



Mildura Rural City Council

MINUTES

Ordinary Meeting of Council

5:30pm Thursday 26 May 2022

VENUE:

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

NEXT ORDINARY MEETING OF COUNCIL

5:30pm Thursday 23 June 2022

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

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MARTIN HAWSON
CHIEF EXECUTIVE OFFICER

1 PRAYER AND ACKNOWLEDGEMENT OF COUNTRY

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

2 OPENING AND WELCOME

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

3 PRESENT

Councillors

Cr Liam Wood	Mayor
Cr Jason Modica	Deputy Mayor
Cr Ian Arney	
Cr Troy Bailey	(left at 7:03pm)
Cr Stefano De Pieri	
Cr Mark Eckel	
Cr Helen Healy	
Cr Glenn Milne	
Cr Jodi Reynolds	

Officers

Martin Hawson	Chief Executive Officer
Daryl Morgan	Acting General Manager Development
Mark Jenkins	Acting General Manager Community
Chris Parham	General Manager Corporate
Larni Baird	Manager Governance & Performance

4 APOLOGIES AND ABSENCES

Nil

5 CONFIRMATION OF MINUTES

Moved: Cr Glenn Milne

Seconded: Cr Helen Healy

That the Minutes of the Ordinary Meeting of Council held on Thursday 28 April 2022 be confirmed as a correct record.

That the Minutes of the Confidential Meeting of Council held on Thursday 28 April 2022 be confirmed as a correct record.

CARRIED

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.

Moved: Cr Glenn Milne

Seconded: Cr Mark Eckel

That Council note the following records of Council Auspiced Meetings:

- **Old Aerodrome Sporting Complex Advisory Board - 6 April 2022**
- **Council Forum - 12 May 2022**

CARRIED

RECORD OF COUNCIL AUSPICED MEETINGS

Meeting Details	Councillor Attendees	Other Attendees	Matters Discussed	Conflict of Interest Disclosures
Old Aerodrome Sporting Complex Advisory Board 6 April 2022	Cr Mark Eckel	Cameron Lea, Facility Maintenance Team Leader Sue O'Brien, Recreation Officer	<ol style="list-style-type: none"> 1. Rubbish Bins at the Reserve 2. Security Issues at the Reserve 3. Cleaning at the Reserve 4. Condition of the grass on the oval 5. New Lighting Control system. 6. New Recreation Assistance Grant Program 7. New Child Safe Regulations for clubs 8. Army Reserve usage agreement for No 3 Oval 9. Mildura Fire Brigade and Imperial Football Netball Club 	Nil
Council Forum 12 May 2022	Cr Liam Wood Cr Troy Bailey Cr Mark Eckel Cr Helen Healy Cr Jodi Reynolds	Martin Hawson, Chief Executive Officer Daryl Morgan, Acting General Manager Development Mark Jenkins, Acting General Manager Community Chris Parham, General Manager Corporate Larni Baird, Manager Governance & Performance	<ol style="list-style-type: none"> 1. Amendment C104Mild - PS Review and PPF Translation - Response to Panel Report and Adoption 2. Powerhouse Precinct - Project Update 3. Events Funding and Support Grants Program 2022 - 2023 (February Round) – Recommendations 4. Community Banner Program Policy CP077 5. Old Aerodrome Sporting Complex Master Plan Review 6. Chaffey Park Master Plan Review 7. Mildura Sporting Precinct Project Update 8. Aged Care Reforms 9. Quarterly Financial Report – March 10. Quarterly Budget Review - March 2022 11. Mildura Airport Pty Ltd – Loan 12. Governance Refresher - Part 1 13. Monthly Management Report 	Nil

7 NOTIFICATION OF ABSENCE

Nil

8 MAYORAL REPORT

8.1 MAYORAL REPORT APRIL 2022

Summary

The following is an update on the activities and functions attended by the Mayor Cr Liam Wood during the month of April 2022.

2022/0080

Moved: Cr Helen Healy
Seconded: Cr Glenn Milne

That Council note the contents of this report.

CARRIED

9 COUNCILLOR REPORTS

9.1 COUNCILLOR REPORTS APRIL 2022

Summary

The following is a report on the activities and functions attended by Councillors during the month of April 2022.

2022/0081

Moved: Cr Jason Modica
Seconded: Cr Glenn Milne

That Council note the contents of this report.

CARRIED

NB: In addition, Cr Reynolds spoke to the options in recycling face masks in the municipality, now and possibilities for the future.

NB: In addition, Cr Reynolds discussed the sustainability and infrastructure conference in Melbourne. Cr Reynolds mentioned that she found the work in sustainability and infrastructure around Australia inspiring, and our Municipality is already leading in those fields. She also discussed how rural areas are disadvantaged in this field, as most examples on how to improve are only considering cities, and that herself and Ali Cupper will continue to fight for better public transport and 20 minute communities at the same level of service that people get in the cities.

NB: In addition, Cr Healy acknowledged National Sorry Day.

NB: In addition, Cr Healy celebrated a memorial being designed and built around the band rotunda on Deakin Avenue to acknowledge Geoff Evans, and a nomination process being established to identify significant members of our music community to be recognised.

NB: In addition, Cr Healy acknowledged a letter from Lorraine Hickmott complimenting the entry to our city in Deakin Avenue, but also some concerns about some local facilities. Cr Healy further noted that these concerns were promptly addressed, and both herself and Mrs Hickmott are satisfied with how it was handled, and thanked staff for their speedy resolve.

NB: In addition, Cr Healy discussed that on the 27 May 2020 Mount Dispersion was gazetted as an Aboriginal place, however at that point in time the celebration was postponed due to COVID-19. Cr Healy acknowledged the great turn out for such a significant event, and particularly acknowledged the work of Sophia Pearce.

NB: In addition, Cr Healy congratulated Sonia Hodge on her appointment of Chair of Arts Mildura.

NB: In addition, Cr Milne shared his excitement that should our previous Federal Government be re-elected, they were going to provide \$280,000 to upgrade Castles Crossing Road, Nangiloc. Cr Milne hopes that this promise is picked up by our new Federal Government or State Government.

NB: In addition, Cr Milne mentioned that we have had more rain, and the drainage issues that have been occurring has a budget and plan through Council to get these issues resolved.

NB: In addition, Cr Arney discussed his delight in hearing that work on Meridian Road is set to progress quickly, and that a dangerous bend on Werrimull North Road is set to be attended to.

NB: In addition, Cr Modica acknowledged the Red Cliffs centenary, and the work the committee put in to that event.

NB: In addition, Cr Modica acknowledged the efforts of all the people who organised events for a successful Easter Weekend.

NB: In addition, Cr Modica spoke about the Living in the Mallee Climate Community Forum he attended, which was full of dynamic people with great ideas and quality information.

NB: In addition, Cr Eckel congratulated and acknowledged the success of the Easter weekend and its events, and pressed the importance of community events for our Municipality.

NB: In addition, Cr Eckel sent his thoughts and prayers to Peter McWilliams who is unwell.

NB: In addition, Cr Eckel discussed Mildura Day weekend, celebrating 135 years of Mildura being the first irrigation colony in Australia. Cr Eckel mentioned some events that will be occurring to celebrate the occasion, but also spoke about some events that had to be cancelled due to the rain, and how disappointing that is.

10 RESPONSES TO COUNCILLOR QUESTIONS

Nil

11 QUESTIONS FROM COUNCILLORS

Nil

12 NOTICES OF MOTION

12.1 CR HELEN HEALY - HOUSING CRISIS

File Number: 02/01/06

Background

Article 25 of the United Nations Declaration of Human Rights declares that:

1. Everyone has the right to a standard of living adequate for health and well-being, including food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond their control;

Here in the MRCC region we are currently failing our community on this basic human right. We've heard stories about pensioners sleeping in their cars, Domestic Violence Victim Survivors having to stay with their abusers or spend their savings on motels, long time families having to leave their communities because of a lack of affordable rentals.

We should also note that this is a gendered issue with women being disproportionately affected. Additionally, Mildura along with the entire country, is experiencing a housing affordability crisis with house prices having gone up at the fastest rate in history in the past 18 months, preventing equitable access to owning a home.

Tax incentives have turned the great Australian Dream of owning a house into a wealth building strategy with more and more people unable to enter the housing market and more and more people owning many more residential properties than just their own home.

Rental prices have soared over 20% and this will not abate as the rental crisis deepens. And as we well know, in Mildura house prices have also soared making it almost impossible for low-income earners to enter the market.

We are only as strong as our weakest link and the current Financial Stress Map Victoria statistics, reveal that in the Mallee the percentage of renters in stress is 25.4 and the percentage of mortgagees in stress is 38.2. (Source: <https://everybodyshome.com.au/financial-stress-map-victoria/>)

Recently the House of Representatives Standing Committee on Tax and Revenue - *The Australian Dream: Inquiry into housing affordability and supply in Australia* failed to come up with a solution and Financial Journalist, Alan Kohler, remarked that 'the Australian dream is that a group of politicians might be capable of doing something useful about housing affordability.'

This crisis is not just contained to our region, with many Local Governments across Australia experiencing similar issues that have led them to declaring a Housing Crisis. The causes are many and varied, but if we are to be a vibrant region, then we need to ensure we have a mix of housing and equitable access, to cater for all in our community. Housing security is correlated to health and emotional well-being, employment prospects and economic opportunity.

The Housing Crisis is not going to abate in the short term and as a council we need to act immediately.

2022/0082

Moved: Cr Helen Healy

Seconded: Cr Stefano De Pieri

I move that Mildura Rural City Council declares a Housing Crisis in respect to housing availability and affordability and social housing and recommend that Council:

- a) write to the Federal Government;**
 - i) to assist, particularly regional communities, to find a balanced approach to short- and long-term rentals;**
 - ii) lobby regarding taxation reform and housing affordability;**
- b) make a commitment to the Everybody's Home Campaign;**
- c) seek collaborative partnerships with our fellow neighbouring Councils to address this issue; and**
- d) request that a report be presented to Council with the required actions necessary to mitigate the worst impacts of this housing crisis.**

CARRIED

12.2 CR JASON MODICA - FINANCIAL ASSISTANCE GRANTS

File Number: 02/01/06

Background

Local government nationally employs about 194,000 Australians. It also owns and manages non-financial assets with an estimated written down value of \$457 billion (2018-19), raises around 3.4% of Australia's total taxation revenue per annum and has an annual operational expenditure of around \$39 billion (2018-19), just under 6% of total public sector spending.

Nationally, local government derives nearly 90% of its revenue from its own sources, compared to around 50% for state governments. Grants from other levels of government make up just over 10% of local government's total revenue, however these grants are particularly important in areas with a low-rate base, and/or high growth rate, and rapidly expanding service, asset renewal and infrastructure needs.

Despite an annual growth rate in Australia's gross domestic product of an average of 3.47% from 1960 until 2017, and growth in population of six million people since 1996, Financial Assistance Grants have declined by around 43% in relative terms, and now amount to approximately 0.55% of Commonwealth Taxation Revenue.

To give context to local government's infrastructure role, local government owns and manages 80 per cent of the nation's road network by length – almost every trip begins and ends on a local government road. It also owns and manages around \$212 billion worth of physical assets. Whereas local government's traditional focus has been on essential infrastructure and municipal services, the past 50 years has seen a huge rise in the size, scope, and role of local government.

In addition to providing infrastructure, local government has become increasingly involved in delivering people services. It now delivers more than 150 services. Council employees are drawn from around 400 professions including engineers, town planners, aged care workers, rangers, building surveyors, librarians, youth workers, social workers, waste collectors and many more, all working for their local community.

Only 3% of Australia's total taxation revenue is raised by local government, from that 3% local Councils supply over 23% of the nation's services. It is estimated 260 taxes are collected nationally; local government collects one tax – the rates levied on property. This equates to between 1.3 and 1.9 per cent of household income, or an average of \$1645 per household per year. Over the last decade, local government has consistently raised more than 80 per cent of its total revenue from its own sources.

Local councils spend around \$25 billion, or 6 per cent of total public sector expenditure each year, providing an increasingly broad range of infrastructure, economic and community services to residents.

With around 20% of local government expenditure being spent on maintaining depreciating assets – compared with less than 6% for the states and less than 2% for the Commonwealth – its important adequate funding is provided by the Commonwealth ensuring councils are allocated a fair share of broad tax revenue for the provision of important local services and infrastructure.

Financial Assistance Grant program 2022–23

In the 2022-23 Budget, the Australian Government brought forward (\$2.113 billion) of the Federal Assistance Grant program 2022–23 estimate for payment in 2021–22. This \$2.113 billion will be paid to states and territories as soon as possible.

Below is an example of the pressures capped or frozen indexation of Federal Assistance Grants exerted on Councils.

MRCC did not receive \$18million in Federal Assistance Grants when they were capped from 2013 to 2019. MRCC's Stage 1 of the Riverfront Development Completed in 2017 had a budget of \$19 million. The importance of Federal Assistance Grants to all councils is fundamental in asset renewal and new projects.

The Australian Local Governments Association (ALGA) pointed out the Federal Governments own estimates which said its 2014 budget move to freeze FAGs indexation cost local communities \$600million worth of services and infrastructure over three years, with the biggest impact being felt in rural, regional, and remote Australia.

Fossil Fuel Companies Comparison

Fossil fuel subsidies cost Australians a staggering \$10.3 billion in FY 2020-21 with one Commonwealth tax break alone (\$7.84 billion) exceeding the \$7.82 billion spent on the Australian Army, according to research released today by The Australia Institute (Fossil fuel subsidies (australiainstitute.org.au). In fact, \$10.3 billion in Government subsidies means that in 2020, every minute of every day \$19,686 was effectively given to coal, oil and gas companies and major users of fossil fuels.

Appendix:

MAV State Council Meeting Motions

Motions submitted by Councils to the MAV State Council Meeting are debated, and if adopted, acted upon by the MAV on behalf of Victorian local government sector. State-wide support will help strengthen the public profile of endorsed issues and advance advocacy of the issues with other levels of government.

The following motions have been identified as potential issues of state-wide significance.

