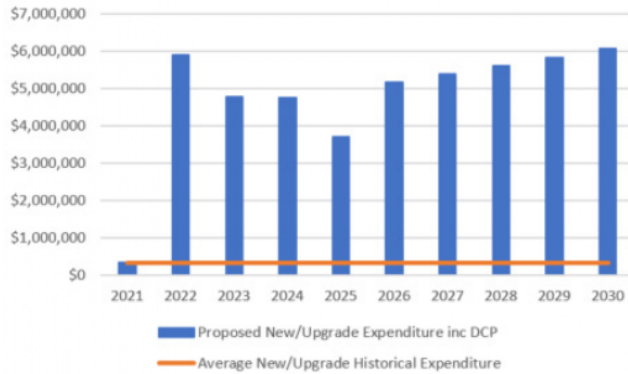
Asset Lifecycle Activities



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.

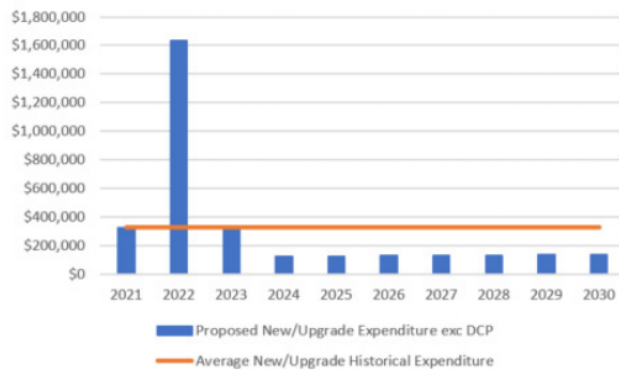
All new works proposals should be assessed in terms of their lifecycle costs i.e. cost to operate and maintain the asset. Increasing the asset network will typically increase operational and maintenance costs. The plan is to monitor and report on these trends in the future.



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 spike in the first couple of years is reflective of the funds required for Stage 2 of the Mildura Sports Precinct facility, and upgrades to the Mildura Off-leash Dog Park, which is inclusive of grant funding received from other levels of government.

The first chart includes Developer Contribution Plan (DCP) expenditure from year 2022, where the second chart excludes DCP expenditure.

Average historical spend is represented in both charts for comparative purposes.



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
Outdoor Infrastructure	Hazard / Defect	Monthly - Quarterly	AS FS / PWS
	Condition	3 – 5 years	AS SAS
Pathways	Hazard / Defect	Annually	WES
	Condition	3 – 5 years	AS SAS
Playgrounds	Hazard / Defect	Monthly	PWS
	Condition	Annually	External via PWS
Playing Surfaces	Hazard / Defect	Monthly	PWS
	Condition	3 – 5 years	TBC
Recreation Structures	Hazard / Defect	Monthly - Quarterly	AS FS / PWS
	Condition	3 – 5 years	TBC

AS FS Asset Services Facility Services
AS SAS Asset Services Strategic Asset Systems
PWS Parks and Waste Services
WES Works and Engineering Services
TBC To be confirmed

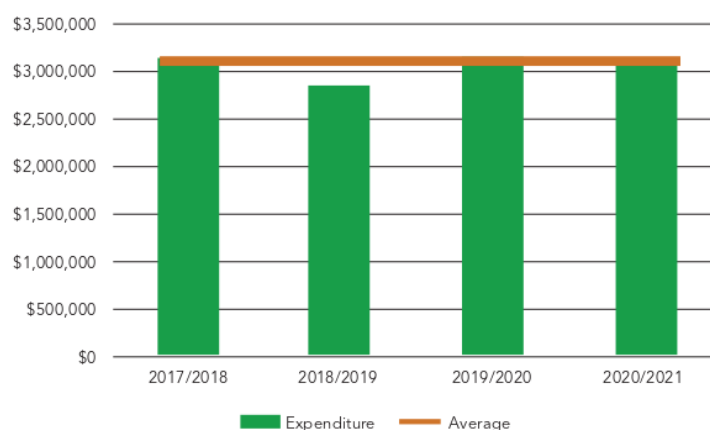
Operations and Maintenance Plan

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 open space 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.

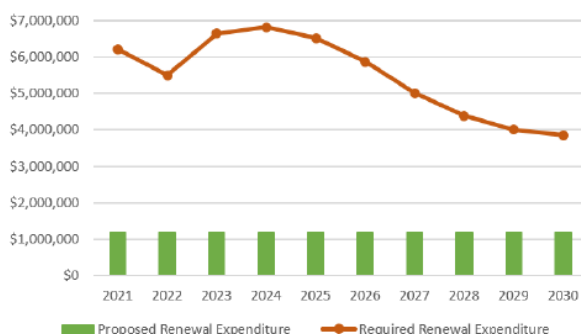


Renewal Plan

Provides a program of renewal for individual assets. Deteriorating asset condition primarily drives renewal needs, with increasing maintenance costs also considered.

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 (costs represent current dollar values). The required renewal expenditure is compared to the available budget, which has an average annual shortfall of \$4.3m. Over the 10 year planning period the renewal shortfall is projected to grow to \$43m.

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 minimal open space infrastructure assets proposed to be decommissioned as per recreation reserve master plans. As there are no defined timelines due to their dependency on external funding and / or contributions from community groups, this has not been included in the financial forecast for disposals.



Our Management of Risks

The objective of the risk management process with regards to open space 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 Council's open space assets include:
 - Public health and safety
 - Service provision
 - Environmental and legal compliance
 - Security, theft and vandalism
 - 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, and it is likely to affect the way the assets are used and managed. However, it is still unclear as to the exact impact of these changes. By continuing to ensure that Council has the best possible information about its assets, we 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 public open spaces and 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 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	Moderate	Council plan reporting Community Engagement Policy Integrated Planning Framework & Reporting Annual Community Satisfaction Survey	CF OD
Financial sustainability of the service in a rate capped environment	Moderate	Likely	High	Service profile linking to infrastructure requirements and financials	AS FS
Climate change and emergency impacts	Moderate	Likely	High	Environmental Sustainability and Climate Change Policy, Towards Zero Emissions Strategy, Environmental Education Plan, Municipal Emergency Management Plan, Municipal Relief and Recovery Plan, Standards	CF
Injury/harm to people using open space assets	Moderate	Possible	Moderate	Regular inspection programs and rectification of defects	PWS AS
Significant breach of legislation, policy	Moderate	Unlikely	Low	Operational policies and processes in place	LCS PWS
Vandalism	Minor	Possible	Low	Regular inspection programs, customer request management	PWS
Confidence levels in asset data	Moderate	Possible	Moderate	Asset Management Strategy action to improve data management practices and processes, quarterly validation reports	AS

AS Asset Services
CF Community Futures
FS Financial Services
LCS Leisure and Cultural Services
OD Organisational Development
PWS Parks and Waste Services

Asset at risk	What can happen	Possible cause	Existing controls	Risk rating	Is risk acceptable?	Treatment options	Residual risk	Risk treatment plan
Riverfront retaining wall (Rowers frontage)	Collapse / sagging causing injury or damage to property High profile location – reputational risk	Structural failure, weather events	Structural engineer inspection Identified in Riverfront Stage 2	Moderate	No	Structural engineer treatment options	Moderate	Monitor until works are committed to in Riverfront Stage 2 or earlier if required
Apex Park to Homestead pathway	Collapse / sagging causing injury or damage to property Impact to service due to path being unusable	Structural failure, weather events	Annual inspection focusing on native vegetation clearance requirements Responding to customer requests / feedback	Moderate	Yes	Regular, proactive inspection regime Closure of path until rectification works completed	Low	Signage Closure of path
Mildura Sporting Precinct Premier Oval	Reputational risk if playing surface not up to standard Impact to service provision of high level games etc. resulting in economic risk Financial consequences to rectify in a timely manner	Irrigation failure from mains water supply Failure to comply with maintenance schedule Vandalism	Fencing Regular inspection and maintenance regime undertaken by suitably trained staff Staff presence Contract supervision Ability to make immediate changes to usage to accommodate major events	Moderate	No	As per existing controls Additional resource requirement to bring up to standard if short-notice is given for matches	Moderate	Regular inspection and maintenance to keep up to standard Relocation of other user groups to accommodate major events

Asset at risk	What can happen	Possible cause	Existing controls	Risk rating	Is risk acceptable?	Treatment options	Residual risk	Risk treatment plan
Mansell Reserve Playing Surfaces	Courts beginning to fail earlier than expected (cracking) Injury to users Impact to service provision causing community dissatisfaction	Inappropriate drainage	Minor works applied Closure of affected courts, limiting number of courts available for use	Moderate	Yes	Decommission affected courts	Low	Close affected courts and where possible, relocate user groups



Our Financial Summary

Asset value

The value of Council's public open space assets is summarised in the table below. This does not include green assets, such as trees or plants, or major buildings and facilities within public open space areas, such as pools, public toilets or club rooms.