Table 1: Proposed MAV State Council motions

Title	Motion	Rational
Federal Assistance Grants	<p>That MAV call on the the new Federal Government and Victorian State Governments to commit to sustainability of Councils through the restoration of Federal Assistance Grants Programme at 1% of Commonwealth Taxation Revenue</p>	<p>This motion aligns with MAV's Strategic Objective contained in Theme 1 being that MAV will "Undertake advocacy to protect the integrity of councils' rates base and financial position from unfair and unfunded decisions by State and Federal government"</p> <p>Nationally, local government derives nearly 90% of its revenue from its own sources, compared to around 50 % for state governments. Grants from other levels of government make up just over 10% of local government's total revenue, however these grants are particularly important in areas with a low-rate base, and/or high growth rate, and rapidly expanding service, asset renewal and infrastructure needs.</p> <p>Despite an annual growth rate in Australia's gross domestic product of an average of 3.47% from 1960 until 2017, and growth in population of six million people since 1996, Financial Assistance Grants have declined by around 43% in relative terms, and now amount to approximately 0.55% of Commonwealth Taxation Revenue.</p> <p>The Australian Local Governments Association (ALGA) pointed out the Federal Governments own estimates which said its 2014 budget move to freeze FAGs indexation cost local communities \$600million worth of services and infrastructure over three years, with the biggest impact being felt</p>

		<p>in rural, regional, and remote Australia.</p> <p>The importance of Federal Assistance Grants is fundamental to the sustainability of all Councils and vitally important to regional Councils like MRCC.</p>
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2022/0083

Moved: Cr Jason Modica**Seconded:** Cr Jodi Reynolds**I move that Mildura Rural City Council:**

- 1. write to the Prime Minister, Leader of the Opposition and Member for Mallee, requesting that the Federal Government:**
 - i) preserve Financial Assistance Grants as the major source of Federal Funding to Local Government; and**
 - ii) strengthen the business case to support calls to restore Federal Assistance Grants to 1 %; and**
 - iii) restore the Federal Assistance Grants funding lost in the 2014-15 indexation freeze as the first phase in restoring Federal Assistance Grants funding levels;**
- 2. endorses the motion for submission to the June 2022 Municipal Association of Victoria's (MAV) State Council Meeting as per Table 1 of this report and submits it to MAV by Friday 27th May, 2022; and**
- 3. writes to the peak bodies (ALGA, MAV, VLGA and other state peak bodies advocating to increase the Australian Government's recognition of Local Government as a trusted partner by:**
 - a) encouraging councils to acknowledge the value of Financial Assistance Grants; and**
 - b) supporting state and territory associations to engage councils in a united campaign to achieve 1% for Federal Assistance Grants.**

CARRIED**12.3 CR GLENN MILNE - MURRAY BASIN RAIL PROJECT****File Number: 02/01/06**

Cr Milne withdrew this item from business.

12.4 CR GLENN MILNE - MURRAY BASIN RAIL PROJECT

File Number: 02/01/06

Cr Milne withdrew this item from business.

13 PETITIONS, JOINT LETTERS AND DEPUTATIONS

Nil

14 MANAGEMENT REPORTS

14.1 COUNCILLORS EXPENSES REPORT 1 JANUARY 2022 - 31 MARCH 2022

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 January 2022 – 31 March 2022.

2022/0084

Moved: Cr Jason Modica
Seconded: Cr Glenn Milne

That Council note the contents of this report, which details Councillor Expenses for the period 1 January 2022 – 31 March 2022.

CARRIED

14.2 RECREATION ASSISTANCE GRANT PROGRAM 2022-23 - RECOMMENDATIONS FOR FUNDING

Summary

The purpose of this report is to consider recommendations for funding through the Recreation Assistance Grants Program 2022-23.

Chief Executive Officer, Martin Hawson declared a Conflict of Interest which was retracted due to a miscommunication of the clubs involved. Mr Hawson misread Wanderers Baseball Club Inc for Wanderers Hockey Club Inc, therefore there is no Conflict of Interest.

2022/0085

Moved: Cr Mark Eckel
Seconded: Cr Glenn Milne

That Council approve the following grant applications totalling \$196,938.33 (GST Exclusive) for funding through the Recreation Assistance Grant Program 2022-23 as presented in the tables below:

Club Support Program

Applicant	Description	Recommended Funding
Mildura West Cricket Club	Purchase of Frog Box Video Imaging and new Cricket Pitch Covers	\$3,000.00
Badminton Mildura	Development of a website for Badminton Mildura	\$1,800.00
Eagles Baseball Mildura Inc	Purchase of grounds maintenance equipment	\$2,700.00
Red Cliffs Lawn Tennis Club	Purchase of a ride on lawn mower for ground maintenance	\$3,000.00
Mildura 4WD Club	Purchase of safety equipment	\$1,382.00
Sunraysia Volleyball Inc	To run an Umpire training and accreditation course in Mildura	\$750.00
Mildura Art Group	Purchase of easels for Community Art Workshops	\$780.00
Wanderers Baseball Club Inc	Purchase of new Men's and Junior Uniforms	\$3,000.00
Waratahs Hockey Club	Provide Umpire and Tech Bench development program in Mildura	\$3,000.00
Sub-Total		\$19,411.00

Recreation Planning Grant

Applicant	Description	Recommended Funding
Sacred Heart & St Andrews Tennis Club	Plans developed for the upgrade of the Sacred Heart St Andrews Tennis Complex synthetic surface and lighting	\$13,000.00

Red Cliffs Football Netball Club	Prepare construction plans for the extension of the Red Cliffs Football Netball Club clubrooms	\$13,000.00
Sub-Total		\$26,000.00

Minor Facilities Upgrade Grant

Applicant	Description	Recommended Funding
Red Cliffs Golf Club	Installation of new ceiling in clubhouse and replastering of the buggy room	\$10,253.00
Nichols Point Cricket Club	Extension of the ground to accommodate the two new wickets	\$11,273.33
Underbool Recreation Reserve	To upgrade lighting on oval from 4 halogen lights to 6 LED lights	\$15,000.00
Merbein Golf Club	Installation of air conditioning and ventilation at the Merbein Golf Club Clubhouse	\$15,000.00
Sub-Total		\$51,526.33

Major Facilities Upgrade Grant

Applicant	Description	Recommended Funding
Mildura West Cricket Club	The construction of two new training nets at John Hall Oval, Old Aerodrome Sporting Complex	\$50,000.00
Sunraysia Hockey Association (<i>To be funded subject to successful outcome of Sustainability Victoria grant</i>)	Upgrade the current metal halide lights at the hockey pitch to LED lights	\$50,000.00
Sub-Total		\$100,000.00

CARRIED

14.3 EVENT FUNDING AND SUPPORT GRANTS PROGRAM 2022 - 2023 (FEBRUARY ROUND) - RECOMMENDATIONS

Summary

The purpose of this report is to consider recommendations for funding through the Event Funding and Support Grants Program 2022-2023.

Mayor Woods, Cr Modica, Cr Eckel, Cr Healey and Cr De Pieri all foreshadowed a conflict of interest for this item. Due to the conflicts of interest declared, a quorum could not be reached. The Mayor then put the recommendation to split the report into parts i and ii to be considered separately.

Original Recommendation

That Council:

- (i) approve three year funding agreements for the following grant applications, with funding for 2022-2023 totalling \$128,750 GST exclusive through the Events Funding and Support Grants Program 2022-2023 and subsequent funding in accordance with the grant agreement, as presented in the table below:

Applicant	Event	Recommended Funding for 2022-2023
North West Victorian Motorcycle Club	2023 Hattah Desert Race	\$50,000
Arts Mildura	2022 SemiArid Festival	\$50,000
Mildura & District Ski Club	2023 Mildura 100 Ski Race	\$23,750
Mildura City Heart	2023 Show & Shine	\$5,000
Total Funding Recommended		\$128,750

- (ii) approve the following grant applications totalling \$143,000 GST exclusive for funding through the Events Funding and Support Grants Program 2022-2023 as presented in the tables below:

Tier 2 – Major Event

Applicant	Event	Recommended Funding for 2022-2023
Mildura Bowls Club	2023 Mildura Bowls Carnival	\$6,875

Mildura Speedway Drivers Club Inc	2023 Easter Powersports Weekend	\$8,125
Sunraysia Golf Tours Pty. Ltd.	2023 Shane Doherty Memorial Tri-State Masters	\$9,375
Desert City Street Rodders	2022 Goanna Run	\$15,000
Sunraysia Drag Racing Association	2022 Summit Racing Equipment Sportsman Series	\$16,250
Mildura Speedway Drivers Club Inc	2023 Australian Production Sedan Titles	\$8,125
Total Funding Recommended		\$63,750

Tier 3 – Community Event

Applicant	Event	Recommended Funding for 2022-2023
Mildura Racing Club	2022 Bet375 Mildura Cup Carnival	\$4,625
Mildura Rowing Club	2023 Mildura Wentworth Easter Rowing Regatta	\$3,875
Patchewollock Music Festival Incorporated	2022 Patchewollock Music Festival	\$4,625
Australian Alternative Varieties Wine Show	2022 Australian Alternative Varieties Wine Show	\$4,625
Mildura Racing Club	2022 Melbourne Cup Day at Mildura	\$4,625
Wakeboard Victoria	2022 Mildura Classic	\$4,250
Mildura Writers Festival	2022 Mildura Writer's Festival	\$4,625
Merbein Community Rodeo	2022 Merbein Community Rodeo	\$3,875
Cullulleraine Music Festival	2022 Cullulleraine Music Festival	\$4,250
Sunraysia Mallee Ethnic Communities Council	2022 Sunraysia Multicultural Festival	\$4,625
Mildura Lawn Tennis Club Inc	2023 Mildura Easter Junior & Open Plus	\$3,875
North West Victorian	2022 Farmers Six Hour Pony	\$3,875

Motorcycle Club	Express	
Total Funding Recommended		\$51,750

Tier 3 – Community Events Support Grants

Applicant	Event	Recommended Funding for 2022-2023
Millewa Community Pioneer Forest & Historical Society Inc	2022 Back to Basics Open Day	\$2,500
Sunraysia Dirt Karters Inc	2023 Mildura All Power Nationals	\$2,500
Mildura Murray Masters Swimming Club Inc	2022 Mildura Murray Masters Swimming Carnival	\$2,500
Sunraysia Gang Show	2022 Gang Show – A World Full of Wonder	\$2,500
Garden of Hope Mildura Inc	2023 Family Fun Day	\$2,500
Willys Downunder Club	3 rd Australian Willys Nationals	\$2,500
Sharkfest Inc	2022 Sharkfest Music Festival	\$2,500
Regenerative Communities	2022 Fair Food Week – Out of the Box Cookoff	\$2,500
Pine Plains Lodge	2022 Camp Oven Cook Off	\$2,500
Merbein South Community Hall & Recreational Park Inc	2022 Merbein Community Hall Motor Show	\$2,500
Mildura Alcheringa Pony Club	2022 Mildura Horse Trials	\$2,500
Total Funding Recommended		\$27,500

2022/0086

Moved: Cr Stefano De Pieri
Seconded: Cr Glenn Milne

That Councillors consider Item 14.3 Event Funding and Support Grants Program 2022 – 2023 (February Round) – Recommendations in two parts in which part (i) is treated as one item and part (ii) is treated as a second item.

CARRIED

14.3 (i) EVENT FUNDING AND SUPPORT GRANTS PROGRAM 2022 - 2023 (FEBRUARY ROUND) - RECOMMENDATIONS

Cr Liam Wood declared that he held a Material Conflict of Interest. Cr Wood advised that the nature of the interest is that he owns a business in Mildura City Heart. Cr Wood left the meeting while the vote was taken, having taken no part in the debate, the time being 6:30pm.

Cr Jason Modica declared he held a General Conflict of Interest. Cr Modica advised the nature of the interest is that his partner is the manager of Mildura City Heart. Cr Modica left the meeting while the vote was taken, having taken no part in the debate, the time being 6:30pm.

Cr Helen Healy declared she held a General Conflict of Interest. Cr Healy advised that the nature of the interest is that she is an observer on the Arts Mildura Board. Cr Healy left the meeting while the vote was taken, having taken no part in the debate, the time being 6:30pm.

Cr Stefano De Pieri declared that he held a General Conflict of Interest. Cr De Pieri advised that the nature of the interest is that he owns a business in Mildura City Heart, and he is a member of Arts Mildura. Cr De Pieri left the meeting while the vote was taken, having taken no part in the debate, the time being 6:30pm.

Due to both the Mayor and Deputy Mayor being unable to partake in the debate, nominations for acting chair were taken. Cr Glenn Milne nominated Cr Mark Eckel. Cr Eckel accepted the nomination.

Moved: Cr Mark Eckel
Seconded: Cr Ian Arney

That Cr Eckel take the Chair.

CARRIED

2022/0087

Moved: Cr Glenn Milne
Seconded: Cr Jodi Reynolds

That Council approve three year funding agreements for the following grant applications, with funding for 2022-2023 totalling \$128,750 GST exclusive through the Events Funding and Support Grants Program 2022-2023 and subsequent funding in accordance with the grant agreement, as presented in the table below:

Applicant	Event	Recommended Funding for 2022-2023
North West Victorian Motorcycle Club	2023 Hattah Desert Race	\$50,000
Arts Mildura	2022 SemiArid Festival	\$50,000
Mildura & District Ski Club	2023 Mildura 100 Ski Race	\$23,750
Mildura City Heart	2023 Show & Shine	\$5,000
Total Funding Recommended		\$128,750

CARRIED

Cr Wood, Cr Modica, Cr Healy and Cr De Pieri returned to the chamber, and Cr Eckel vacated the chair, the time being 6:32pm.

14.3 (ii) EVENT FUNDING AND SUPPORT GRANTS PROGRAM 2022 -2023 (FEBRUARY ROUND) - RECOMMENDATIONS

Cr Mark Eckel declared that he held a general Conflict of Interest. Cr Eckel advised that the nature of his interest is that he is a member of the Mildura Bowls Club. Although not previously considered a Conflict of Interest, Cr Eckel explained he did not want to have any perceived Conflict of interest, and followed the guide under section 127(i) of the Local Government Act 2020. Cr Eckel left the meeting while the vote was taken, having taken no part in the debate, the time being 6:33pm.

Cr Stefano De Pieri declared he held a general Conflict of Interest. Cr De Pieri advised that the nature of the interest is that he is a member of the Mildura Writers Festival. Cr De Pieri left the meeting while the vote was being taken, having taken no part in the debate, the time being 6:33pm.

Cr Helen Healy declared she held a general Conflict of Interest. Cr Healy advised that the nature of the interest is that she a committee member for the Mildura Writers Festival and a consultant for the Australian Alternative Varieties Wine Show. Cr Healy left the meeting while the vote was being taken, having taken no part in the debate, the time being 6:33pm.

Chief Executive Officer Martin Hawson declared that he held a general conflict of interest. Mr Hawson advised that the nature of the interest is that he is a member of the Mildura Speedways Driver Club. Mr Hawson left the meeting while the vote and debate was taken, the time being 6:33pm.