Category	Current Replacement Cost	Depreciated Amount	Depreciated Replacement Cost	Annual Depreciation
Outdoor Infrastructure	\$30,954,911	\$15,168,356	\$15,786,554	\$1,343,858
Pathways*	\$3,959,954	\$1,478,971	\$2,480,983	\$110,042
Playgrounds	\$2,410,334	\$1,515,989	\$894,345	\$170,431
Playing Surfaces	\$22,641,640	\$6,113,934	\$16,527,706	\$109,067
Recreation Structures	\$4,202,117	\$2,489,077	\$1,713,040	\$114,919
TOTAL	\$64,168,956	\$26,766,327	\$37,402,628	\$1,848,317

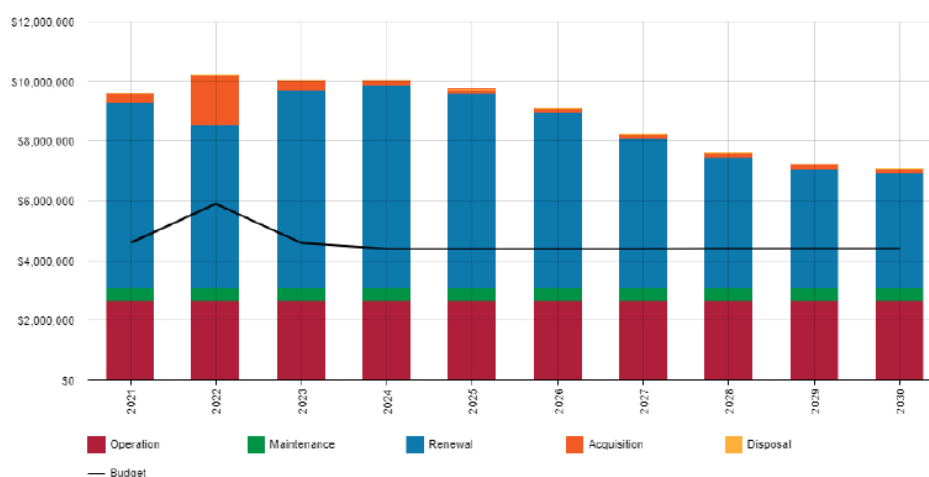
*within public open spaces

Financial Projections

The chart below highlights the financial projections for planned operating and capital expenditure for open space infrastructure 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 will be put in place to reduce the gap (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%	22%	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.

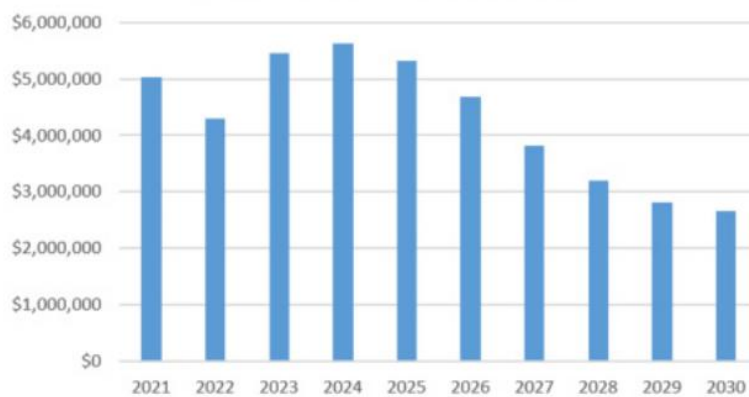
The long term lifecycle sustainability indicator (depreciation model, including operational and maintenance expenditure) represents how much is budgeted on renewal, operations and maintenance versus the depreciation amount plus forecasted operations and maintenance (Lifecycle Planned Budget / Lifecycle 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)
\$4,933,160	\$4,269,906	-\$663,254	87%

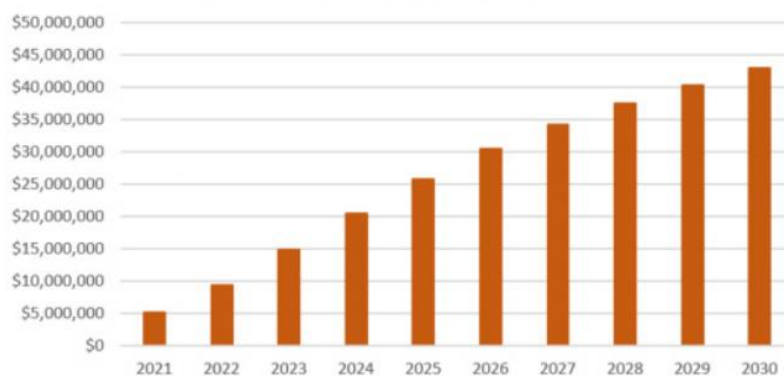
Budgeted Renewal and Shortfall (Renewal Gap)

Year	Forecast Renewal	Planned Renewal Budget	Annual Renewal Budget Shortfall	Cumulative Renewal Budget Shortfall
2021	\$6,207,766	\$1,185,063	-\$5,022,703	-\$5,022,703
2022	\$5,491,777	\$1,185,063	-\$4,306,714	-\$9,329,417
2023	\$6,638,864	\$1,185,063	-\$5,453,801	-\$14,783,218
2024	\$6,805,148	\$1,185,063	-\$5,620,085	-\$20,403,304
2025	\$6,511,480	\$1,185,063	-\$5,326,417	-\$25,729,720
2026	\$5,860,092	\$1,185,063	-\$4,675,029	-\$30,404,748
2027	\$5,001,845	\$1,185,063	-\$3,816,782	-\$34,221,532
2028	\$4,385,118	\$1,185,063	-\$3,200,055	-\$37,421,584
2029	\$4,006,251	\$1,185,063	-\$2,821,188	-\$40,242,776
2030	\$3,853,921	\$1,185,063	-\$2,668,858	-\$42,911,632
Average	\$5,476,226	\$1,185,063	-\$4,291,163	

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	Budget
2021	\$325,385	\$2,668,497	\$416,346	\$6,207,766	\$0	\$4,595,291
2022	\$1,633,000	\$2,668,497	\$416,346	\$5,491,777	\$0	\$5,902,906
2023	\$314,900	\$2,668,497	\$416,346	\$6,638,864	\$0	\$4,584,806
2024	\$122,626	\$2,668,497	\$416,346	\$6,805,148	\$0	\$4,392,532
2025	\$124,931	\$2,668,497	\$416,346	\$6,511,480	\$0	\$4,394,837
2026	\$127,000	\$2,668,497	\$416,346	\$5,860,092	\$0	\$4,396,906
2027	\$129,350	\$2,668,497	\$416,346	\$5,001,845	\$0	\$4,399,256
2028	\$131,742	\$2,668,497	\$416,346	\$4,385,118	\$0	\$4,401,648
2029	\$133,000	\$2,668,497	\$416,346	\$4,006,251	\$0	\$4,402,906
2030	\$134,818	\$2,668,497	\$416,346	\$3,853,921	\$0	\$4,404,724

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 2019/2020 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 to public open space 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” (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, Stormwater Drainage, Buildings and Public Open Space.
- Data Management Guidelines (draft) – provides a standardised approach in how Council structures, manages and maintains its asset data.

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.
- 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 AssetFinda software as its asset management data system 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 AssetFinda and Moloney's Financial Module.

Inspections and resulting Works Requests are captured in AssetFinda mobile by field staff. Linkage to Authority Customer Request Management (CRM) system will generate a Works Request from CRM and close it off once complete, to allow field staff to use one system for managing their reactive works.

Council utilises Civica's Authority system as its financial management and accounting system. Active modules related to finance include Work Orders, Capital Value Register and General Ledger. There are business processes in place to link the financial outputs of AssetFinda to Authority, managed by Financial Services.

Data Confidence

Data confidence for Open Space 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
Outdoor Infrastructure	PWS – Parks LCS – Recreation Reserves	PWS – Parks LCS – Recreation Reserves	AS FS – BBQs, Bike Racks, Drinking Fountains, Fences and Barriers, Flagpoles, Lighting, Monuments, Rotundas, Shelters, Signs, Stages, Tanks PWS – Bins, Dog Bag Dispensers, Fitness Equipment, Irrigation TBC – Public Art, Retaining Walls and Concrete Structures, Seats and Tables	AS SAS
Pathways	PWS – Parks LCS – Recreation Reserves	WES	WES	AS SAS
Playgrounds	PWS	PWS	PWS	AS SAS
Playing Surfaces	LCS	LCS	PWS	AS SAS
Recreation Structures	LCS	LCS	AS FS – Grandstands, Recreation / Sporting Structures PWS – Skate Parks	AS SAS

AS FS Asset Services Facility Services
AS SAS Asset Services Strategic Asset Systems
LCS Leisure and Cultural Services
PWS Parks and Waste Services
WES Works and Engineering Services
TBC To be confirmed



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, in line with Council elections.

The asset management plan is to be formally adopted by Council by 31 October in the year

following a general election, other than the first general election of the Local Government Act 2020 which requires the plan to be adopted by 30 June 2022 (Local Government Act 2020 Sect 92). Subsequent updates including the review of condition and financial data will be approved by General Manager Development 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 public open space 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	2022	2023	2024	2025
1	Improve condition data in all categories	AS		•	•	
2	Review useful lives of open space assets	AS			•	
3	Determine the criticality of open space assets and / or areas	AS (lead), LCS, PWS, CF		•		
4	Capture and record open space capacity and functionality data	AS (lead), LCS, PWS			•	•
5	Modify asset registers to incorporate service information	AS				
6	Review the design of existing operational, maintenance and capital categories to better align with service and asset groupings	AMSG	•	•	•	•
7	Determine optimal funding scenarios and strategies to address shortfalls in open space funding	AMSG			•	•
8	Perform an audit on current performance of infrastructure against open space classifications matrix (Public Open Space Strategy) – this will determine whether we are over or under servicing based on our adopted classification	AS (lead), LCS, PWS, CF	•	•		

AMSG Asset Management Steering Group
AS Asset Services
CF Community Futures

LCS Leisure and Cultural Services
PWS Parks and Waste Services



Appendices

Appendix A: Identifying risks and risk ratings

Risk identification for open space assets can be identified from a number of sources such as:

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

Risk ratings are determined using the follow risk matrix:

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

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 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.

C	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 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 Capacity	The physical state of the asset. 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

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>

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14.9 ADOPTION OF URBAN TREE STRATEGY 2021-2026

File Number: 14/02/30
Officer: General Manager Development

1. Summary

The purpose of this report is to present the Urban Tree Strategy 2021-2026 for adoption.

2. Recommendation

That Council adopt the Urban Tree Strategy 2021-2026 as presented.

3. Background

The Urban Tree Strategy 2021-2026 was presented to Councillors at the Council Forum on 8 September 2021 and was approved to go to formal public exhibition. The Strategy was out for public exhibition from 17 September 2021 to 1 October 2021. Two formal submissions were received during the period of public exhibition. The Urban Tree Strategy 2021-2026 is now being presented for formal adoption by Council.

4. Consultation Proposed/Undertaken

To develop the Urban Tree Strategy and identify priority areas for action, the following engagement methods were used:

- Direct engagement with Mildura City Heart and Greening Mildura
- Project control group which consisted of the following Council staff:
 - Parks & Gardens Coordinator
 - Parks Team Leader Trees
 - Parks Administration & Depot Officer
 - Facility Projects Team Leader
 - Environmental Sustainability Coordinator
 - Manager Parks & Waste Services
- Stakeholder consultation
- Internal review by Council
- Public Exhibition of the Strategy with two submissions received both which were generally satisfied with the content however did emphasize that we should make every effort to increase the canopy cover.

5. Discussion

Mildura Rural City Council manages approximately 60,000 street trees in urban areas. Large urban trees can be a potential risk however the consequence of not having these as part of our street tree population is much higher.

Urban trees are an important part of the environment where people live, work and spend time. Every urban tree in Mildura forms part of an urban forest ecosystem that helps to provide shade, absorb air pollution, filter stormwater, provide habitat to animals and improve the character and atmosphere of Mildura's streetscapes. An important feature of urban trees is natural shade provided to streets and parks which help cool the landscape during summer and provides sun protection for the community during periods of increasingly hot weather.

Urban trees include those in streets, parks, along urban waterways, within front and backyards, in carparks and along transport corridors. This strategy will consider only those trees that are managed and maintained by Council.

Council is facing a series of future challenges such as climate change, increasing population and growing urban development. A well planned and managed urban tree population can help the region face these challenges by becoming healthier, more liveable and sustainable. Council's Urban Tree Strategy sets the direction for managing Council's street and park trees so that maximum benefits can be achieved whilst minimising risk. The strategy will ensure that Council receives a positive return on its investment by making the street and park tree program more strategic, targeted and cost effective.

Council acknowledges the key role that urban trees play in the region's overall liveability and in contributing to community health and wellbeing. The Urban Tree Strategy now fills the gap in determining how Council will increase canopy cover to benefit those in most need.

Street trees improve the liveability of towns and cities in a number of ways including reducing stormwater runoff, increasing air quality, storing carbon, providing shade, and reducing urban heat-island effects. They can also enhance biodiversity by providing food, habitat and landscape connectivity for urban fauna.

The draft strategy is structured around five key priorities:

- Street tree planning and inventory
- Tree Protection
- Establishment and maintenance
- Risk management, and
- Education and awareness.

6. Time Frame

The Urban Tree Strategy 2021-2026 will guide Council's provision and management of urban trees for the next five years.

7. Strategic Plan Links

This report relates to the Council Plan 2021-2025 in the Strategic Direction:

Environment

Outcomes to be achieved:

- Protected and enhanced natural environment; and
- A community that actively addresses the causes and impacts of climate change.

8. Asset Management Policy/Plan Alignment

There are no asset management implications associated with this report.

9. Implications**Policy**

The Urban Tree Strategy 2021-2026 has been developed in accordance with the Strategic Planning and Reporting Policy OP152 and the Strategic Planning Guidelines. However there are no additional policy implications associated with this report.

Legal/Statutory

Council is responsible for the management of urban trees and has obligations set out in a number of pieces of legislation which include:

- Aboriginal Heritage Regulations 2007 and Amendment Regulations 2016
- Electrical Safety (Electric Line Clearance) Regulations 2020
- Planning and Environmental Regulations

Financial

Delivery of some outcomes in the strategy are reliant on budget processes and grant funding opportunities.

Environmental

Tree planting is one of the simplest and most effective ways of tackling climate change. As trees grow, they help stop climate change by removing carbon dioxide from the air, storing carbon in the trees and soil, and releasing oxygen into the atmosphere. Trees provide many benefits to us, every day. They offer cooling shade, block cold winter winds, attract birds and wildlife, purify our air, prevent soil erosion, clean our water, and add beauty to our homes and communities.

Social

The Urban Tree Strategy will contribute to the social wellbeing and liveability of our community.

Economic

There are no economic implications associated with this report.

10. Risk Assessment

By adopting the recommendation, Council will not be exposed to any significant risk.

11. Conflicts of Interest

No conflicts of interest were declared during the preparation of this report.

Attachments

- 1  Urban Tree Strategy 2021-2026

Urban Tree Strategy

2021 to 2026



“The best friend on earth of man is the tree. When we use the tree respectfully and economically, we have one of the greatest resources on the earth.”

Frank Lloyd Wright



Mildura Rural City Council

Acknowledgement

Council acknowledges the traditional custodians of the land which now comprises the Mildura Rural City Council area, and to those of our neighbouring municipalities. We pay our respects to Elders past and present, we celebrate and respect their continuing culture and connection to the land.