2022/0088

Moved: Cr Jason Modica

Seconded: Cr Glenn Milne

That Council approve the following grant applications totalling \$143,000 GST exclusive for funding through the Events Funding and Support Grants Program 2022-2023 as presented in the tables below:

Tier 2 – Major Event

Applicant	Event	Recommended Funding for 2022-2023
Mildura Bowls Club	2023 Mildura Bowls Carnival	\$6,875
Mildura Speedway Drivers Club Inc	2023 Easter Powersports Weekend	\$8,125
Sunraysia Golf Tours Pty. Ltd.	2023 Shane Doherty Memorial Tri-State Masters	\$9,375
Desert City Street Rodders	2022 Goanna Run	\$15,000
Sunraysia Drag Racing Association	2022 Summit Racing Equipment Sportsman Series	\$16,250
Mildura Speedway Drivers Club Inc	2023 Australian Production Sedan Titles	\$8,125
Total Funding Recommended		\$63,750

Tier 3 – Community Event

Applicant	Event	Recommended Funding for 2022-2023
Mildura Racing Club	2022 Bet375 Mildura Cup Carnival	\$4,625
Mildura Rowing Club	2023 Mildura Wentworth Easter Rowing Regatta	\$3,875
Patchewollock Music Festival Incorporated	2022 Patchewollock Music Festival	\$4,625
Australian Alternative Varieties Wine Show	2022 Australian Alternative Varieties Wine Show	\$4,625
Mildura Racing Club	2022 Melbourne Cup Day at Mildura	\$4,625

Wakeboard Victoria	2022 Mildura Classic	\$4,250
Mildura Writers Festival	2022 Mildura Writer's Festival	\$4,625
Merbein Community Rodeo	2022 Merbein Community Rodeo	\$3,875
Cullulleraine Music Festival	2022 Cullulleraine Music Festival	\$4,250
Sunraysia Mallee Ethnic Communities Council	2022 Sunraysia Multicultural Festival	\$4,625
Mildura Lawn Tennis Club Inc	2023 Mildura Easter Junior & Open Plus	\$3,875
North West Victorian Motorcycle Club	2022 Farmers Six Hour Pony Express	\$3,875
Total Funding Recommended		\$51,750

Tier 3 – Community Events Support Grants

Applicant	Event	Recommended Funding for 2022-2023
Millewa Community Pioneer Forest & Historical Society Inc	2022 Back to Basics Open Day	\$2,500
Sunraysia Dirt Karters Inc	2023 Mildura All Power Nationals	\$2,500
Mildura Murray Masters Swimming Club Inc	2022 Mildura Murray Masters Swimming Carnival	\$2,500
Sunraysia Gang Show	2022 Gang Show – A World Full of Wonder	\$2,500
Garden of Hope Mildura Inc	2023 Family Fun Day	\$2,500
Willys Downunder Club	3rd Australian Willys Nationals	\$2,500
Sharkfest Inc	2022 Sharkfest Music Festival	\$2,500
Regenerative Communities	2022 Fair Food Week – Out of the Box Cookoff	\$2,500

Pine Plains Lodge	2022 Camp Oven Cook Off	\$2,500
Merbein South Community Hall & Recreational Park Inc	2022 Merbein Community Hall Motor Show	\$2,500
Mildura Alcheringa Pony Club	2022 Mildura Horse Trials	\$2,500
Total Funding Recommended		\$27,500

CARRIED

Cr Eckel, Cr De Pieri, Cr Healy and Mr Hawson returned to the chamber, the time being 6:38pm.

14.4 AGED CARE REFORMS

Summary

The purpose of this report is to provide sufficient information to allow Councillors to make an informed decision on Mildura Rural City Council's future role as a provider of in-home aged care services.

This report will initiate service agreement, transparency, and industrial obligations to provide notice and advice of its decision to the following parties:

- Commonwealth and Victorian governments;
- Clients and families; and
- Affected staff and unions.

Underpinning acknowledgement for decision, Councillors

- Note that since 2011 the Commonwealth has progressed implementation of a consistent and integrated national aged care service system based on increased consumer choice and control and competition between providers to drive quality improvements and service efficiencies with a final transition date of 1 July 2023.
- Accept that due to inherent service cost, financial constraints, competition policy and other structural challenges, Mildura Rural City Council (Council) along with many other Victorian Councils may not be able to play a meaningful future role in service delivery in the new Support at Home Program to commence in July 2023.
- Note that a decision to transition out of the Commonwealth Home Support Programme, the Home & Community Care Program for Young People and the Veterans Home Care program will trigger industrial obligations to staff and will have significant cost implications.

2022/0089

Moved: Cr Jodi Reynolds

Seconded: Cr Glenn Milne

That Council:

- (i) resolve to transition out of direct service delivery roles in the following programs, by 30 June 2023:
 - a. All funded Commonwealth Home Support Programme (CHSP) services
 - b. All Home & Community Care Program for Young People (HACC-PYP) funded services
 - c. Veterans Home Care (VHC) services
 - d. Brokered services;
- (ii) commit to the Home Care Transition Values and Principles to underpin and support decision-making through the transition process;
- (iii) resolve to work with the Commonwealth and Victorian governments to negotiate timing and transition processes that will protect the interests of clients, their families, valued staff, and the broader community;
- (iv) resolve to play an active role in supporting the community in receiving high-quality aged care services and advocate for the needs of vulnerable members of the community;
- (v) resolve to realign policy direction towards future investment in age-friendly or positive-ageing initiatives and to ensure that Council's universal services and facilities are designed to meet the needs of a growing population of older residents;
- (vi) resolve to provide delegated authority to the Chief Executive Officer, or their nominee, to undertake or commission all tasks and activities related to the implementation of this Council decision;
- (vii) approve notification of its decision to:
 - (a) Clients and families
 - (b) Staff and union representatives
 - (c) Media and other communications
 - (d) Broader community;
- (viii) resolve to fund a Community Health and Wellbeing Officer to support the implementation of the Community Health and Wellbeing Plan; and
- (ix) resolve to fund an Aged Care Service Navigator to support customers and community through the first 12 months of the new Support at Home Program launch.

CARRIED

14.5 ADOPTION OF COMMUNITY BANNER PROGRAM POLICY CP077

Summary

The purpose of this report is to present the Community Banner Program Policy CP077 and seek Council's resolution to adopt the new policy.

2022/0090

Moved: Cr Glenn Milne
Seconded: Cr Jason Modica

That Council adopt the new Community Banner Program Policy CP077 as presented.

CARRIED



Mildura Rural City Council

Community Banner Program Policy

Policy – CP077

Prepared	Reviewed	Approved	Date	Council Minute No.
Events and Projects	Executive Leadership Team	Council	May 2022	2022/0090
Trim File: 18/02/01			To be reviewed: May 2025	
Document Owner: Manager Leisure & Cultural Services			Review Frequency: Every Three Years	

1. Policy Purpose

Mildura Rural City Council's Community Banner Program is designed to:

- Promote events and activities that the public can attend, or engage in, that are being held within the municipality
- Recognise and celebrate significant dates, including commemorations, celebrations and awareness eg: International Women's Day, NAIDOC week, ANZAC Day
- Visually enhance the Mildura streetscape
- Create a sense of community and a sense of place within the region
- Stimulate local economic activity

2. Policy Statement

Banners are an effective way of activating and decorating the town. They provide a vibrant and strong visual presence and allow an event or organisation to further enhance its marketing campaign on a large and impressive scale. They provide a platform to promote and recognise community activities, celebrations, events and significant awareness, celebratory and commemorative dates.

3. Principles

- The designated banner pole sites may be utilised to promote events, activities and significant occasions in the municipality - including arts, cultural and sporting events, awareness and commemorative dates as well as festivals and exhibitions
- Bookings may be made up to a maximum of 12 months in advance
- Bookings are accepted for a four week period, longer bookings may be granted on a case by case basis
- All applications to use banner pole sites must be approved in advance and be in accordance with design guidelines

The Banner Program is not intended as a medium for:

- Advertising commercial sponsors or promoting brands

- Flying national flags or cause-related flags
- Promoting events, industry days and trade shows that the general public cannot attend
- Promoting private functions or events that the general public cannot attend
- Marketing activities such as product promotion, launches and media announcements.

4. Applications / Bookings

4.1 How to apply

If you have an upcoming event or activity you would like to promote using the Banner Program, you need to:

- Complete an online application form at least 8 weeks prior to installation
- Attach a copy of the banner artwork (for Council approval)
- Attach a copy of your public liability insurance with at least \$10 million cover

4.2 Priority rationale

In order of priority booking will take precedence as follows:

- Mildura Rural City Council owned events
- Mildura Rural City Council funded events
- Major Hallmark events
- Events held within Mildura Rural City Council that the general public can attend
- Other applications will be considered at the discretion of Council eg shop local promotions

4.3 Duration

Bookings are accepted for a four week period, longer bookings may be granted on a case by case basis.

4.4 Location of Banners

There are 25 banner poles along Deakin Avenue, from Seventh Street to Tenth Street.

Bookings can be made for the following:

Half set (blue) = 14 banners (placed every second pole)

Full set (yellow & blue) = 25 banners

Refer to appendix A for map

There are 20 banner poles located in Langtree Mall, bookings for the use of these poles can be made by contacting Mildura City Heart office.

4.5 November and December bookings

Bookings are unavailable from mid-November until the second week of January each year, due to the installation of Christmas banners.

4.6 Cost

- Council charges a fee for hire per week as per its fees and charges. The hire fee covers installation, removal and use of system for the booking period. This fee will be waived for community groups and events as well as events funded through Council's Events Funding and Support Program.

All other associated costs are the responsibility of the hirer, including but not limited to the printing, design and delivery of the banners.

5. Design**5.1 Design Guidelines**

Designs must be approved by Council prior to production.

Banners are considered to be a decorative medium. Banners are not intended to be used as advertising for products, services, brands or individuals – all artwork must promote the event or activity associated with the booking and not 'the brand'.

Each banner can have a maximum of 10 per cent of the total banner allocated for direct sponsorship recognition, such as a company's logo or naming rights. Logos must be placed at the bottom of the banner.

To help make the design more effective, it is essential that:

- One bold striking image or graphic design is used and overall graphics are kept simple.
- Font size should be large enough to ensure readability against a bright sky and legible from a distance.
- Colour selection is important to guarantee visibility against both the sky and city landscape. White, yellow and other pale colours are not recommended as they soil very easily (if this occurs, all costs associated with cleaning and repair work will be met by the hirer). Black, grey and other extremely dark backgrounds blend into the general cityscape and will be approved at Council's discretion.
- The title of the event should be included and appear at the top of the artwork.
- To enable banners to be re-used at a later date, it is recommended that the venue name and other details, such as dates be omitted.
- Extended text should only be used where it forms part of the established image of the event and logo.
- Montages and slogans should be avoided as the design will be difficult to see from afar.
- Phone numbers are not allowed and should be avoided as the number is difficult to see from afar.
- A ratio of 50% graphic content and 20% text content is recommended
- Websites and references to social media and other similar information used as a 'call to action' are allowed – Council must be able to access the

information available on social media, as part of the artwork approval process.

- All costs and responsibility relating to the design and production of banners are met by the hirer.

Installation of multiple designs will not incur extra installation costs as long as all banners are installed simultaneously and they are installed in a set pattern. A detailed installation spreadsheet that includes images of the banners to be installed must be provided to Council with the delivery of banners.

If installation instructions are not provided ahead of the first install date, Council will install banners in an order deemed most suitable and additional costs will be incurred by the hirer should any amendment to the installation order be required.

5.2 Design Approval

- Banner design must be approved by Council prior to going into production. Approval is dependent upon compliance with the guidelines set out in this policy and use of the Mildura Rural City Council logo (if applicable).
- Designs must be submitted for approval a minimum of 8 weeks prior to the proposed installation date to allow sufficient time for design approval and production.
- Artwork is to be submitted as a low-res PDF or jpeg file via the online application form or can be submitted via email events@mildura.vic.gov.au
- Banners used in previous years can, and are encouraged to be reused, however, must be clean and free of fading, rips or tears.
- Approval is required for all new designs. Feedback on designs will be provided by Council within five working days after receipt of submitted designs. Final approval must be granted by Council before production can commence.
- Council reserves the right to reject any design that does not comply with the design guidelines or if the physical condition does not meet Council's quality standards.
- Should banners be produced without the approval of Council, the hirer will be responsible for all costs associated with re-designing and reproduction to meet Council's approval.

5.3 Production Guidelines

The applicant must order the FlagTrax Banners through Flagworld, Council's preferred supplier.

- FlagTrax banner dimensions are 3000mm high x 960mm wide
- Design is printed on one side (due to ink transfer this will create a mirror image on the back)
- Material is satin polyester, 130gsm
- All banners must be purchased as a right side curve

6. Installation

- All installation and removal is conducted by Council
- Banners are to be delivered to Council's Deakin Avenue Office a minimum of five working days prior to the first installation date. Banners not produced to specification, will not be installed
- If there is more than one design, banners must be packaged and labelled per design, with clear installation instructions provided
- Council will make every endeavour to install banners on the date confirmed; however, installation can also be dependent on weather conditions, the number of sites to be installed and other external factors. Hirers should allow up to two days variance on the installation date
- Should any construction or maintenance works be undertaken, rendering the banners unavailable, for any reason, Council will contact the hirer to arrange alternate dates or a shortened hire period. In this instance the hirer will be offered a pro-rata refund of any fees (if applicable) paid in relation to the affected site. Council will not refund costs should sites be rendered unavailable after installation.
- Mildura Rural City Council does not take responsibility for lost, stolen or damaged banners. At the end of the booking period banners will be returned to Council's Deakin Avenue Office for collection. Hirers are responsible for collecting their banners from the Deakin Avenue Office once they have been removed.

7. Approval and invoicing

- Upon approval of your booking, Council will send a letter of agreement and an invoice (if applicable) to the applicant.
- Bookings will not be considered as confirmed and installation will not be able to occur until the letter of agreement is signed and full payment received (if applicable).

8. Cancellations

- Hirers must give Council at least four weeks' notice of any cancellations in writing

9. Implementation

Manager Leisure & Cultural Services

10. Definitions

Event	A planned public gathering of people in an open space, building or temporary structure, where more people than usual are gathering for an activity, celebration or other occasion
	Sporting, cultural, religious or other gatherings of

	people that occur on a regular basis within each year (eg. Weekly, monthly, bi-monthly) are not considered events
Banners	Refer to a large cloth bearing a design or slogan
Banner pole sites	Street poles that have been retrofitted with FlagTrax system

11. Legislation and other references

11.1 Legislation

Local Government Act 1989

11.2 Documents

This Policy is implemented in conjunction with the following documents:

- Community Banner Program Guidelines
- Mildura Rural City Council Events Strategy 2025
- Council Plan 2021-2025

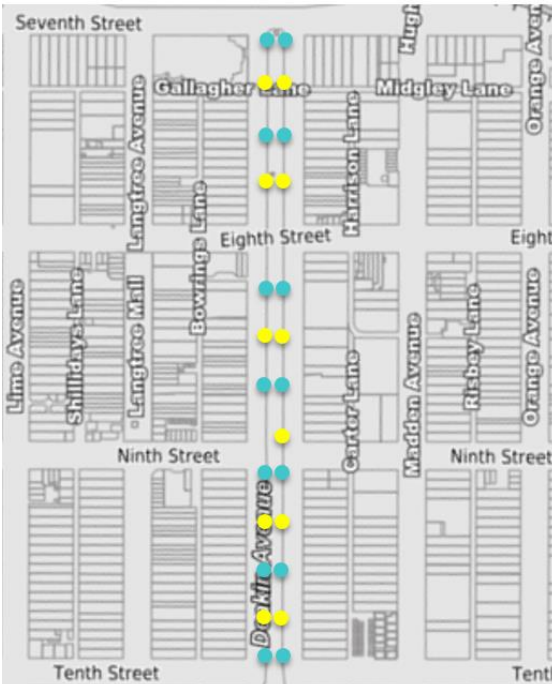
11.3 Risk Assessment Reference

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

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

Appendix A

Deakin Avenue Banner Map



14.6 EARLY YEARS INFRASTRUCTURE PLAN

Summary

The purpose of this report is to present the final version of the Early Years Infrastructure Plan (2022-2031) to Council for Adoption.

2022/0091

Moved: Cr Jodi Reynolds

Seconded: Cr Jason Modica

That Council:

- (i) adopt the Early Years Infrastructure Plan (2022 – 2031) as presented;
- (ii) utilise the Early Years Infrastructure Plan (2022 – 2031) as a guide to related planning and financial investment decisions; and
- (iii) utilise the Early Years Infrastructure Plan (2022 – 2031) to advocate for planning and future development of Early Years Infrastructure.

CARRIED

**Mildura Rural City Council
Early Years Infrastructure Plan (2022 -2031)**

May 2022

Mildura Rural City Council Early Years Infrastructure Plan (2022 – 2031)

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Mildura Rural City Council Early Years Infrastructure Plan (2022 – 2031)

1. INTRODUCTION**1.1 Objectives of Plan**

Mildura Rural City Council (MRCC) is developing an Early Years Infrastructure Plan. The Plan assesses the future demand for early years services in MRCC and identifies the profile of facilities required to satisfy this demand. The Plan recommends what actions Council should take with respect to the future provision of early years infrastructure and contains specific facility recommendations relating to the proposed State Government funded 3-year-old kindergarten program.

The key objectives of the Plan are to (modified from brief):

- Assess the suitability of existing early years facilities in MRCC (location, condition, functionality, accessibility and capacity) to meet the current and anticipated needs of the City's community.
- Identify the capacity of existing early years facilities to accommodate a funded 3yo kindergarten program and the works required to meet any gaps in capacity.
- Identify any potential opportunities for the co-location of early years services and/or greater flexibility in the utilisation of early years facilities to best meet the needs of the MRCC community.
- Propose a sustainable strategy (with priorities) for addressing the anticipated needs of early years services operating from Council owned buildings so that MRCC can effectively manage the upgrade, expansion and/or replacement of these buildings over the next 10-20 years.

1.2 Scope of Plan

The Plan focuses on facilities owned by MRCC that are used for kindergarten, maternal and child health services and centre based care. Non-Council facilities, such as private long day childcare centres and a consultation room in a bush nursing hospital for maternal and child health sessions, have been considered, where relevant, for contextual purposes.

1.3 Plan methodology

The steps involved in developing the Plan are as follows:

- Review of relevant literature – Government policy documents, Council strategies, previous Council reports relating to the provision of early years facilities, KISP analysis etc.
- Analysis of the planning context in which early years facilities in Victoria operate.
- Audit of the usage, condition and functionality of the Council owned early years facilities in MRCC.
- Assessment of the suitability of the location and distribution of Council owned and early years facilities across the municipality.
- Assessment of the capacity of existing Council and non-Council facilities to meet current and future demand.
- Consultation with relevant Council staff and service providers/managers about the provision of early years facilities across the municipality.
- Production of a draft report. Review of the draft report with the community and key stakeholders.
- Production of final report.

Mildura Rural City Council Early Years Infrastructure Plan (2022 – 2031)

1.4 Terminology and Acronyms

In this report:

- MRCC and Council refer to Mildura Rural City Council.
- Mildura City refers to the Mildura urban area.
- 4yo kindergarten refers to the state funded kindergarten programs run for eligible 4-year old (4yo) children at licensed education and care facilities.
- Funded 3yo kindergarten refers to state funded kindergarten programs run for eligible 3-year-old (3yo) children at licensed education and care facilities.
- Stand-alone kindergarten refers to a kindergarten program delivered from a dedicated kindergarten building.
- Integrated kindergarten refers to kindergarten programs delivered from long day childcare centres.
- M&CH service refers to the maternal and child health service - a free universal service that supports children's health and development from birth until school age.
- Long day childcare refers to care provided to children aged 0-6 years in licensed education and care facilities.
- Licensed number of places refers to the number of places that a licensed early years service is registered for and the maximum number of children the program can accommodate at any one time.
- Licensed capacity or licensed enrolment capacity refers to the maximum number of 4yo children that a kindergarten room could legally accommodate in a week, e.g., a kindergarten program registered for 30 places has a licensed capacity of sixty 4yo children.

1.5 Information sources

The information presented in this report has been derived from the following sources:

- Consultation with Council's early years and property staff.
- Review of Council's property records and asset management and condition reports.
- Review of Council's early years services' databases.
- Consultation with service managers/providers.
- Visits to Council's early years facilities.

Mildura Rural City Council Early Years Infrastructure Plan (2022 – 2031)

2. KINDERGARTENS**2.1 Kindergarten programs in Mildura Rural City Council**

State funded kindergarten programs offer developmental and education experiences for children in the year/s prior to school entry. The programs are held at licensed education and care centres. Typically, children attend the kindergarten for 15 hours per week over 2 or 3 days.

There are currently 28 kindergarten locations in MRCC. 12 offer stand-alone kindergarten – 11 from Council owned buildings and one, St Margaret's, from a church owned facility (see table 1). The remainder are provided as integrated kindergarten programs - 3 from Council buildings (Underbool, Murrayville and potentially Playalong) and 14 from long day childcare centres.

Table 1 – Kindergarten programs in MRCC, stand-alone and Council integrated programs

Kindergarten	Location	Kindergarten capacity	
		Licensed places	Enrolment capacity ¹
Mildura West	Mildura	60	120
De Garis	Mildura	57	114
Kathleen Kelly	Mildura	50	100
Pasadena	Mildura	59	118
Mildura Sth	Mildura	59	118
St Margaret's ²	Mildura	60	120
Playalong	Mildura	37	18 ³
Red Cliffs	Red Cliffs	59	118
Irymple	Irymple	88	176
Merbein	Merbein	64	128
Nangiloc	Nangiloc	28	56
Millewa	Werrimull	22	44
Ouyen	Ouyen	27	20
Underbool	Underbool	29	15 ⁴
Murrayville	Murrayville	20	10 ⁴

Notes:

1. Enrolment capacity is based on 1 licensed place in a stand-alone kindergarten being able to accommodate 2 children to attend kindergarten for 15 hours per week. Therefore, a kindergarten licensed for 30 places can provide for 60 children
2. Church owned facility
3. Long day childcare centre capable of but not currently offering a kindergarten program
4. Integrated programs. Enrolment capacity based on KISP assumption of 1 place: 0.5 children

2.2 Decade of change in the kindergarten and childcare sector

The early childhood education sector in Victoria has experienced a period of profound change over the past decade. The actions introduced over the past ten years that have contributed to this change are the:

- Creation of the National Education and Care Act and Regulations and the Federal Government taking over regulatory/licensing responsibility for education and care facilities (kindergarten and childcare programs).
- Development of the National Education and Care Standards, introduction of an assessment rating system against the standards and formal accreditation of childcare and kindergarten programs.
- Enhanced qualification requirements for staff working in kindergarten and childcare programs.

Mildura Rural City Council Early Years Infrastructure Plan (2022 – 2031)

- Introduction of universal access - 15 hours per week per child of 4yo kindergarten, up from 10.5 hours per week.
- Change to staff: child ratios from 1: 15 to 1: 11 for 3yo and 4yo children attending kindergarten and childcare centres.
- Changes to child: floor area ratios and stricter definitions of what is considered to be eligible indoor floor space and outdoor play area at kindergartens and childcare centres.
- Funding of two years of kindergarten for disadvantaged children.
- Changes in Government support/rebate systems for long day childcare.
- Changes to building and access codes.

This change will continue to occur over at least the next eight years, leading up to the full introduction of funded 3yo kindergarten in 2029. Definite and potential changes that will or may occur in this period are the:

- Introduction of funded 3yo kindergarten funding by the State Government (definite).
- Changes to the Victorian Children's Services Regulations which will require long day occasional care facilities to provide outdoor play areas (definite).
- Further changes to building and access codes (potential).
- Regulation of the size of ancillary spaces – kitchen, offices, storage (potential).
- Further changes to staff: child and child: floor area and outdoor play area ratios (potential).
- Further changes in Government support/rebate systems for long day childcare (potential).
- School consolidations which present opportunities for the provision of kindergarten on school sites (potential).

2.3 Implications of changes

The changes that have occurred over the past decade have significantly impacted on the demand for and the design and capacity of kindergartens. These impacts are as follows:

- The introduction of the national education and care legislation, standards and accreditation process has resulted in more emphasis being placed on learning and compliance. Centres are employing more educators, assistants and administration staff than they were ten years ago. Educators are meeting with parents more frequently and centres are purchasing larger volumes and varieties of educational resources. This has created a need for meeting rooms and bigger office and storage areas.
- The introduction of the national education and care standards has resulted in a greater emphasis being placed on the safety of children and staff. Centres are being designed to ensure that children can be supervised at all times, i.e., clear visibility across indoor and outdoor areas and good connectivity between the component spaces in the centres.
- The introduction of universal access and the changes to the staff: child ratios significantly reduced the capacity of kindergartens. Kindergartens offering three groups of 4yo kindergarten per week had to shed a group and kindergartens running groups with more than 22 children had to decide between reducing to 22 children or engaging an additional staff member. The stricter definition of eligible floor space and outdoor play area reduced the licensable areas at some centres, thus reducing their capacity.
- Kindergartens have also responded to universal access by offering longer session times, sometimes up to 7.5 hours per day. Sleeping facilities are needed for children and enhanced amenities are needed for staff.

Over the next decade, the action that will have the greatest combined impact on the design of and demand for kindergarten facilities is the newly funded 3yo kindergarten program. Under the program, each 3yo child will

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be funded to attend kindergarten for 15 hours per week. The funding is being introduced in tranches over 9 years and will be fully implemented by 2029. MRCC is in the third and final tranche – 5 hours per week of funded 3yo kindergarten in 2022, 15 hours per week available from 2023, full introduction by 2029.

2.4 Response of Councils and services from operation, planning and design perspectives

From an operational perspective, services have responded to the changes described above in different ways. Some have hired additional teaching staff to enable them to offer the same or larger group sizes. Many have employed more administration and compliance staff. Some have chosen to remain at the same teacher levels and drop their group sizes. From planning and design perspectives, Councils have assessed the supply and demand implications of the changes. They have identified what functional improvements (larger offices etc.) and capacity increases are needed to satisfy the education and care legislation and standards and meet the future demand for 3yo and 4yo kindergartens. Many have developed early years facilities plans which outline the works they intend to take. Some have begun to implement these works.

MRCC has adopted this approach. It has collaborated with DET to conduct a kindergarten supply and demand assessment for funded 3yo kindergarten. It has commissioned two planning studies. The initial study in 2011 considered the impact of the universal access and the impending change to staff and child ratio on kindergarten supply. Council responded to the 2011 study by extending and redeveloping four kindergarten facilities to provide additional capacity – Kathleen Kelly, Pasadena, De Garis, Irymple and Mildura South. It is about to extend the Irymple Kindergarten to also provide additional capacity. The second study (this study) is focused on identifying the facility implications of the introduction of funded 3yo kindergarten and the works required to improve the functionality of the Council owned kindergarten facilities.

2.5 Supply and demand analysis - 3yo and 4yo kindergarten**2.5.1 Impact of 3yo funding on supply and demand**

Currently, around 40% of MRCC's 3yo children attend kindergarten for up to 10 hours per week (mostly 5 hours). With Government funding, this could potentially increase to 90-100% of children (by 2029) for 15 hours per week. Kindergartens that use a playroom for two groups of 4 year olds will be faced with the added demand of two groups of 3yos for 15 hours. Without the provision of extra capacity, they will not be able to cater for one of these extra groups, let alone two. The kindergartens may be forced to displace one of the 4yo groups to cater for funded 3yo kindergarten. As a result, there may be unmet demand for either 3 or 4yo kindergarten (or both) across MRCC. *Note: around 120 four year old children would be displaced from the Council-owned kindergartens in MRCC if the funded 3yo program was fully implemented in 2023 (from Irymple, De Garis, Mildura West, Merbein and Mildura South).*

2.5.2 Approach of services

The kindergarten providers operating from the Council owned kindergartens in MRCC were asked their positions with respect to the introduction of funded 3yo kindergarten, in particular, whether they would be prepared to operate their rooms at their current licensed capacities and/or provide rotational or mixed age kindergarten groups. Their responses were as follows:

- The preference of all services was that 3yo group sizes be capped at a maximum of 22 children. Some services were reluctantly prepared to go higher if demand warranted. They argued that large group sizes for 3yo's would compromise educational outcomes.

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- Some services also preferred to cap their 4yo group sizes at 22. However, most were willing to go above this figure.
- Ouyen, Millewa and Nangiloc already run mixed groups and will continue to do so. Underbool and Murrayville would continue to offer integrated 3 and 4yo kindergarten programs. The preference of the other services is to run separate 3 and 4yo groups. Some services were open to considering rotational groups.

Irymple, De Garis, Mildura West, Mildura South and Merbein kindergartens confirmed that they would have to terminate one or more of their 4yo groups to accommodate funded 3yo kindergarten. They were prepared to do this but requested that consideration be given to providing their kindergartens with additional capacity (another playroom) to enable them to retain the 4yo groups. All the services indicated that 3yo kindergarten will increase their storage needs – for mattresses and more age specific teaching and play equipment (*note: Irymple Kindergarten is about to be redeveloped to provide a fourth playroom. It currently operates five 4yo groups. It will still need additional capacity to provide for funded 3yo kindergarten*).

2.5.3 KISP Analysis

A Kindergarten Infrastructure and Services Plan (KISP) has been produced for Mildura Rural City Council. The Plan was developed by the State Department of Education and Training (DET) in collaboration with Council officers. The Plan contains a supply and demand analysis for 3 and 4 year old kindergarten. The analysis was undertaken on a municipal and local planning area basis and forecasts where and when over the next 8 years there will be deficits in kindergarten supply. The analysis was based on a set of general supply and demand assumptions that were applied to MRCC and other Victorian LGAs. It was also anticipated that the roll out/uptake of 3yo kindergarten by services and families would be follows:

Three-Year-Old Kindergarten roll-out assumptions								
	2022	2023	2024	2025	2026	2027	2028	2029
Participation rate of 3yos	70%	75%	80%	85%	90%	93%	95%	100%
Average hours per week offered by kindergartens	5	7.5	9	10	12	13	14	15

The KISP analysis found that:

- MRCC will have a deficit of supply - equivalent to 5 children in 2022 rising to 126 children in 2029.
- On a local area basis, Mildura North and Mildura Region will have surplus supply through to 2029. Merbein and Mildura South will have small deficits in supply (17 and 4 children in 2029) and Irymple and Red Cliffs will have larger deficits (61 and 45 in 2029).
(NB Merbein has since had a new integrated Child Care Centre open which will offer a kindergarten program)

Table 2 – Deficits in supply, local areas

	2021	2022	2023	2024	2025	2026	2027	2028	2029
Mildura Rural City Council	0	5	19	36	48	68	84	100	126
Irymple	0	3	10	20	27	39	45	52	61
Red Cliffs	0	3	9	16	21	29	34	38	45
Mildura South	0	0	0	0	0	0	0	0	4
Merbein	0	0	0	0	0	0	5	10	17
Mildura North	0	0	0	0	0	0	0	0	0
Mildura Region	0	0	0	0	0	0	0	0	0

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2.5.4 Local context, KISP analysis

The KISP analysis contains a local context section. The section gave MRCC the opportunity to list factors and information, other than the supply and demand analysis, which should be considered when planning the future provision of kindergarten facilities. The following factors and information were outlined in the context section:

Social characteristics

- MRCC is a regional service centre. Families who live outside of the municipality use MRCC services, including kindergarten.
- MRCC has pockets of significant disadvantage, in both its rural and urban areas. In the 2016 census, MRCC was ranked the 5th most disadvantaged local government area in Victoria (out of 79 LGAs).
- 10% of children aged 0-4 years living in MRCC identify as Aboriginal or Torres Strait Islander.
- According to the Australian Early Development Census, children in Red Cliffs are 'developmentally at risk to a significant degree' in communication skills, general knowledge, physical health, social competence, emotional maturity and language and cognitive skills.