Mildura Rural City Council covers almost 10% of Victoria



We have the ninth largest city in Victoria

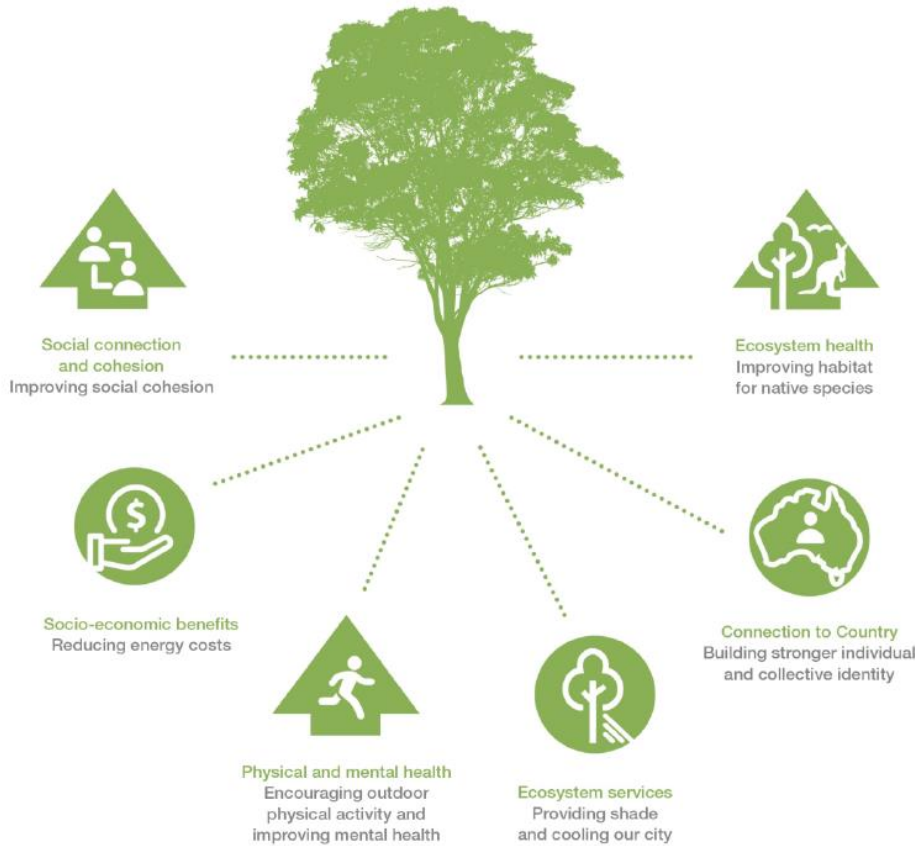


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Vision

An integral part of Council's vision of 'making this the most liveable, people-friendly community in Australia' is ensuring that trees and the benefits they provide will be sustained and managed into the future

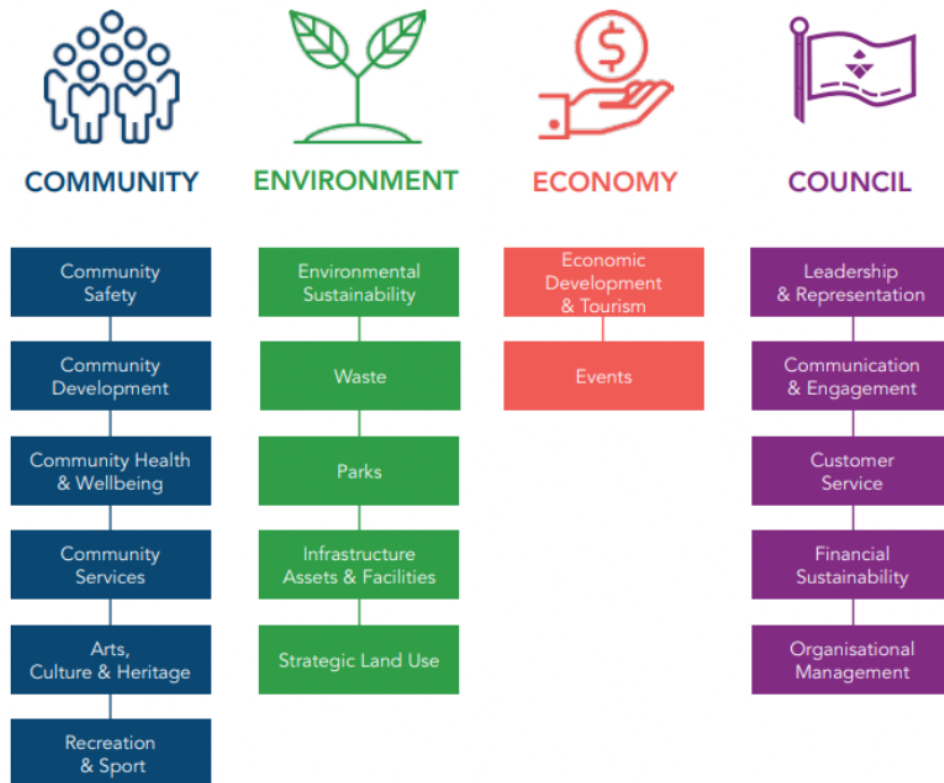


Figure 1: Community and Council Plan Strategic Areas

Executive Summary

This strategy will provide the framework and guidance to ensure that:

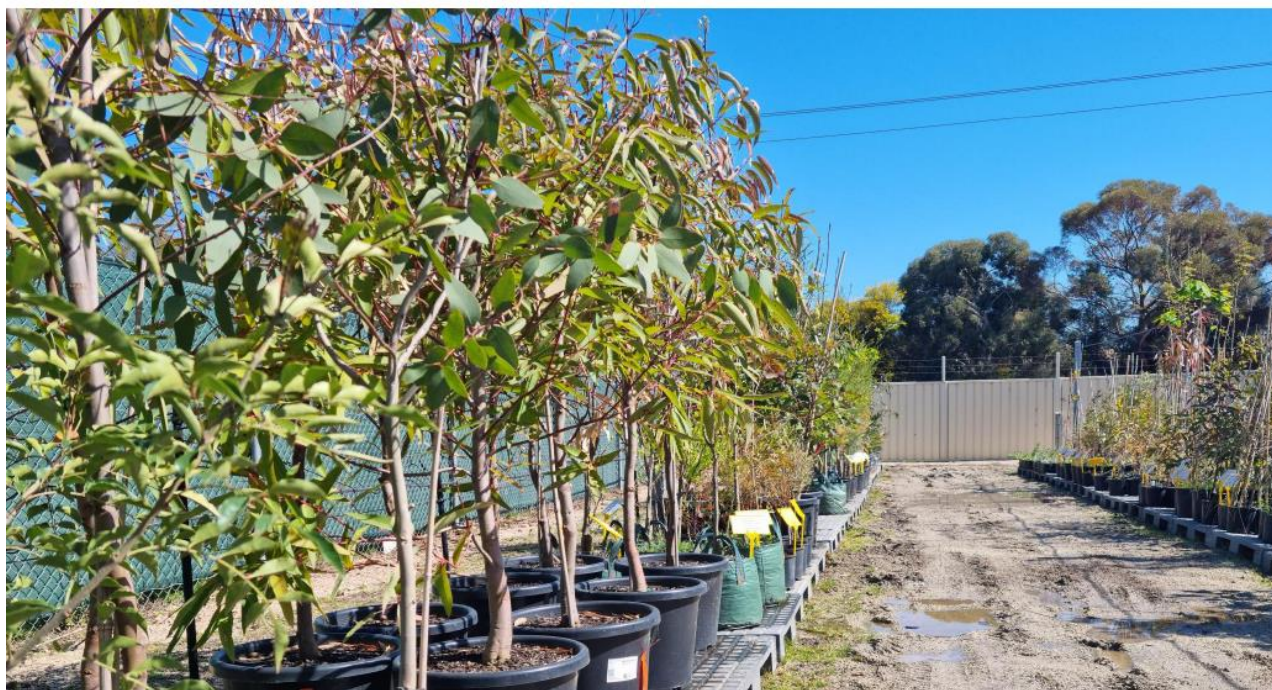
- Council continues to plant more trees to combat the effects of a changing climate
- Street trees are managed to best practice standards and that quality trees are sourced
- We undertake tree establishment in line with industry best practice
- There are increased numbers of trees within the townships to increase canopy cover
- Trees continue to form an important part of the urban landscape, providing shade and cooling effects, animal habitat and visual aesthetics.

By implementing this strategy Council is supporting the objectives of providing *the most liveable municipality in Australia* through enhancement of our urban environment. Trees need to be proactively managed to ensure that we maintain good tree health and mitigate public risks and hazards. Importantly there is a need for ongoing monitoring and management of our urban tree population to ensure that trees are protected and to limit any damage from other development activities.

This strategy outlines the current programs and initiatives undertaken by Council and details specific actions to enhance and protect trees in urban environments with a focus on the following areas:

1. Street tree planning and inventory
2. Tree protection
3. Establishment and maintenance
4. Risk Management
5. Education and awareness

Finally tree planting is one of the simplest and most effective ways of tackling climate change. As trees grow, they help stop climate change by removing carbon dioxide from the air, storing carbon in the trees and soil, and releasing oxygen into the atmosphere. Trees provide many benefits to us, every day. They offer cooling shade, block cold winter winds, attract birds and wildlife, purify our air, prevent soil erosion, clean our water, and add beauty to our homes and communities.



Introduction

Mildura Rural City Council manages approximately 60,000 street trees in urban areas. Large urban trees can be a potential risk however the consequence of not having these as part of our street tree population is much higher.