Demand and supply

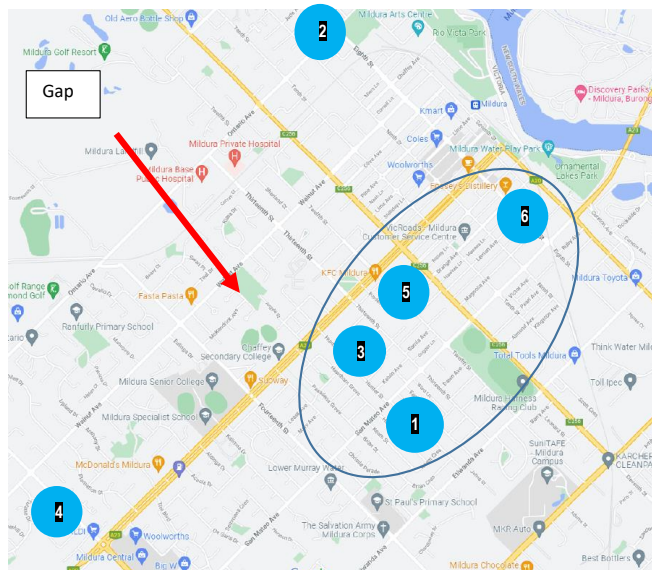
- The preferences of parents regarding kindergarten service type and session length vary. Many prefer stand-alone to integrated kindergarten; some want long sessions (7.5 hours), others prefer shorter sessions of 3-6 hours.
- The KISP analysis projects that MRCC's 3 and 4yo population will decline slightly over the next 10 years (30-40 children). However, residential development is occurring in Mildura South, Mildura North, Nichols Point and Irymple. The 3 and 4yo population in these areas could be higher than anticipated in the KISP.
- New facilities have recently been built or are being planned that will add kindergarten capacity. These include:
 - A new childcare centre in Merbein (opened in 2021) – places included in the KISP analysis.
 - Planning application for a new childcare centre in Mildura South – anticipated places not included in the KISP.
- Mildura South Development Plan covers an area of 180 hectares. An additional 4,400 residents could ultimately live in this area.
- Nichols Point does not currently have a kindergarten or childcare service. Children from this location travel to Mildura or Irymple. Previous community consultation suggested that consideration be given to providing a kindergarten service in the Nichols Point area.

2.5.5 Distribution of kindergarten locations

The map below shows the location of the stand-alone kindergarten facilities in Mildura City. The map indicates that:

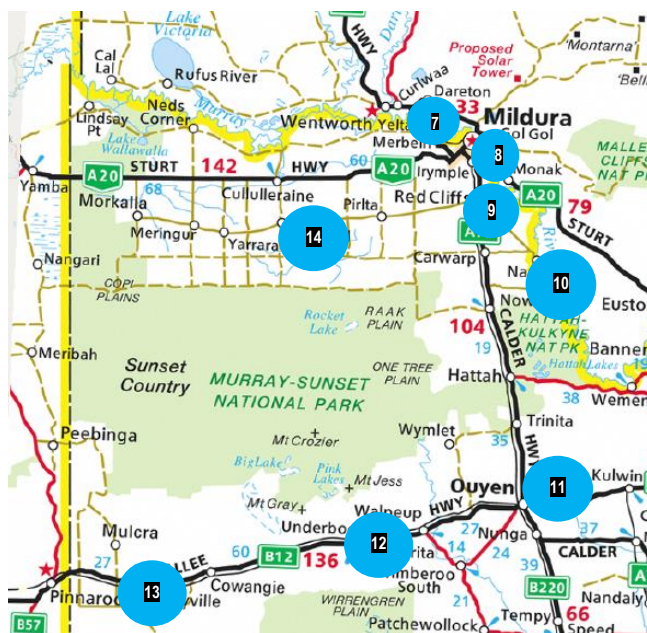
- Four facilities are located in relatively close proximity – De Garis, Pasadena, St Margaret's and Kathleen Kelly.
- There is a gap in provision in the area west of Deakin Avenue between Eleventh and Fourteenth Streets.

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No	Location
1	De Garis
2	Mildura West
3	Pasadena
4	Mildura South
5	St Margaret's
6	Kathleen Kelly

The map below shows the locations of the stand-alone kindergarten facilities in the rural areas of MRCC. The centres are well distributed. There is no service in Nichols Point.



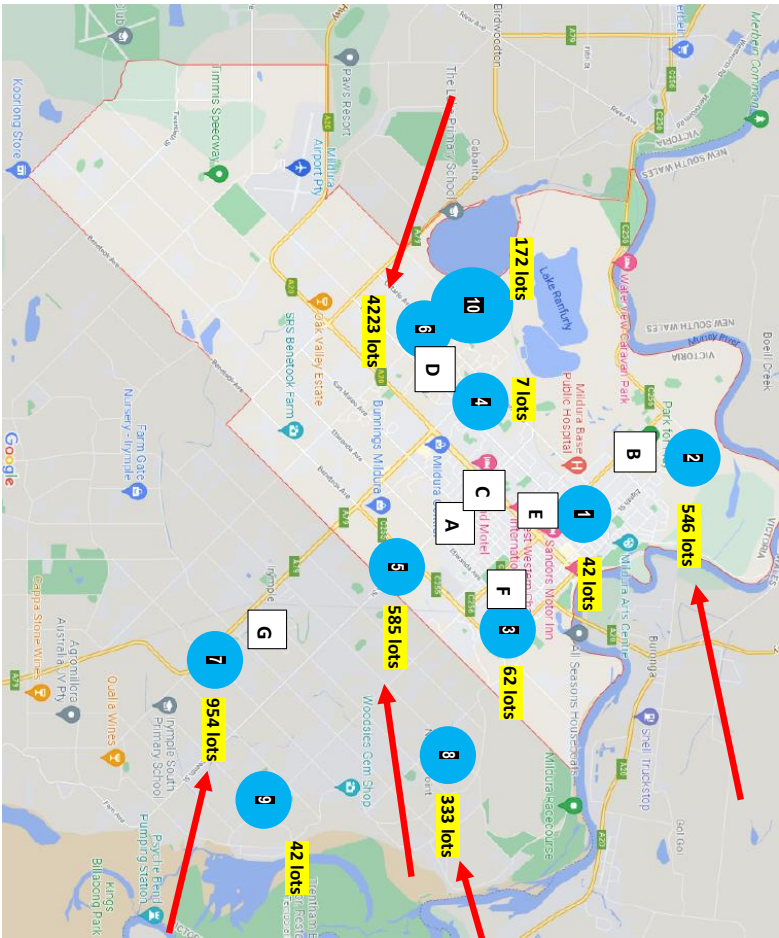
No	Location
7	Merbein
8	Irymple
9	Red Cliffs
10	Nangiloc
11	Ouyen
12	Underbool
13	Murrayville
14	Millewa

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The Mildura Housing Supply and Demand Analysis indicated that in 2018, there were 6,910 lots available for development across the growth fronts in MRCC. It stated that this land supply was enough to accommodate 30 years of demand. The major areas of available supply were South Growth, East Growth, Mildura North and Nichols Point. It is anticipated that most of the development in the short-medium term will be in Mildura South and Irymple. The closest kindergartens to

the development fronts are: South Growth - Mildura South Kindergarten, East Growth – De Garis, Irymple – Irymple, Mildura North – Mildura West, Nichols Point – Kathleen Kelly/Irymple. With the exception of Kathleen Kelly, all the kindergartens are operating at close to capacity (note: Council advises that development pressure is starting to occur in Red Cliffs).



Map ref	Front	Available lots
1	Mildura Central	42
2	Mildura North	546
3	Consolidated East	6
4	Consolidated South	7
5	East Growth	585
6	South Growth	4223
7	Irymple	954
8	Nichols Point	333
9	King Billabong	42
10	Lake Hawthorn	172

No	Kindergarten location
A	De Garis
B	Mildura West
C	Pasadena
D	Mildura South
E	St Margaret's
F	Kathleen Kelly
G	Irymple

2.5.6 Future proofing against changes in supply and demand

The KISP analysis is based on a number of assumptions e.g., staff to child and place to indoor floor area and outdoor play area will remain the same, the early years populations in each local area will increase as per the VIF projections, all existing kindergarten programs in MRCC will continue to operate through to 2029 and all integrated kindergarten programs at childcare centres will provide kindergarten for 50 local children per 100 places. The analysis also assumes that the mix in demand between integrated and stand-alone kindergarten will remain as it is now. These assumptions are reasonable but they are only assumptions. The ratios may change, the early years population may increase by more than projected, St Margaret's Parish may decide to use its kindergarten building for other purposes, a childcare centre may choose not to offer a kindergarten program etc. Therefore, it is important to 'allow some fat' in kindergarten supply in order to future proof the MRCC area against unanticipated increases in demand or reductions in capacity.

2.6 MRCC's response to funded 3yo kindergarten, population growth and future proofing

If funded 3yo kindergarten was introduced today and the demand for 3yo kindergarten at each Council owned facility was the same as the current four-year-old demand, five 4yo groups would have to be dropped to accommodate 15 hours of 3yo kindergarten (resulting in immediate and future loss of capacity). In addition to this, some centres may not be able to satisfy demand generated by population growth (e.g., Mildura South, Irymple and Mildura West) or respond to policy and legislative changes that impact on supply and demand.

MRCC can respond to the introduction of funded 3yo kindergarten in the following ways:

1. Do nothing other than the provision of fourth playroom at Irymple.
2. Address functionality issues at the kindergartens (if feasible) but not add capacity at the kindergartens other than the fourth playroom at Irymple.
3. Address functionality issues and attempt to make up the lost capacity at the kindergartens that will shed 4yo groups – De Garis, Mildura South, Mildura West, Irymple, Merbein.
4. Response 3 and/or provide capacity at new kindergarten locations, e.g., Mildura South, Nichols Point.
5. Response 4 and provide new capacity to meet part of the demand generated by potential early years population growth in Mildura South, Irymple, Nichols Point and possibly Red Cliffs.

Response 1 (doing nothing) will shift the demand from the stand-alone kindergartens to integrated programs offered by long day childcare centres and the non-Council owned stand-alone kindergarten. The KISP supply and demand analysis suggests that the childcare centres and the non-Council stand-alone kindergarten in Mildura City will not have the overall capacity to meet this demand. There would be no additional cost to Council other than what it normally allocates to the general maintenance and upgrade of kindergarten facilities. This response, however, will reduce the family choice of kindergarten models and settings. In time, as residential development occurs, there is likely to be unmet demand in Irymple, Mildura South, Mildura North, Nichols Point and possibly Red Cliffs. This response does not address ageing infrastructure or existing functionality issues or futureproof for potential service closures and policy and legislative change. Response 2 will do the same as Response 1 with respect to capacity, shifting and unmet demand and future proofing. Functionality issues will be addressed. However, in some cases, addressing existing ageing and/or functionality issues may not be possible without significant re-development. External funding could be applied for but there could be a significant cost to Council.

Response 3 retains current levels of licenced capacity and accommodates the increased demand anticipated for funded 3yo kindergarten. Where possible, existing infrastructure is made fit-for-purpose. However, it does not

meet demand from population growth in Irymple, Mildura South, Mildura North, Nichols Point and potentially Red Cliffs or future proof against unanticipated supply and demand issues. Again, in some cases, addressing existing ageing and/or functionality issues may not be possible without significant re-development. External funding could be applied for but there would be a cost to Council, significantly higher than Response 2. Response 4 will do the same as Response 3 but recognises that it may be necessary to replace existing buildings with new facilities. The cost is likely to be higher than Response 3. Response 5 will do the same as Response 4. In addition, provision will be made for population growth and future proofing. This will be the highest cost option.

Table 3 – Response to funded 3yo kindergarten

Response 1	Do nothing other than fourth room at Irymple
Outcomes	All Council kindergartens will lose capacity. De Garis, Mildura South, Mildura West, Irymple and Merbein will have to shed 4yo groups. Shifts the demand from the Council owned stand-alone kindergartens to the integrated programs offered by long day childcare centres and the non-Council owned stand-alone kindergartens. KISP analysis suggests that the long day childcare and early learning centres will have the capacity to meet most of this demand.
Issues	Does not meet the shortfall anticipated in Irymple and Red Cliffs. Reduces family choice of preferred kindergarten model and setting. Does not address ageing infrastructure or existing functionality issues. Does not futureproof for potential service closures, unanticipated increase in demand or altered policy/legislative directions. Maintenance costs will rise. In time, buildings will have to be renewed or replaced.
Response 2	No additional capacity. Address ageing infrastructure and functionality issues
Outcomes	All Council kindergartens will lose capacity. De Garis, Mildura South, Mildura West, Irymple and Merbein will have to shed 4yo groups. Ageing infrastructure and functionality issues are addressed. Shifts the demand from the Council owned stand-alone kindergartens to the integrated programs offered by long day childcare centres. KISP analysis suggests that the long day childcare and early learning centres will have the capacity to meet most of this demand.
Issues	Does not meet the shortfall anticipated in Irymple and Red Cliffs. Reduces family choice of preferred kindergarten model and setting. Addressing existing ageing and/or functionality issues may not be possible without significant re-development. Does not futureproof. Financial cost to Council.
Response 3	Attempt to make up the lost capacity at the kindergartens that will lose a four-year-old group – De Garis, Mildura South, Irymple, Mildura West and Merbein Address ageing infrastructure and/or existing functionality issues
Outcomes	Retains current level of licensed capacity and accommodates the increased demand anticipated for three-year-old session uptake. Where possible, existing infrastructure is made fit-for-purpose.
Issues	Does not meet the shortfall anticipated in Irymple and Red Cliffs. Expansion may not be possible at some sites due to site constraints. Preserves family choice of preferred kindergarten model and setting. Addressing existing ageing and/or functionality issues may not be possible without significant re-development. Does not futureproof. Financial cost to Council.

Response 4	Attempt to make up the lost capacity at the kindergartens that will lose a four-year-old group, either on site or off site Address ageing infrastructure and/or existing functionality issues
Outcomes	Retains current level of licensed capacity and accommodates the increased demand anticipated for three-year-old session uptake. Where possible, existing infrastructure is made fit-for-purpose. New sites are developed if existing sites are not suitable for redevelopment.
Issues	Does not meet the shortfall anticipated in Irymple and Red Cliffs. Preserves family choice of preferred kindergarten model and setting. Addressing existing ageing and/or functionality issues may not be possible without significant re-development. Does not futureproof Significant financial cost to Council
Response 5	Attempt to make up the lost capacity at the kindergartens that will lose a four-year-old group, either on site or off site Provide additional capacity where population growth is anticipated to occur Address ageing infrastructure and/or existing functionality issues
Outcomes	Retains current level of licensed capacity and accommodates the increased demand anticipated for three-year-old session uptake. Where possible, existing infrastructure is made fit-for-purpose. New sites are developed if existing sites are not suitable for redevelopment. Extra capacity is provided in Mildura City to meet demand generated by population growth.
Issues	Meets the shortfall anticipated in Irymple and Red Cliffs. Preserves family choice of preferred kindergarten model and setting. Addresses existing ageing and/or functionality issues. Futureproofs the centres to an extent. Significant financial cost to Council.

2.7 Analysis of Options

2.7.1 Content and considerations

This section presents an assessment of kindergarten provision by local area. For the purpose of this report, the local areas have been defined as Mildura City, Mildura Surrounds and Mallee Track. Each local area analysis concludes with recommended redevelopment options for the Council owned kindergarten facilities in the local area. The following information was considered in framing the redevelopment options:

- The number, mix and distribution of kindergarten locations.
- The findings of the supply and demand and distribution analysis.
- The comments of service providers regarding their preferred service delivery model for 3 and 4yo kindergarten.
- The service providers suggested redevelopment options to enable their facilities to provide for 3 and 4yo kindergarten.
- The licensed capacity, enrolment numbers and group sizes at each kindergarten.
- The functionality issues at each kindergarten location.
- Site considerations for each location – setting, zoning, overlays, parking, trees, shape etc.

2.7.2 Local area assessments**1. Mildura City**

- 14 kindergarten locations - 8 childcare/early learning centres and 6 stand-alone kindergartens. 6 facilities owned by Council – De Garis, Kathleen Kelly, Pasadena, Mildura West, Mildura South and Playalong.
- KISP supply and demand analysis for the Mildura City local area indicates a surplus in supply through to 2029.
- There is a geographical gap in provision in the area west of Deakin Avenue between Eleventh and Fourteenth Streets.
- Mildura South is the City's major growth front – 4,200 lots still available for development. Mildura South Development Plan provides for the redevelopment of 180ha of land and an increase in population of 4,000 people. Moderate growth is also likely to occur in Mildura East and North.
- A Neighbourhood Activity Centre has been identified for the Mildura South Development Plan area. This could be a suitable location for a kindergarten facility.
- A planning permit has been lodged for a childcare centre in Mildura South. If this eventuates, more kindergarten capacity will be provided.

De Garis

- Built in 1978, extended in 2014.
- Licensed for 57 places. 2 playrooms, 33 and 24 places.
- Caters for a disadvantaged community.
- Offers a bus service, which transports children to centre.
- Currently providing 3X4yo groups (29, 29 and 24 children) and two 3yo groups (both 22 children).
- Caps 4yo groups at a maximum of 29 children and 3yo at 22 children. Will continue to do this in the future.
- Will have to shed one group of 4yo olds to provide for funded 3yo kindergarten.
- Can have 15 staff onsite at any one time.
- Has a comparatively small outdoor play area.
- Centre is landlocked – by roads and houses. No room to expand.
- Centre's functionality issues are as follows:
 - Parking: all on road, insufficient supply, causes conflicts with local residents
 - Small office
 - No meeting room
 - No foyer
 - Small kitchen
 - Staffroom could be bigger
 - No internal storeroom
 - Storage area not directly connected to playroom
 - Staff toilet not connected to indoor playroom.

Pasadena

- Built in 1965, extended in 2013.
- Caters for a disadvantaged community.

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- Licensed for 59 places. 2 playrooms, 30 and 29 places.
- Currently providing 2X4yo groups (25 and 25 children) and 2X3yo groups (both 20).
- Preferred size for 3yos is 22 children, prepared to go to maximum of 25 for both 3yo and 4yos.
- On current numbers, can provide for funded 3yo kindergarten. Would have some spare capacity in 3yos.
- Can have 16 staff onsite at any one time.
- Offers a bus service which transports children to centre.
- Connected to M&CH centre.
- Centre is landlocked – by roads and houses. No room to expand.
- Centre's functionality issues are as follows:
 - Parking on road – insufficient
 - No foyer (service does not want foyer)
 - Small main office
 - Small staff toilet in second room
 - Storeroom off second playroom is narrow and small
 - No meeting or staff room
 - Some parts of centre need updating.

Kathleen Kelly

- Built in 1980, extended in 2011
- Licensed for 50 places. 2 playrooms, 28 and 22 places.
- Currently providing 2X4yo groups (28 and 28 children) and 1X3yo group (20). Has spare capacity for one 3yo group.
- Preferred size for 3yos is 22 children, prepared to go to higher if rotational or mixed, even to 33.
- On current numbers, can provide for funded 3yo kindergarten. No spare capacity.
- Centre's functionality issues are as follows:
 - No foyer (service does not want foyer)
 - Small main office
 - Children's toilets need to be divided for privacy and surveillance reasons
 - 2nd playroom should be made bigger
 - Small main office
 - Store in second room is too small
 - No meeting room.

Mildura West

- Two detached buildings, main building constructed in 1961, second in 1991.
- Licensed for 60 places. 2 playrooms, 33 and 27 places.
- Currently providing 3X4yo groups (29, 29 and 25 children) and 2X3yo groups (29 and 22).
- Will have to shed one group of 4yo olds to provide for funded 3yo kindergarten.
- Caps 4yo groups at a maximum of 29 children and 3yo at 22 children.
- Can have 14 staff onsite at any one time.
- Facility is not landlocked. Located in park.
- Has a comparatively small outdoor play area.
- Centre's functionality issues are as follows:
 - Main building:

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- Small office
- No meeting room or staff room
- Children’s amenities not directly connected to outdoor play area
- Surveillance of children’s toilets from outdoor play area is difficult
- Internal storeroom too small
- Storage area not directly connected to playroom
- Staff toilet not connected to indoor playroom
- Indoor/outdoor ability could be enhanced.

Second building

- No foyer
- No meeting room (but service does not want)
- Indoor/outdoor ability could be enhanced.

Mildura South

- Built in 1971, extended in 2012
- Multiple overlays – DDO, DCO, special controls, salinity management
- Licensed for 59 places. 2 playrooms, 30 and 29 places.
- Currently providing 3X4yo groups (all 22 children) and 3X3yo groups (all 22 children).
- Will have to shed one group of 4yo olds and one group of 3yos for funded 3yo kindergarten.
- Provider is prepared to go to groups of 29 children for 4yos. Would also consider bigger groups of 3yo, if needed.
- Centre has the following functionality issues:
 - Children’s toilets off playroom 1 are small. Surveillance from play area is difficult
 - Kitchen and office off playroom 1 are small
 - Main office does not have good visibility of office or front entry
 - Old part of building needs general refurbishment.
- Two development options have previously been considered for the centre – a new facility at the nearby school or redevelopment on current site. A third option could be considered – a single room facility at the school site (in addition to existing centre).

Playalong

- Built in 1988.
- Multiple overlays – DDO, DCO, parking, special controls.
- Licensed for 37 places. 2 playrooms.
- Operates as a long day care centre. Does not currently offer kindergarten.
- Landlocked. Compact centre. Small spaces but reasonable functionality.
- The operation of the centre was recently reviewed. Review found that the centre provides a vital service for vulnerable families but that its facilities are ageing, dated and comparatively small. Review considered 5 options for the centre from closing the service through to providing a new service as part of an integrated children’s centre. It recommended that the service be retained and rejuvenated over 3 stages. It suggested that the existing facility be modestly refurbished and consideration be given, in the long term, to accommodating the service at new location in a new children’s centre.

Comments

- All the centres have functionality issues. Most could be addressed on site through a reconfiguration and/or extension of spaces.
- Mildura South is a major residential growth front.
- There is a gap in kindergarten provision in the area west of Deakin Ave between Eleventh and Fourteenth Streets.
- Three centres will lose capacity when funded 3yo kindergarten is introduced – De Garis, Mildura South and Mildura West. They will have to shed 4yo groups and not be able to provide for some 3yo groups. Mildura West and South will be able to absorb some of the shed children by operating their 4yo groups at near their licensed numbers. They will not be able to absorb any of the 3yo children as the group sizes will remain at 22 children.
- Council could let the demand be satisfied by integrated programs at childcare centres. Alternatively, it could provide additional capacity at the existing locations and/or other sites in Mildura City.
- It would not be possible to provide additional capacity at De Garis. The site is too small. Also, any extra activity at this site would exacerbate the existing carparking issues.
- There would be scope at Mildura West if the facility could encroach further into the park or relocate to another section of the park.
- It would be possible to provide additional capacity at Mildura South by extending into the carpark but it may be difficult and costly. It may also be difficult to achieve a functional design.
- Consideration could be given to the following options for adding to or replacing existing facilities:
 - Acquiring properties adjacent to De Garis and expanding into these properties. This would rely on properties becoming available. The carparking issues would remain.
 - Relocating De Garis to a nearby park and converting its current site to open space. It would not be a like for like swap. The new location would have to be larger to accommodate a bigger building, outdoor play area and onsite parking.
 - Relocating Mildura South to the nearby school site. Space could be an issue and funding/occupancy arrangements could be tricky. This option is not considered to be feasible.
 - Developing an additional or replacement facility at Ranfurly Primary School or the park adjacent to the school. Again, space and the loss of open space would be an issue.
 - Adding capacity at Kathleen Kelly to take the pressure off De Garis and Pasadena. Kathleen Kelly is a large site and may be able to cater for an additional one or two playroom facility.
 - Constructing a new facility in the Mildura South Development Plan area.
- Playalong provides a valuable service and should be retained and expanded. However, it cannot be expanded at its current site. Consideration should be given to integrating it with other early years programs.

Recommendations

- Redevelop the Kathleen Kelly Centre as a four playroom room kindergarten facility or integrated children's centre with long day care, integrated kindergarten and sessional (stand alone) kindergarten. Relocate the Playalong Program to the centre.
- Extend the De Garis facility at its current site (adjacent properties would have to be acquired) to provide a 3 playroom facility. If not feasible, develop a 3 playroom centre at a suitable alternative site. If not feasible, retain existing facility and address functionality issues.
- Redevelop the Mildura West facility as a 3 playroom centre either at its current location or at another location in Mansell Reserve.

- Develop a new children's centre in the Mildura South Development Area. Centre to comprise 3 playrooms, 2 room M&CH centre, activity rooms and ancillary spaces.
- If feasible, redevelop the Mildura South facility as a 3 playroom facility at its current site. If not feasible, retain and address the functionality issues at the Mildura South facility and develop a new 2 playroom facility at Ranfurly Primary School or the park next to the school.
- Redevelop the Pasadena facility to address its functionality issues – small office, no meeting room, small storage space off the second playroom, no foyer, small staff toilet.
- Retain the Playalong Centre in the short/medium term as a decanting facility for kindergartens that are being redeveloped. Dispose of the facility in the long term (assumes the service is relocated to Kathleen Kelly).

2. Mildura Surrounds

- 5 locations – 1 childcare/early learning centre and 3 stand-alone kindergartens. Council owns four facilities – Merebin (Merbein), Irymple, Red Cliffs and Millewa.
- KISP supply and demand analysis indicates a deficit in supply in Irymple and Red Cliffs and tight supply in Merbein.
- Residential development is occurring in Irymple. Development pressure is starting to occur in Red Cliffs. Nichols Point is growing slowly.
- Irymple Kindergarten has many children attending that do not reside in Irymple. This is due to:
 - Good reputation of service.
 - Irymple is an outer lying suburb of Mildura and is the closest point for access for rural locations such as Koorlong and Cardross.
 - Nichols Point is close to Irymple. It does not have a childcare or kindergarten program.
- There are no long day care centres in Irymple or Red Cliffs. A new centre has recently been constructed in Merbein.

Irymple

- Licensed for 88 places. 3 playrooms.
- Currently providing 5X4yo groups (all 22 children) and 3X4yo groups (all 22). Wants to cap 3yo groups at 22. Reluctant but prepared to go higher for 4yos.
- Additional playroom being provided on site. May still have to shed one group of 4yos to provide for funded 3yo kindergarten. Will need additional capacity to cater for funded 3yo kindergarten.
- Service provider is very satisfied with the design of the redeveloped facility.

Red Cliffs

- Built in 1948.
- Caters for a disadvantaged, growing community.
- Licensed for 59 places. 2 playrooms, 30 and 29 places.
- Currently providing 2X4yo groups (29 and 29 children) and 2X3yo groups (both 22).
- Preferred size for 3yos is 22 children.
- On current numbers, can provide for funded 3yo kindergarten. Would have some spare capacity in 3yos.
- M&CH centre nearby.
- Option to expand on site.

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- Centre is ageing and in declining condition. Centre's functionality issues are as follows:
 - Main office is small and not connected to playrooms
 - Foyer spaces are small
 - Limited storage
 - No meeting room

Nangiloc

- Built in 1978.
- Licensed for 28 places. 1 playroom.
- Currently providing one mixed group (seven 4yos and four 3yos).
- Has spare capacity for second group and more enrolments - up to 22 – in existing group.
- Preferred max group size for is 22 children but prepared to go higher.
- On current numbers, can provide for funded 3yo kindergarten. Significant spare capacity.
- Centre's functionality issues are as follows:
 - Kitchen is too small
 - Sink needs to be lowered for children
 - No foyer area (but service does not want)
 - No meeting room (but service does not want).

Merbein

- Built in 1997. Had access to one playroom. Took over senior citizens space in 2011 to provide a second room.
- Licensed for 64 places. 2 playrooms, 33 and 31 places.
- Centre is considered to be highly functional. Children's bathroom serving 2nd playroom is small.
- Currently providing 3X4yo groups (all 22 children) and 2X3yo groups (both 22).
- Preferred size for 3yos is 22 children. Prepared to go higher for 4yos.
- May have capacity to absorb 4yo enrolments when funded 3yo kindergarten is introduced by increasing group sizes to 28-30. Will not be able to provide for third 3 year old group.
- Service is keen to offer 15 hours of 3yo in 2023.
- Can have 14 staff onsite at any one time.
- A new childcare centre has recently opened in Merbein. Will offer kindergarten from 2022 onwards. May reduce demand for Merbein Kindergarten.

Millewa

- Built in 1997.
- Licensed for 22 places
- Offers mixed 3 and 4yo group, 9 children in 2021.
- Would like to offer 15 hours of 3yo in 2023 but staffing could be an issue.
- Centre has some functionality issues – no foyer, no meeting room, small storage, children's toilets that do not directly connect to outdoor play area. However, service provider does not consider the issues to be serious because of the low group numbers and maintains that it would not be cost effective to address these items.
- Service provider is more concerned about condition issues – jammed windows, defective fly wire screens, holes under fences.