Urban trees are an important part in the environment where people live, work and spend time. Every urban tree in Mildura forms part of an urban forest ecosystem that helps to provide shade, absorb air pollution, filter stormwater, provide habitat to animals and improve the character and atmosphere of Mildura's streetscapes. An important feature of urban trees is natural shade provided to streets and parks which help cool the landscape during summer and provides sun protection for the community during periods of increasingly hot weather.

Urban trees include those in streets, parks, along urban waterways, within front and backyards, in carparks and along transport corridors. This strategy will consider only those trees that are managed and maintained by Mildura Rural City Council.

Council is facing a series of future challenges such as climate change, increasing population and growing urban development. A well planned and managed urban tree population can help the region face these challenges by becoming healthier, more liveable and sustainable. Council's Urban Tree Strategy sets the direction for managing Council's street and park trees so that maximum benefits can be achieved whilst minimising risk. The strategy will ensure that Council receives a positive return on its investment by making the street and park tree program more strategic, targeted and cost effective.

Mildura Rural City Council already acknowledges the key role that urban trees play in the region's overall liveability and in contributing to community health and wellbeing. The Urban Tree Strategy now fills the gap in determining how Council will increase canopy cover to benefit those in most need.

Street trees improve the liveability of towns and cities in a number of ways including reducing stormwater runoff, increasing air quality, storing carbon, providing shade, and reducing urban heat-island effects. They can also enhance bio diversity by providing food, habitat and landscape connectivity for urban fauna.¹

Climate change

Global climate change has already had observable effects on the environment. Glaciers have shrunk, ice on rivers and lakes is breaking up earlier, plant and animal ranges have shifted and trees are flowering sooner. Whilst the effects of climate change are just becoming discernible, they will become increasingly prominent. The effects over coming decades will include warmer average temperatures, heat waves, more extreme storm events and lower average annual rainfall. We have already observed the damage caused by extreme heat and floods in Australia in recent years, and it is likely that these events will become more prevalent. The risks to cities of more severe weather conditions will increase, bringing with them high economic, social and environmental costs.

For the urban forest, the impacts of climate change will include:

- The susceptibility of vegetation to increasing and emerging pests and diseases will challenge the urban forest's ability to withstand and recover from these outbreaks. Recent observations in pine plantations in New South Wales have found that drought stressed trees are suffering increased incidence of attack from insect stem borers, bark beetles and fungi. Changes in climate can affect

¹ Burden2006; Rhodes et al., 2011

pests' life cycles. Warmer summers can increase insects' development rate and reproductive potential, while warmer winters can increase over-winter survival. Many pests and diseases may have extended geographical ranges as warmer temperatures affect flight behaviour and vector spread. Introduced pests may also find conditions more favourable for population growth. Forests not previously at risk could become vulnerable as pests and disease ranges change.

- Extreme weather events directly affect vegetation health, generally leading to a reduction in canopy cover and overall decline. Heat extremes can lead to foliage and trunk scorch and canopy desiccation. Storms can shred foliage, break branches and uproot trees.
- Lower rainfall will result in increasing frequency of tree death in many species and overall forest health decline in response to frequent and severe drought.
- Inundation can lead to soil erosion, salinity, tree instability, tree mortality and damage to infrastructure. More frequent extremes of wet and dry periods may also increase the incidence of the root rot pathogens. Trees weakened by this disease have a reduced capacity to survive drought.

Links to the Community & Council Plan 2017 - 2021

Community & Council Plan 2017 – 2021

KEY RESULT AREA – 2.3 Parks

Goals – Clean, attractive and sustainable parks, gardens, streetscapes, reserves and wetlands

Measures – 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) and a net increase in trees.

Council has adopted a number of plans promoting the importance of tree planting, maintenance and renewal including the 'Native Vegetation Plan', the 'Riverfront Master Plan' and the 'Deakin Avenue Mildura Landscape Master Plan'. The benefits trees deliver support various Council roles and responsibilities as referenced below. Council is also in the early stages

'Riverfront Master Plan'

The river bank itself has some riparian species and remnant tree species such as *Eucalyptus camaldulensis* (River Red Gum) that should be protected and enhanced.

'Deakin Avenue Mildura Landscape Master Plan'

The Deakin Avenue landscape will showcase a rich variety of trees, landmark palms and colourful shrubs and groundcovers to provide a shady, pleasant and attractive public domain in a contemporary setting. The plant species selection is based on that signature tree species for median and verge avenue re-establishment that reinforce Mildura as a unique destination and 'place'



Mildura Rural City Council - Profile

Knowing our population demographics and environment is key to understanding what direction our Urban Tree Strategy should take to provide the best outcomes for the future. Mildura Rural City Council municipality is located in the north west of Victoria and covers an area of 22,300 square kilometres, making it the largest local government area in the state. The Murray River runs along the northern border of the area. A map of the Council area can be seen in the following figure:



Figure 4: Boundary Map for the MRCC municipality

Development of the Urban Tree Strategy 2021 – 2026

The Mildura Rural City Council municipality is a motivated and resilient community, rich in its cultural diversity, local knowledge, expertise and enthused locals who want to be 'actively involved in their community'. Council is committed to participatory democracy through the implementation of a systematic approach to public participation in council's decision making processes, by recognising, facilitating and promoting with community the opportunities for community to be involved.

Engagement is at the core of our business and council recognises the value the local knowledge, and real life experience our community has to offer. We recognise the support this knowledge provides when making sustainable decisions for the benefit of the people, who live, work, study and visit within our municipality.

Council acknowledges that authentic engagement not only increases the credibility of our decisions but also strengthens our relationships and connections to our community. This strategy has been developed in conjunction with a number of key stakeholder groups and was placed on public exhibition for all of community input. Feedback from these processes have been included in the content of the engagement process.

Phase	Details
Community Feedback	The draft strategy was provided to the community in 2021 for feedback. This feedback was collated and recommendations discussed with the working group.
Data analysis	In depth analysis of Council data and benchmarking alongside other Councils strategies
Internal consultation	Project control group, relevant Council areas
External consultation	Stakeholder consultation results and results from community satisfaction surveys. Draft strategy provided to Greening Mildura for comment
Draft strategy	Internal review by all of Council. Approved by Council to go out for public comment
Final strategy	Approved by Council
Implementation	Implementation of the Urban Tree Strategy 2021-2026 priorities and actions
Monitoring and evaluation	Monitor and evaluate the delivery of the Urban Tree Strategy 2021-2026 action plan Reporting internally and to the community on progress

Table 1: Process for developing the Urban Tree Strategy 2021 – 2026

Policy Framework and Strategic Context

As part of the development of the Urban Tree Strategy national, state and Council policy and tree management frameworks have been considered. The following section outlines those relevant to the strategy

Legislation in relation to arboriculture works including:

- Planning and Environment Act 1987
- Environment Protection and Biodiversity Conservation Act 1989
- Environment Protection Act 1970
- Flora and Fauna Guarantee Act 1988
- Electrical Safety Act 1998
- Road Management Act 2004
- Road Safety Act 1986
- CALP Act – Catchment and Land Protection Act
- MRCC Community Local Law No.2

Regulations that have been considered include:

- Aboriginal Heritage Regulations 2007 and Amendment Regulations 2016
- Electrical Safety (Electric Line Clearance) Regulations 2020
- Planning and Environment Regulations

Council Policies and Plans

- Risk Management Framework
- Environmental Sustainability Report 2019-2020
- Invasive Plants and Animals Plan 2020-2024
- Public Open Space Strategy
- Urban Tree Policy
- Significant Tree Register
- The Urban Forest Strategy (under development at the time of publication)

Australian Standards referred to include:

- AS 4373-2007 Pruning of amenity trees
- AS4970-2009 Protection of trees on development sites
- AS2303-2015 Tree stock for landscape use
- AS 4419-2003 Soils for landscaping and garden use

Other checks in relation to arboriculture practices may include reference to:

- Accepted Best Management Practices (BMP) via organizations such as VTIO and Arb Australia
- Quantified Tree Risk Assessment (QTRA) methodology
- MRCC Tree Removal Authorization Form (TRAF) process

Vegetation in Victoria is most commonly managed under the states Victorian Planning Provisions (VPP) and at a local level through Vegetation Protection Overlays including the Environmental Significant Overlay, Significant Landscape Overlay, Heritage Overlays, Erosion Management Overlay and Salinity Overlay. The National Trust advocates for the use of Heritage Overlays in local government planning schemes to protect trees.