Comments

- Irymple is being extended to provide an additional playroom. However, there will still not be sufficient room to cater for 3yo kinder and expected population growth. A second kindergarten location is required. Nichols Point should be considered.
- Red Cliffs is operating at capacity and could not cater for population growth. Centre is ageing and poorly functional. Red Cliffs scored poorly in AEDC indicating that children in Red Cliffs are 'developmentally at risk'. Consideration should be given to redeveloping the centre as a 3 playroom facility. M&CH centre could be included. Community is asking that a multipurpose children's centre be provided. Redevelopment may not produce a functional building; replacement may be required.
- There are a number of community building in Red Cliffs. There is an opportunity to rationalise/consolidate these buildings and incorporate a children's centre.
- Nangiloc is an attractive functional facility. The kitchen needs redesign.
- Millewa has some condition issues that should be addressed.
- New childcare centre at Merbein will provide additional capacity but an additional playroom may still be required at Merbein to meet 3yo demand. Existing building could be extended or new building provided in adjacent block. Could be modular.

Recommendations

- Redevelop the Irymple centre to provide a fourth playroom and ancillary spaces.
- Develop an integrated children's centre in Nichols Point at the old school site which includes a 2/3 playroom kindergarten, 2 room MCH centre and activity room/meeting rooms for children's programs.
- Monitor demand for additional kindergarten capacity in Merbein. If required, provide a third playroom (could be an extension of existing facility or new build).
- Undertake a community facilities analysis for Red Cliffs. Explore feasibility of providing a 3 playroom kindergarten and 2 room M&CH centre/toy library as part of a larger precinct of community facilities.
- Redevelop the Nangiloc facility to provide a functional kitchen space.
- Address condition issues at Millewa facility.

3. Mallee Track

- 3 locations – all owned by Council.
- Early years population not expected to grow in Underbool or Ouyen. There may be some growth in Murrayville.
- While Mallee Track kindergartens (Ouyen, Underbool and Murrayville) have not been identified as exceeding capacity for the roll out of funded 3yo kindergarten, other issues are faced in these locations, such as ageing infrastructure (in Ouyen and Murrayville) and integrated services (kindergarten and childcare) not having suitable spaces for the different age cohorts.

Ouyen

- Built in 1971.
- Not located with other community facilities.
- Licensed for 27 places. 1 playroom.
- Currently providing one mixed kindergarten group (11 children - seven 4yos and four 3yos)
- Has spare capacity for second group and more enrolments in existing group. Would consider groups higher than 22. Can provide for funded 3yo kindergarten.
- Centre's functionality issues are as follows:

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- Small office area
- No meeting/staff room
- No foyer
- No disability access
- Needs general updating
- Service provider would like to integrate service at a new site with M&CH, allied health and childcare. Two playroom facility is preferred. Potential locations include the existing site and adjacent block, school or MTHCS site.

Underbool

- Built in 1988.
- Licensed for 29 places. 1 playroom.
- Offers an integrated program. Currently has 5 kindergarten enrolments. Enrolments fluctuate. Has some spare capacity. Can provide for funded 3yo kindergarten.
- Centre's functionality issues are as follows:
 - No meeting room/staff room
 - No foyer or veranda
 - Small office
 - Office, kitchen and toilets need updating.

Murrayville

- Built in 1981.
- Licensed for 20 places. 1 playroom.
- 7 kindergarten enrolments – attend as part of childcare program. Childcare program at capacity
- Would consider groups higher than 22 if affordable.
- Centre's functionality issues are as follows:
 - No meeting/staff room
 - No foyer or veranda area
 - Poor connectivity
 - No direct access to bathroom from external play area
 - Bathroom is small
 - Sleep areas not suitable
 - Room size not suitable, second room is needed
 - Needs general updating

Comments

- Ouyen Kindergarten is a reasonably good facility. Locating the kindergarten program with the M&CH service and the MTHCS childcare program is a prudent measure from a service integration perspective. However, it would be costly and difficult to justify if a new build was required. The Council owned block next to the kindergarten site is currently being disposed of by Council. An integrated facility would fit on the combined site. This would be the preferred location if a new build could be justified and grant funding or partnership investment were available. If not suitable, the school or current MTHCS site could be considered.

- Murrayville is at operating capacity. The building is poorly functional. There may be scope to redevelop the existing facility to provide a functional two playroom facility and meet service demand. The senior citizens space may have to be used. If not feasible at this site, the school should be considered.
- Underbool Kindergarten has some functionality and condition issues – no meeting room, staff room, foyer or veranda. The office, kitchen and toilets need updating. The condition issues should be addressed. Ideally the functionality issues would also be addressed but it may be difficult to justify improvement works given the comparatively low enrolment numbers. Council should monitor enrolment numbers and engage with MTHCS about the need for improvement works.

Recommendations

- Consider developing an integrated children's centre in Ouyen. Facility to comprise a 2 playroom childcare/kindergarten facility, consulting room for M&CH and other services and activity spaces for other children's programs. Examine the feasibility of locating this facility on the existing kindergarten site and adjacent block. If not feasible, consider the school and MTHCS site as potential locations.
- Update the office, kitchen and toilets at the Underbool facility. Hold further discussions with MTHCS about the merits of addressing the functionality issues at the facility - no meeting room, staff room, foyer or veranda, small office.
- Redevelop the Murrayville facility to provide a functional children's/community centre. Centre to comprise a childcare/kindergarten facility, M&CH consulting room, ancillary spaces and an activity room for general community activities. If not feasible, explore developing the centre at the school site (could be a modular facility).

3. MATERNAL AND CHILD HEALTH SERVICE

3.1 Service aims and functions

The M&CH service is a free, universal service that supports children's health and development from birth until school age (from 0-4 years). The service offers key age and stages consultations where children's development is monitored. The M&CH service primarily involves nurse to parent consultations, physical examination of children and group information and education sessions for new parents.

3.2 Policy/legislation relating to M&CH facilities

The Mildura Rural City M&CH service is delivered from facilities strategically located across the municipality. The centres cater for designated catchment areas. The amount of service offered at each location (i.e., the number of sessions offered per week) is flexible and adjusted from time to time to match the volume and complexity of demand generated by the location's catchment population.

Unlike kindergartens and childcare centres, the design of M&CH facilities is not subject to special regulation or standards. Suggestions relating to the design and configuration of centres are outlined in the Design Guide for Victorian Children's Services (DEECD-2007) and the Maternal and Child Health Service Program Standards (2009, revised 2019). The guide and standards describe the component areas that should be considered for provision in M&CH centres and make suggestions about the design and fit out of these areas. Practice Guidelines (2009) have also been produced. They outline the testing and monitoring that should be undertaken at key stages in a child's development. The guidelines have design implications. For example, a 3m length (minimum) is required for eye testing and a free play area that can fit child friendly tables and chairs is needed for clinical observations.

3.3 Trends in facility provision

Traditionally, M&CH services were delivered from single consultation room centres that were stand-alone or attached to kindergartens. Sometimes in small rural and remote villages/districts, the services were delivered from bush nursing hospitals, community halls and sports pavilions. In recent decades, Victorian Councils have expanded the range of locations to include integrated early years centres, general community centres, community health centres and shopfronts in commercial/retail centres.

M&CH consulting and waiting rooms are increasingly being used by other family and children's services professionals and for small group activities when not required for M&CH sessions. In terms of design, a modern M&CH centre in a regional/rural setting comprises one or two consulting rooms, dedicated storage space and convenient access (shared or dedicated) to a parent education/meeting room, waiting room, kitchen, staff amenities area, family amenities area with baby changing facilities and nearby carparking area.

3.4 Audit of MRCC Maternal and Child Health Service

3.4.1 Number, setting and capacity

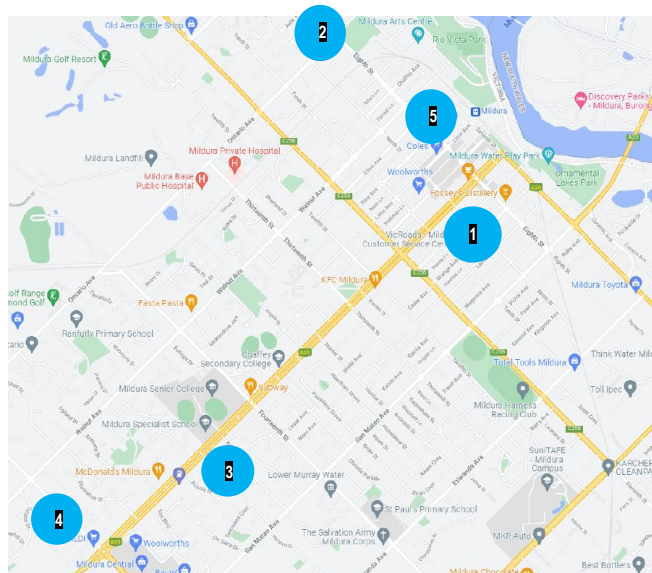
There are 12 M&CH locations in MRCC. 10 are situated in Council facilities. 4 have two consulting rooms and 6 have a single consulting rooms. 2 share their consulting rooms with other services – Underbool and Sunraysia Community Health Service. 10 are located close to or integrated with other Council services – kindergartens, seniors facility, Council service centre and community hall.

Table 3 – Ownership and settings, M&CH locations

Location	Address	Setting/service integration	Rooms
Mildura			
Council Service Centre	Deakin Ave, Mildura	Owned by Council. Rooms at Council offices	2
Mansell Reserve	Seventh St, Mildura	Owned by Council. Centre in stand alone building near kindergarten and sports facilities	2
Pasadena	Pasadena Grove, Mildura	Owned by Council. Centre in a facility with kindergarten	2
Mildura South	Lillie Lane, Mildura	Owned by Council. Centre in a stand alone building near kindergarten	2
Sunraysia Community Health Centre	Pine Ave, Mildura	Room at the community health centre shared with other health services	1
Rural townships/districts			
Merbein	O'Bryan St, Merbein	Owned by Council. Centre in a building with kindergarten	2
Irymple	Casuarina Dve, Irymple	Owned by Council. Centre in a standalone building at rear of kindergarten	1
Red Cliffs	Guava St, Red Cliffs	Owned by Council. Centre in a stand alone building near kindergarten	1
Nangiloc	Kulkyne Way, Nangiloc	Owned by Council. Room in a building with kindergarten	1
Ouyen	Cooper St, Ouyen	Owned by Council. Room at Council service centre	1
Underbool	Cotter St, Underbool	Room at the MTHCS centre. Room shared with other services	1
Murrayville	Gray St, Murrayville	Owned by Council Room in a community centre with kindergarten and seniors/community hall	1

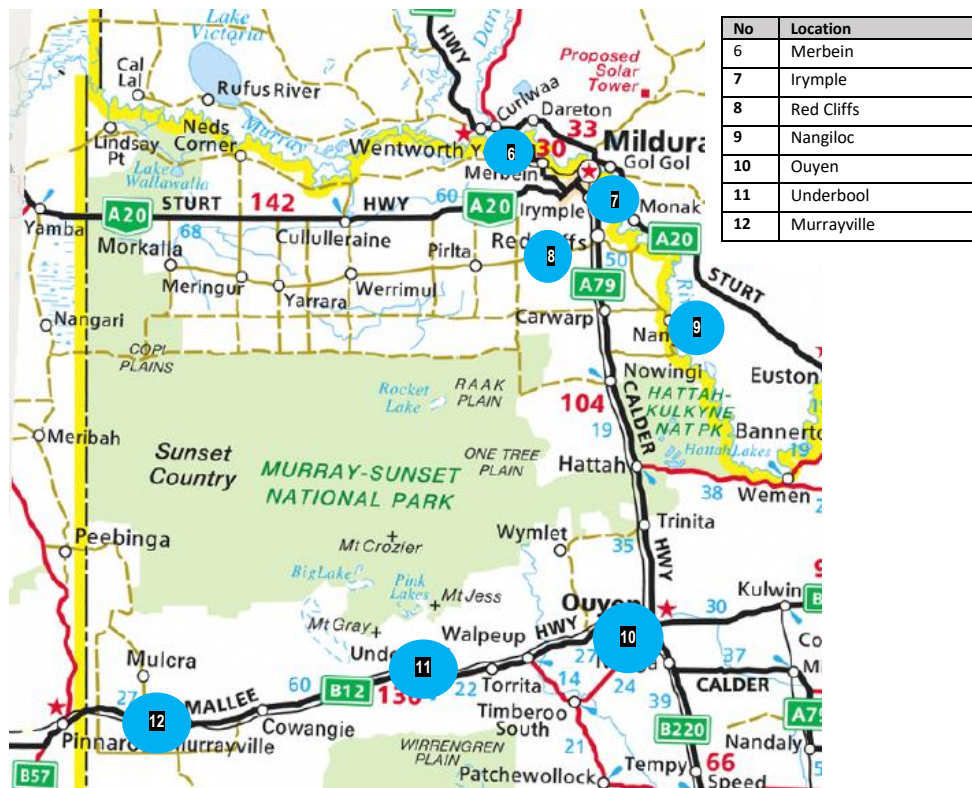
3.4.2 Geographic distribution

There are 5 M&CH locations in Mildura City. Three are situated close to each other in Mildura North – Mansell Reserve, Sunraysia Community Health Services Child and Family Hub and Councils Deakin Avenue Service Centre. The Pasadena location caters for the central Mildura area and Mildura South for the southern area. Council's M&CH staff are satisfied with the distribution of the centres. They indicate that, in future, there may be a need for location in the Nichols Point area.



No	Location
1	Council Services Centre
2	Mansell Reserve
3	Pasadena
4	Mildura South
5	Sunraysia Community Health Centre

There are 7 locations in the rural townships and districts outside of Mildura. The locations serve the townships they are in and the surrounding rural districts. Council's maternal and child staff are satisfied with the distribution of the centres.



3.4.3 Condition and functionality

The centres are in reasonable condition. The centre at Red Cliffs needs refurbishment.

A highly functional M&CH Centre has the following attributes:

- Nearby carparking for parents and staff.
- Accessible entry door into centre which can preferably accommodate a double pram.
- Suitably sized waiting room.
- Suitably sized and configured consulting room (big enough for testing to be performed).
- Access to suitable amenities for staff and families including baby change facilities. Preferably, there would be separate staff and family amenities.
- Access to suitable kitchen facilities.
- Access to suitable area for group sessions.
- Adequate storage.

The Mildura M&CH facilities could be described as being reasonably functional. Most have adequate parking, good size waiting rooms and access to suitable kitchen facilities and amenities. The facilities have good internal connectivity with the kitchens, storage areas, amenities and consulting rooms at most locations being directly connected to the waiting rooms. The facilities are deficient in two areas – the size of the consulting rooms at all locations and provision of storage.