Research

The consultation and research undertaken to inform the priorities and action in this strategy for Mildura Rural City Council included review of:

- MRCC Urban Tree Policy
- MRCC Electric Line Clearance Management Plan
- Energy Safe Victoria guidelines
- Department of Environment, Land, Water and Planning – DWELP
- Lower Murray Water
- TreeNet website
- Quantified Tree Risk Assessment

Priority Areas

The Council will continue to work with the community to provide ‘clean, attractive, sustainable parks, gardens, streetscapes, reserves and wetlands.’ The Urban Tree Strategy identifies the following priority areas:



Priority 1: Street Tree Planning and Inventory

Tree bays are often located within the centre of urban streets or within designated locations between parking bays in central business districts.

Tree bays are provided as additional locations for the establishment of trees in urban areas and are often used as a traffic calming device in residential streets. Trees are also planted in tree bays located within the CBD to provide additional shade for parked vehicles and pedestrians and to improve the aesthetics of these areas.

Targeted tree bay planting will be reviewed annually to ensure the most up to date best practice principles are applied.

A tree planting program will be established in advance to plant in areas that require infill planting, remove (and replant) trees that are at end of life, have reached a level of risk that is unacceptable and to satisfy resident requests. Council will plant the most appropriate tree species based on site suitability, aesthetics and functionality. An accepted species selection list will be developed for areas/zones within urban Mildura which will also specify tree stock standards. To trial potential street tree species, Council will develop a database of trial species that will allow for monitoring how trees react to growing in our local region and assist in selecting suitable species. The focus will be on planting "the right tree in the right place".

Council's tree database is being developed as a primary management tool and represents a snapshot of all existing urban trees. The tree database only records data essential to operate as a strategic management tool and is not intended to be used as a day to day maintenance record, as this only duplicates other record systems already implemented across the organisation. Maintenance works and/or resident correspondence are recorded against the property address in alternate digital record keeping systems. For this reason, the data collected is generalised so that it will remain relevant for a five year period. Information contained in the database includes:

- Tree location; street, house number, planting location,
- Tree species
- Tree dimensions (in metres), both current and mature
- Tree growth stage - immature, semi-mature, mature,
- Tree condition and life expectancy (0-5yrs, 5-10yrs, 10-15yrs & 20+yrs)
- Tree Risk rating
- Site details such as overhead wires, service pits and subsurface infrastructure

Using the database information, management decisions can be made readily and confidently. By using the database to identify all trees with a short life expectancy and a poor condition rating Council can prepare annual tree replacement or planting programs and identify streets to be added to the streetscape enhancement program.

Significant trees within the region on Council managed land will be captured on the significant tree database. These trees will be appropriately managed, protected and reviewed annually.

Where development is to occur adjacent to or on Council Land where vegetation exists, the requirements contained within Australian Standard "Protection of trees on development sites" AS 4970-2009 shall apply.

Our goal is to “*Ensure appropriate planning is undertaken in regard to street tree assets and information is recorded in the Street Tree Inventory*”

Council will achieve this goal by:

- ❖ Ensuring that there is a net increase in street and park trees per year as part of the annual planting program with the right tree in the right location and focus on canopy trees where possible.
- ❖ Updating the tree replacement program in line with best practice principles
- ❖ Identifying and filling gaps in urban street environments
- ❖ Reviewing and maintaining the street tree database
- ❖ Reviewing the significant tree register
- ❖ Researching and trialing new species



Priority 2: Tree Protection

Council will recognise trees that contribute to the environmental, cultural and social character of the region via the Significant Tree Register. To protect the significance of Heritage Trees, a Heritage Tree Management Plan will be developed. Priority tree care will be provided for trees recognised as significant.

Unauthorised activity

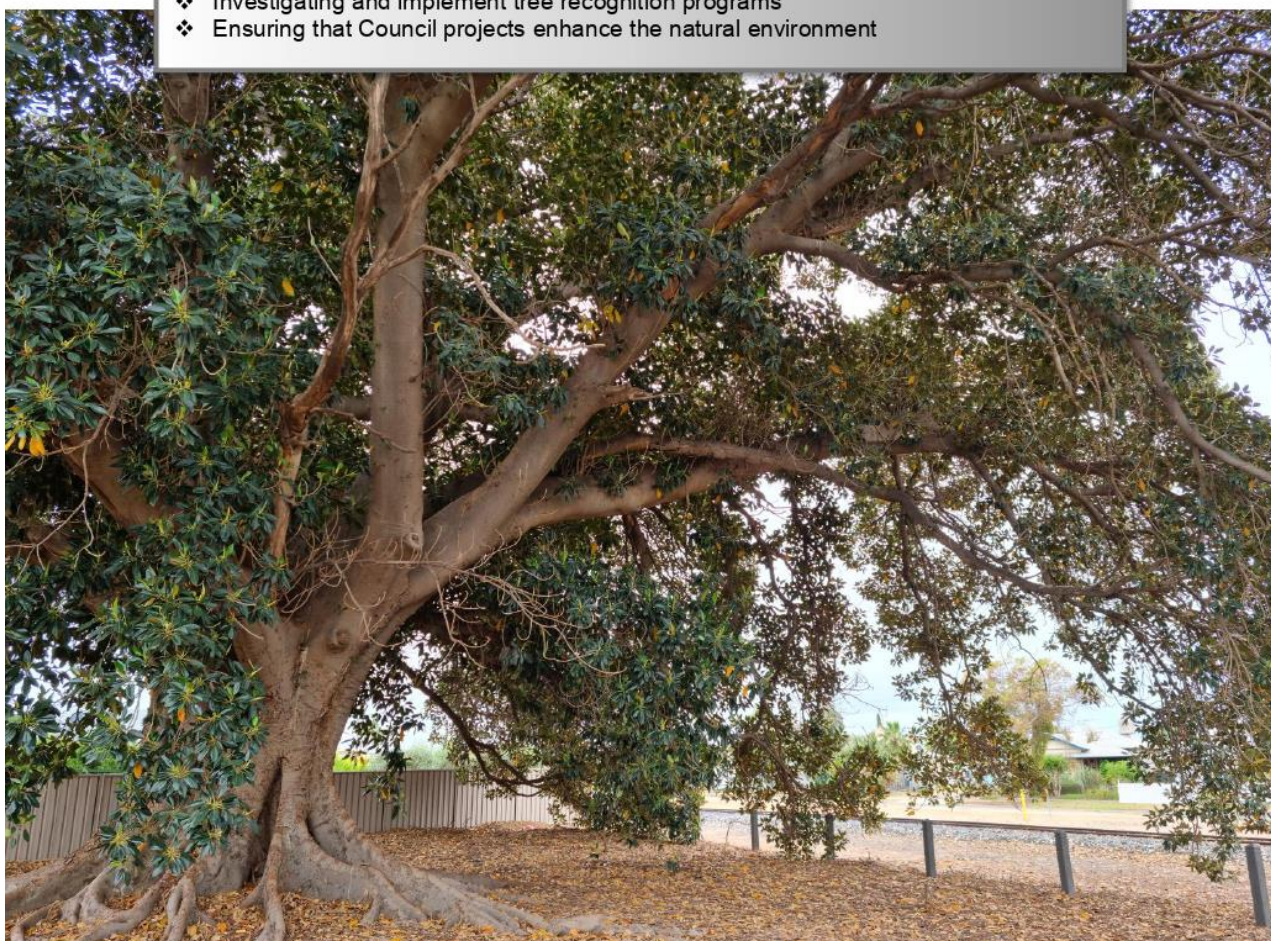
In order to protect the Council's tree assets, a zero tolerance approach will be assumed for any acts of wilful damage to trees and unauthorised removals. This may include the issuing of infringements and further enforcement action by Council Authorised Officers.

Tree removal

Trees will be inspected and recommended for removal if they have been identified as unsafe, if they have reached their useful life expectancy, and/or are seriously damaging existing infrastructure. All tree removals will be subject to approval through Council's Tree Removal Authorisation Form (TRAF) process. Any tree removed will be replaced with trees consistent with a neighbourhood planting scheme. Trees removed will inform an infill planting program, with the eventual goal of replacing trees removed within two seasons of removal.

Council will achieve this goal by:

- ❖ Investigating methods that will ensure the protection of significant trees
- ❖ Investigating and implement tree recognition programs
- ❖ Ensuring that Council projects enhance the natural environment



Priority 3: Establishment and Maintenance

All new developments will provide contributions towards tree planting as required in the approved landscape plan provided through the planning permit process. The developer is required to plant trees or as otherwise agreed to in writing.

Maintaining the health and condition of Council's mature large canopied trees is important to achieve the goals of this Urban Tree Strategy. Extended periods of drought conditions can have a negative impact on tree health. Tree health decline can result in a reduction in canopy coverage and even tree death. There are a number of methods to minimise water deficit stress experienced by urban trees. Mulching tree root zones reduces water loss due to evaporation and for trees growing in turfed areas lowers the competition for water between trees and the grass. Supplying supplementary water to the trees will also reduce water deficit stress. Recharging root zone soil moisture throughout the year is an important tool for maintaining tree health during drier periods and achieving transpiration cooling benefits.

Council adheres to the technical specifications and guidelines contained in *AS2303 – 2015: Tree Stock for Landscape Use*.

New tree planting includes a two year post planting maintenance program which includes irrigation, mulch top up, weed control and formative pruning. Formative pruning in the first few years after planting is often essential to achieve a well-structured tree and is an effective strategy in reducing long-term tree maintenance costs. This practice uses the selective removal of stems and branches early in a tree's life in order to create a safer, stronger structure. It is an effective risk reduction measure. Pruning should only remove enough living material so that a tree's growth can be directed and correct structure attained which is determined by the species. The result of formative pruning over the first 1-10 years of the tree's life (depending on speed of growth) should result in a well-structured tree, with few to no faults. Trees are generally not irrigated by Council after the post planting maintenance period (two years).

There are limitations on the number of trees that can be planted and maintained on an annual basis. This is linked to the availability of staff time and equipment such as water trucks necessary during the two year post planting period.

Council undertakes the pruning of street and park trees as part of its proactive, reactive and electrical line clearance programs.

All tree pruning will be in accordance with *AS 4373 Pruning of amenity trees*

Our goal is to ensure street trees are established and maintained in accordance with best practice guidelines and standards.

Council will achieve this goal by:

- ❖ Ensuring that landscape plans are and approved as part of planning process
- ❖ Investigating and developing new water conservation methods to reduce the need to water new or young street trees
- ❖ Undertaking a study to investigate the benefits of an additional water truck to increase the number of new plantings annually
- ❖ Monitoring tree installation techniques to ensure establishment of tree stock.
- ❖ Undertaking specialised young tree maintenance on all planted street and park trees, including formative pruning, for a minimum period of two years
- ❖ Capturing and reviewing watering data

Priority 4: Risk Management

To minimise the risk to the public associated with trees, Council conducts an annual hazardous tree inspection program. During this program all hazardous trees are inspected by a suitably qualified arborist. Trees that require works, whether risk related or for maintenance reasons, are given a risk rating and prioritised. Priority works are budgeted for and works are undertaken as per the arborist recommendations. Requests from the public concerning tree safety are investigated by Council staff; if the risk cannot be determined by Council staff an assessment and report will be undertaken by a suitably qualified arborist.

Council has adopted Quantified Tree Risk Assessment (QTRA) as its risk assessment methodology.

QTRA quantifies the risk of significant harm from tree failure in a way that enables tree managers to balance safety with tree values and operate to predetermine limits of tolerance or acceptable risk.

By quantifying the risk from tree failure as a probability, QTRA enables a tree owner or manager to manage risk in accordance with widely applied and internationally recognized acceptable levels of risk. Risk assessments where QTRA is to be applied may only be completed by licensed and competent people.

Council will continue to maintain proactive tree management programs and provide adequate resources to minimise risk and ensure best practice is maintained.

We will systematically assess street and park trees, as far as practicable to mitigate tree risk for residents and visitors to the City.

Council will collect and maintain accurate and current data and documentation for the management of Council's tree assets

Annual Electric Line Inspections and Clearance

MRCC is required to maintain vegetation clearance from above ground electrical conductors within the 'Mildura Declared Areas' and 'Red Cliffs Declared Areas' under the *Electrical Safety Act 1998* and the *Electricity Safety (Electric Line Clearance) Regulations 2020*. MRCC will prepare and submit to Energy Safe Victoria an annual Electrical Line Clearance Management Plan prior to March 31 each year.

A copy of this plan will be made available on Council's website.

All trees with Council's declared area will be inspected and works programmed annually to be completed by April of each year.

Tree root risk assessment

The conflict between tree roots and infrastructure is pervasive in urban areas. The increase in urban consolidation along with the need and desire to have trees in our landscapes will invariably lead to conflicts.

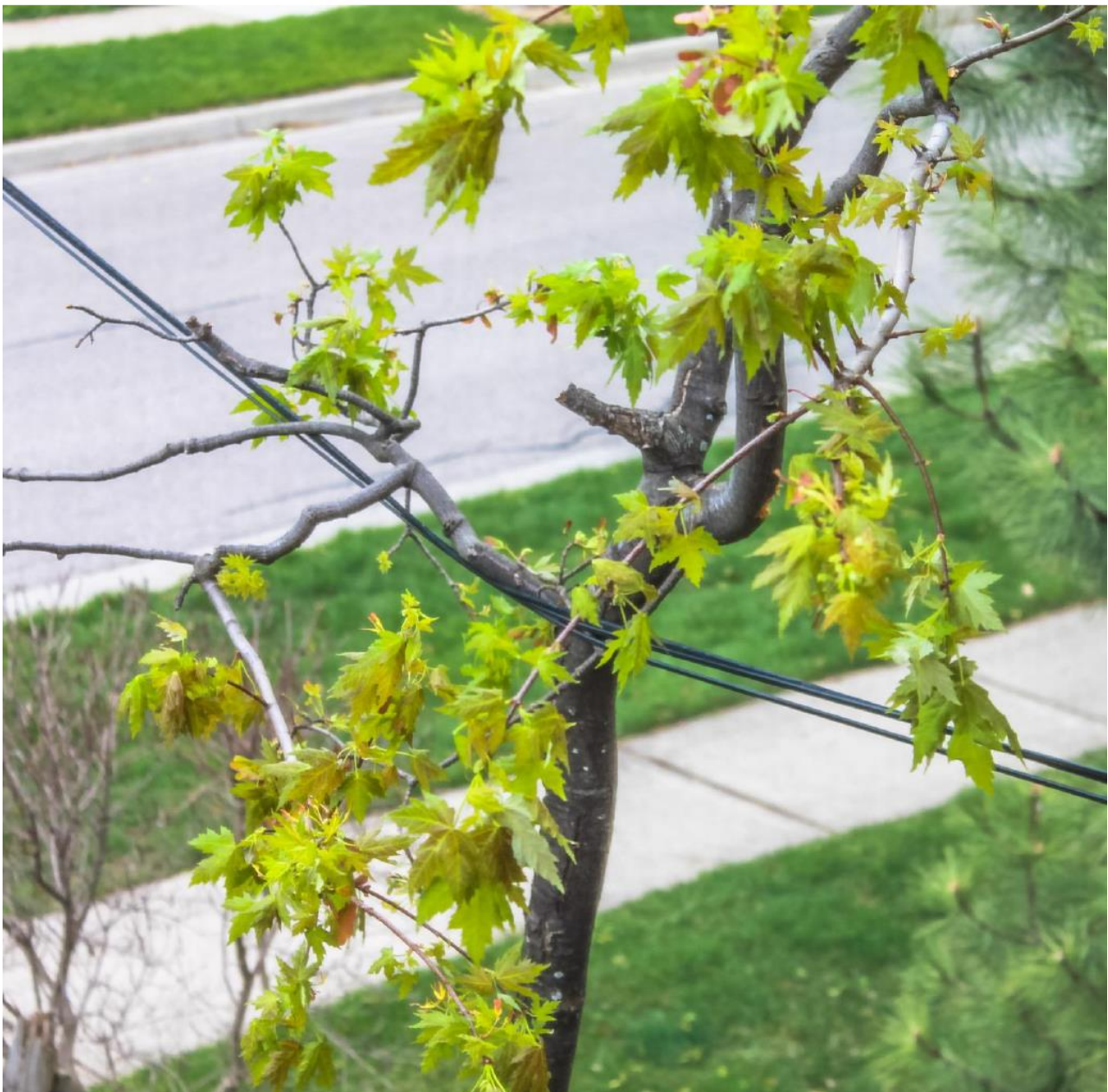
All requests regarding possible tree root damage to property will be assessed by Council using the Municipal Association of Victoria (MAV) tree root assessment tool. An onsite inspection will be carried out and documented to determine whether the tree or other environmental or mechanical factors are contributing such as

- Nature of damage
- Surrounding infrastructure
- Width of nature strip
- Proximity to property

Our goal is to *ensure risks associated with trees are managed effectively.*

Council will achieve this goal by:

- ❖ Routinely assessing the condition of trees throughout urban areas and identify high risk trees and record the location of trees in Council's database
- ❖ Undertaking regular audits to ensure all works performed are in accordance with the relevant Australian Standards
- ❖ Annual completion and review of the Electric Line Clearance Management Plan
- ❖ Recording all maintenance activities into Council's centralised electronic tree database, to manage the asset most effectively whilst also managing any risks



Priority 5: Education and Awareness

Council is committed to working with local residents, businesses and community groups in all matters to improve Council services and facilities.

Council will provide information, regarding new street trees to the residents located adjacent to the planting. Council will increase community and stakeholder knowledge about the benefits of trees through council's web page, the local and social media and tree information leaflets.

The ways that residents will be encouraged be involved with Council's street trees are to:-

- Look out for opportunities in which to plant further street trees in your locality and report them to Council.
- Report any problems with, or damage to, existing trees that you notice.
- Assist Council with watering around the base of newly planted street trees and maintain the immediate tree surrounds in a neat and tidy condition.
- Report concerns regarding trees that may need pruning or are potentially causing clearance issues or damage to public or private infrastructure.
- Participate in supervised community planting days where particular areas and streets may be targeted for new street tree plantings. The community can participate in preparation, planting, staking and early establishment of the young trees.

Our goal is to increase community awareness and support behavioural change within the community towards understanding the importance of protecting trees and establishing appropriate species suited to the local environment.

Council will achieve this goal by:

- ❖ Engaging with the community in the establishment of urban trees
- ❖ Educating the community regarding the importance of notifying Council to discuss any tree related problems rather than undertaking unauthorised tree pruning or removal themselves.
- ❖ Distributing information to residents that outline how to care for street trees, providing advice on watering and reporting hazards or faults.
- ❖ Making information available to the public in regard to heritage and commemorative trees located throughout the municipality and provide street tree information sheets and make available on the internet.
- ❖ Provide information about suitable trees for our local climate

Monitoring and Reporting

The Urban Tree Strategy outlines a number of key areas which will work towards the overall goal of "Increasing the canopy cover across our region". Monitoring, reporting and constant evaluation is required to understand and measure the effectiveness of the strategy over the next five years.

Changes to climate, technologies, resource allocations and community expectations will all necessitate regular reviews of the way that Council manage its urban tree population.

The following review points will occur:

- Two years (2023): Strategy actions, progress towards targets and technical guidelines are to be reviewed.
- Five years (2026): The strategy itself will be reviewed and updated. At this five-year marker point, Council will also re-measure the canopy cover, re-audit its tree inventory and measure the achievement of its targets in readiness for an updated strategy.

Key Performance Indicators

- Community satisfaction with beautification of streetscapes
- Community satisfaction with tree planting
- Community satisfaction with tree maintenance
- Community satisfaction with public open space (including parks, garden and reserves)
- Net increase in trees
- Number of educational and awareness programs
- Participation in tree planting events
- Decrease in unauthorised tree activity



References

City of Monash	https://www.monash.vic.gov.au/.../Street-Tree-Strategy-for-Monash
City of Mitchell	https://www.mitchamcouncil.sa.gov.au/.../tree-strategy
City of Ryde	www.ryde.nsw.gov.au/.../public/publications/tree-management-plan.pdf
National Trust of Australia	https://trusttrees.org.au
QTRA	https://www.qtra.co.uk
Energy Safe Victoria	http://www.austlii.edu.au
DELWP	https://www.delwp.vic.gov.au
MRCC Council Plan	https://www.mildura.vic.gov.au/Council/About-Council/Council-Plans-Strategies
MRCC Significant Tree	https://www.mildura.vic.gov.au
Lower Murray Water	https://www.lmw.vic.gov.au/
MRCC website	https://www.mildura.vic.gov.au
TreeNet	https://treenet.org/
Arthur Rylah Institute	https://www.ari.vic.gov.au
Weeds Australia	https://www.environment.gov.au

Action Plan

Short term: 1 - 3 years

Medium term: 3 - 5 years

Long term: 5+ years

Priority 1: Street Tree Planning and Inventory

#	Description	Who	Timeframe	Resourcing
1.1	Ensuring that there is a net increase in street and park trees per year as part of the annual planting program with the right tree in the right location and focus on canopy trees where possible	Parks & Gardens	Annually	Internal
1.2	Updating the tree replacement program in line with best practice principles	Parks & Gardens	Medium Term	Internal
1.3	Identifying and filling gaps in urban street environments	Parks & Gardens	Annually	Internal
1.4	Reviewing and maintaining the street tree database	Parks & Gardens	Annually	Internal with consultation from external stakeholder groups
1.5	Reviewing the significant tree register on an annual basis	Community Futures	Medium Term	Internal / external
1.6	Researching and trialing new species	Parks & Gardens Environmental Sustainability	Short Term	Internal

Priority 2: Tree Protection

#	Description	Who	Timeframe	Resourcing
2.1	Investigating methods that will ensure the protection of significant trees	Parks & Gardens Community Futures	Short Term	External
2.2	Investigating and implement tree recognition programs	Parks & Gardens Community Futures	Short Term	Internal
2.3	Ensuring that Council projects enhance the natural environment	Council	Short Term	Internal

Priority 3: Establishment and Maintenance

#	Description	Who	Timeframe	Resourcing
3.1	Ensuring that landscape plans are and approved as part of planning process	Parks & Gardens Development Services	Annually	Internal
3.2	Investigating and developing new water conservation methods to reduce the need to water new or young street trees	Parks & Gardens Environmental Sustainability	Short Term	Internal
3.3	Undertaking a study to investigate the benefits of an additional water truck to increase the number of new plantings annually	Parks & Gardens	Short Term	External
3.4	Monitoring tree installation techniques to ensure establishment of tree stock	Parks & Gardens	Annually	Internal
3.5	Undertaking specialised young tree maintenance on all planted street and park trees, including formative pruning, for a minimum period of two years	Parks & Gardens	Annually	Internal
3.6	Capturing and reviewing watering data	Parks & Gardens	Annually	Internal / external

Priority 4: Risk Management

#	Description	Who	Timeframe	Resourcing
4.1	Routinely assessing the condition of trees throughout urban areas and identify high risk trees and record the location of trees in Council's database	Parks & Gardens	Annually	Internal / external
4.2	Undertaking regular audits to ensure all works performed are in accordance with the relevant Australian Standards	Parks & Gardens	Annually	Internal
4.3	Annual completion and review of the Electric Line Clearance Management Plan	Parks & Gardens	Annually	Internal / external
4.4	Recording all maintenance activities into Council's centralised electronic tree database, to manage the asset most effectively whilst also managing any risks	Parks & Gardens	Medium Term	Internal

Priority 5: Education and Awareness			
#	Description	Who	Resourcing
Timeframe			
5.1	Engaging with the community in the establishment of urban trees	Parks & Gardens Marketing & Communications Community Futures	Short Term Internal
5.2	Educating the community regarding the importance of notifying Council to discuss any tree related problems rather than undertaking unauthorised tree pruning or removal themselves.	Parks & Gardens Marketing & Communications	Short Term Internal
5.3	Distributing information to residents that outline how to care for street trees, providing advice on watering and reporting hazards or faults	Parks & Gardens Marketing & Communications Environmental Sustainability	Short Term Internal / external
5.4	Making information available to the public in regard to heritage and commemorative trees located throughout the municipality and provide street tree information sheets and make available on the internet	Community Futures Marketing & Communications	Short Term Internal
5.5	Provide information about suitable trees for our local climate	Parks & Gardens Marketing & Communications Environmental Sustainability	Short Term Internal

15 URGENT BUSINESS

16 COMMUNITY QUESTIONS

17 CONFIDENTIAL BUSINESS

Recommendation

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*:

17.1 MILDURA SPORTING PRECINCT STAGE 1 CONTRACT MATTER

Section 3(1)(a) - Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released

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, relates to Council business information that would prejudice the Council's position in commercial negotiations if prematurely released.

17.2 BACK TO BASE FUNDRAISING EVENT

Section 3(1)(g) - Private commercial information, being information provided by a business, commercial or financial undertaking that –

- (i) relates to trade secrets; or
- (ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage

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, the budget contained within this report is confidential to the event organiser as they work through whether this event will proceed.

17.3 ACQUISITION OF LAND

Section 3(1)(a) - Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released

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, may prejudice the commercial position of Council, as various negotiations remain pending.

17.4 TENDER AWARD - ROAD SIGNS AND LIGHTING, GRATES, COVERS AND ASSOCIATED TRAFFIC PRODUCTS - 2409/0334

Section 3(1)(a) - Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released

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, may prejudice the commercial position of Council, as various negotiations remain pending.

18 CLOSURE