Table 4 – Functionality of M&CH facilities

Centre	Functionality
Council Service Centre – Deakin Ave	Reasonably functional facility: - Small consulting room - Shared entry with other users
Mansell Reserve	Reasonably functional facility: - Comprises an undercover entry area, two consulting rooms, waiting room, kitchen, staff/family amenities - Consulting rooms are small. Waiting room is a good size - Lack of storage, small amenities - No suitable area for group sessions, waiting room could be used - Parking can be an issue if there is an event on at the reserve
Pasadena	Functional facility: - Comprises an undercover entry area, two consulting rooms, waiting room, kitchen, staff/family amenities - Consulting rooms are small, waiting room is a good size - Storage is inadequate - Amenities are small - No suitable area for group sessions, waiting room could be used
Mildura South	Functional facility: - Comprises an undercover entry area, two consulting rooms, waiting room, kitchen, staff/family amenities, storeroom - Consulting rooms are small, waiting room is a good size - Storage is adequate - Amenities are adequate
Sunraysia Community Health Centre	Some functionality issues: - Accessible location – flat accessible path, parking at front, families sometimes have to park in median car park, can be dangerous - Good sized consulting - Access to shared kitchen and amenities - No access to space for group sessions
Merbein	Reasonably functional facility: - Comprises two consulting rooms (one described as a feeding room/kitchen), waiting room, staff/family amenities, store - Consulting rooms are small - Waiting room is small - Storage is good - No suitable area for group sessions, waiting room is too small
Irymple	Functional facility: - Comprises one consulting room, waiting room, staff/family amenities, store and kitchen. - Consulting room is small - Waiting room is a good size - Storage is adequate - Amenities are small - No suitable area for group sessions, waiting room could be used
Red Cliffs	Functional facility: - Comprises one consulting room, waiting room, staff/family amenities and kitchen. - Consulting room is small - Waiting room is adequate - Storage is inadequate - Kitchen is adequate - Amenities are adequate (staff and family are separate) - No suitable area for group sessions, waiting room could be used
Nangiloc	Reasonably functional facility: - Comprises a dedicated consulting room and store. Shared entry, foyer, amenities and kitchen. - Consulting room is small, waiting room is a good size - Storage is adequate, shared amenities are adequate, shared kitchen is small - No suitable area for group sessions, waiting room is small

Centre	Functionality
Ouyen	Room at Council service centre. Basic facility
Underbool	Room at MTHCS centre. Basic facility.
Murrayville	Reasonably functional facility: <ul style="list-style-type: none"> - Comprises a dedicated consulting room, waiting room and store. - Shares kitchen and staff and family amenities - Consulting room is small, waiting room is adequate - Storage is adequate - Amenities are adequate (staff and family area separated) - No suitable area for group sessions, waiting room can be used

3.5 Supply and demand

The existing M&CH locations servicing MRCC can satisfy current demand. Some of the centres are near capacity, other have some spare capacity, i.e., time during the week when they are not being used. Several factors impact on the demand for the M&CH service – the 0-4 years population size, cultural background/ethnicity, socio-economic status of families, Government requirements relating to the schedules of visits etc. As a universal service, the main driver of demand is the 0-4 years population. According the VIF Forecasts, MRCC's total population is projected to increase by 6,000 over the next 15 years with the majority of the increase in Mildura South and North. However, the 0-4 years population is projected to slightly decline (40 children).

3.6 Consultation with M&CH Staff

Council's M&CH staff were asked to comment on the distribution, condition and functionality of and preferred delivery model for M&CH facilities across Mildura Rural City. Their responses were as follows:

- The distribution of M&CH locations is largely satisfactory. There is a gap in Nichols Point.
- The facilities are generally in good condition. Some, e.g., Red Cliffs, need a general refurbishment.
- The Irymple facility has a single room. Consideration should be given to providing a second room to cater for population growth.
- The centres are reasonably functional. The main deficiency is the small size of the consulting rooms at most locations. There are carparking/access issues at some locations and some facilities have small kitchens, storage areas and waiting rooms.
- The preferred facility delivery model is two room centres (urban areas) and one room centres (small townships) integrated with other early years services. A larger central facility should be provided in Mildura City which has multiple consulting rooms, spaces for parent sessions and suitable associated ancillary spaces – amenities, baby change, storage.
- Sunraysia Community Health Services (SCHS) operates a child and family hub. It is exploring the feasibility of expanding the hub and relocating it to a prominent, central location in Mildura. SCHS is keen for a maternal and child health service to operate from the hub. This service could be the central facility described above and replace the venue at Council Deakin Avenue Service Centre. The Alfred Deakin Centre is also a potential location for a central facility.
- Provision should be made for M&CH at any new kindergarten locations, e.g., Nichols Point, Mildura South.

3.7 Recommendations

- Partner with Sunraysia Community Health Services to provide a M&CH centre from the proposed child and family hub. The Centre could comprise 2-4 consulting rooms and spaces for parenting sessions and like activities.

- If the SCHS service is not feasible, develop a 2-4 room facility with activity spaces at a redeveloped Alfred Deakin Centre.
- Close the M&CH centre at the Deakin Avenue Service Centre.
- Incorporate a new 2 room facility in the proposed redeveloped or new children's centre at Mansell Reserve.
- Redevelop the Pasadena M&CH centre to provide larger consulting rooms, amenities and storage areas. Explore how the centre could be better integrated with the kindergarten.
- Explore the option of providing a single M&CH location in Mildura South. This could be a 4 room facility with activity rooms located in the Mildura South development area children's centre.
- If not feasible, incorporate new centres at the Ranfurly and Mildura South development area children's centres. Facilities to comprise 2/3 consulting rooms, waiting room, storeroom, kitchen, amenities and activity room for parent sessions etc.
- Retain the existing Mildura South Centre in the short/medium term as a decanting facility for M&CH facilities that are being redeveloped. Dispose of the facility in the medium/long term.

4. INFRASTRUCTURE PLAN

4.1 Introduction

This section outlines the proposed Early Years Infrastructure Plan. The Plan draws on the findings and recommended actions from the previous sections of this report. The Plan, particularly the recommendations relating to individual facilities, needs to be the subject of further review and consultation with Council staff, service users and managers, local communities and the State Department of Education and Training.

4.2 Infrastructure Plan

4.2.1 Provision principles and objectives

The Infrastructure Plan is underpinned by the following principles/objectives:

- Maintaining Council's proportion of kindergarten supply.
- Providing sufficient capacity to satisfy anticipated existing and future demand, including demand generated by the introduction of funded 3yo kindergarten.
- Future proofing against unanticipated increases in demand and measures that may reduce capacity.
- Ensuring compliance with relevant legislation and building codes.
- Providing safe, fit for purpose, functional, flexible and integrated facilities.
- Achieving an equitable spread of facilities.
- Optimising usage and viability.
- Ensuring facilities area accessible to children, parents and staff with disabilities and other additional needs.

4.2.2 Action Plan

The recommended actions with respect to Council's early years facilities are listed in Table 6. They are presented by local area – Mildura City, Mildura Surround and Mallee Track. Costs have been assigned to the actions, where relevant. The costs are broad estimates based of floor area and play area rates and recent experience in Mildura (e.g., the cost estimate for the additional room at Irymple) and will need to be firmed up through more detailed concept planning and QS costing processes. Priorities/timelines have also been assigned, where relevant, to each action. Several factors were considered in determining the timelines/priority of the actions. These factors were:

- The findings of the KISP analysis – i.e., do the works relate to facility in a local area where there is a forecast deficit in supply.
- The eligibility of the projects for external capital funding and the likelihood of securing funding.
- Works needed to address a gap in provision on a geographic basis.
- Works needed to satisfy current unmet or imminent demand for 4yo kindergarten.
- Works required to provide for the introduction of funded 3yo kindergarten (by 2029).
- Works needed to address significant condition, compliance and/or safety issues.
- The comparative level of functionality of the facility and recent and current levels of demand.
- The level of disadvantage and vulnerability in the community served by the facility.
- The capital cost of the proposed development works.
- The extent of preplanning that has already been undertaken for the development works.
- The level of support from the staff, users and managers of the facility for the actions.

Table 6 – Priority projects

Location	Description	Priority	Comments/justification
PLANNING			
SCHS M&CH	M&CH centre at child and family hub	1	SCHS about to undertake planning project
Underbool	Assessment of need for functionality improvements	1	Needs to be resolved to determine whether any redevelopment may occur in the future
Red Cliffs	Community facilities study. Location and design plan for children's centre.	2	Ageing and poorly functional centre Deficit in supply
De Garis	Investigation of development options and determination of preferred option	2	Needs to be resolved in order to provide additional capacity for the funded 3yo kinder
Nichols Point	Concept plans for Nichol's Point Children's Centre	3	Gap in supply
Mildura South	Investigation of Ranfurly and Mildura Sth options	4	Needs to be resolved in order to provide additional capacity for the funded 3yo kinder
Kathleen Kelly	Investigation of development options and determination of preferred option, including future of Playalong Centre	5	Spare capacity Needs to be resolved before other investigations are undertaken
Ouyen	Investigation of redevelopment options	6	Needs to be resolved to determine preferred development option
Murrayville	Investigation of redevelopment options	6	Needs to be resolved to determine preferred development option
Mildura West	Investigation of Mildura West options	7	Needs to be resolved in order to provide additional capacity for the funded 3yo kinder
Merbein	Investigation of redevelopment options	7	Needs to be resolved in order to provide additional capacity for the funded 3yo kinder
DEVELOPMENT			
Irymple	Provision of fourth room	1	Already planned and funded
Underbool	Addressing condition issues	1	Minor works which could be undertaken quickly
Red Cliffs	Selected development option	2	Needs to be undertaken in order to provide additional capacity and replace an ageing and poorly functional facility
Nichols Point	Children's centre	3	Gap in supply
Mildura South	Selected development option	3	Needs to be undertaken in order to provide additional capacity for the funded 3yo kinder
De Garis	Selected development option	4	Needs to be undertaken in order to provide additional capacity for the funded 3yo kindergarten
Mildura West	Selected development option	4	Needs to be resolved in order to provide additional capacity for the funded 3yo kindergarten
Merbein	Selected development option	4	Needs to be resolved in order to provide additional capacity for the funded 3yo kindergarten
Kathleen Kelly	Selected development option	5	Needs to be undertaken in order to provide additional capacity for the funded 3yo kindergarten or resolve future of Playalong Centre
Underbool	Redevelopment of centre (only if decision made to upgrade centre)	TBD	My need to be undertaken to address functionality issues

Location	Description	Priority	Comments/justification
Mildura South Development Centre	Children's centre	TBD	Dependent on timing of residential development
Ouyen	Selected development option	TBD	Subject to funding availability
Murrayville	Selected development option	TBD	Subject to funding availability

4.2.3 Funding

The implementation of the Facilities Action Plan will require the allocation of resources for planning, designing, constructing, commissioning, overseeing and maintaining the facilities. Capital funds will be required to convert, extend or refurbish existing facilities. Government funding may become available for some projects. Resources will also be needed to maintain and renew the buildings over their lifecycles.

Most of Council's early years facilities will be impacted in some way and Council officer time will be required to manage communications and relationships with staff and service users. Council officers will also be heavily involved in assisting with the preparation of concept plans and organising temporary or permanent locations for any displaced programs.

4.3 Provision of temporary alternative locations

Redevelopment works are proposed for most of the early years facilities. In some cases, the works could proceed with some inconvenience but no major disruption to the service occupying the facilities. In some cases, the services will have to relocate while the works are being carried out. In some cases, the relocation will be for a short period; in other cases, the relocation could be for a lengthy period. Consideration will need to be made for travel constraints experienced by families who do not have access to private transport.

Some services will need temporary facilities. For kindergarten programs, this facility will need to be of a high enough standard to be licensed as an education and care centre or children's services facility. The requirements for M&CH centres will not be as stringent but the facilities will need to be functional, accessible and in good condition.

Options include:

- Maximising enrolments at other existing facilities.
- Redeveloping an old hall or like facility as a temporary early years facility.
- Portable buildings on the current site or nearby early years site.
- Portable buildings in an adjacent or nearby park.
- Portable buildings in a nearby school.
- Temporary relocation to another suitable existing site – e.g., Playalong.
- Temporary relocation to a new facility – e.g., build Nichols Point and uses it initially as a decanting site.

4.4 Communication and engagement plan

The adoption and implementation of the Early Years Infrastructure Plan will have implications for the families and children that use Council's early years services, the organisations that fund the services (DET and Council), communication and service staff.

Some actions will cause disruption to the services – sessions being disrupted by building works, staff being shifted to other locations etc - and will have to be handled carefully and skilfully. Council will need to develop and implement an effective, targeted communication plan. The plan should contain specific strategies for different stakeholders and, in all cases, explain the rationale behind and benefits of the relevant recommendations in the facilities plan. The early years team may need professional assistance with developing and implementing the communication and engagement plan.

4.5 Monitoring and review

The Early Years Infrastructure Plan should be treated as a 'living document'. It should be formally reviewed on a yearly basis in time for the formulation of Council's annual budget and amended after the adoption of the budget. A major review should also be conducted after two to three years (prior to the review of the KISP).

Council's Manager of Community Care should be responsible for ensuring the Early Years Facilities Plan is reviewed and amended. Matters/developments that could prompt amendments to the Plan or should be considered in the annual and three yearly reviews are as follows:

- The outcomes of the investigations recommended in the Early Years Infrastructure Plan.
- Completion of projects listed in the Early Years Infrastructure Plan.
- Decisions made to delete, change or add projects to the Early Years Infrastructure Plan (e.g., through the capital works budget development and adoption process or by other resolution of Council).
- Legislative and policy changes (Government and Council) that impact on the demand for and the design and capacity of early years infrastructure e.g., funding of 3yo kindergarten.
- Formal approval of major development sites where the number of dwellings are substantively higher or lower than the number of dwellings anticipated in the supply and demand analysis undertake for this reports.
- The production of revised population forecasts (VIF).
- The outcomes of the KISP review process.
- Significant demographic change in Mildura Rural City or in certain local areas e.g., significant changes in the mix of Mildura's migrant population, growing disadvantage in certain local areas etc.
- Changes to preferred facility delivery models for early years infrastructure types as a result of Government funding requirements, community expectations and other external factors.
- Changes to Government capital funding programs for early years infrastructure.
- The completion of strategy plans, feasibility studies, masterplans, land-use plans etc that contain recommendations and other information (e.g., timeframe for developments, land area requirements, land costs, construction costs, funding sources) which are material to the actions contained in the Early Years Infrastructure Plan and/or require new actions to be included in the Plan.
- The availability of other information that will help to refine the information presented in the Early Years Infrastructure Plan – e.g., concept plans, building plans, formal costings etc.

MRCC EYIP

Final Report

Table 5 – Facilities Action Plan

Location	Action	Est Cost	Timeline	Comments
MILDURA CITY				
Kinder Garten				
Kathleen Kelly	Explore the feasibility of redeveloping the Kathleen Kelly Centre as a multi-playroom centre (new or redeveloped). Options to consider: 1) Redeveloping as a standalone 3 or 4 playroom kindergarten - either as a new building or two detached buildings (the existing and new building. 2) Relocating the Playalong Centre to the facility and redeveloping as a children's centre with long day care, integrated kindergarten and sessional (stand alone) kindergarten.	Planning – \$15K \$2-4.5m \$3m	By 2024 Before 2029 2029	If Option 2 is pursued, it may not be necessary to extend De Garis. Children could be bussed to from De Garis to this centre. Management of the facility would have to be resolved.
De Garis	Investigate/ explore three options: 1) Preparing sketch plans for a 3-playroom functional (new or redeveloped) kindergarten facility at current location. In redevelopment option, address existing functionality issues: no foyer, small office, small kitchen, no internal storeroom and no meeting room. Provide for onsite carparking. Examine the feasibility of acquiring adjacent properties to accommodate this facility. 2) Preparing sketch plans for a new 3 playroom functional kindergarten facility. Examine feasibility of developing this new facility on a nearby open space parcel and converting the De Garis to open space. 3) If 1) and 2) are not feasible, retain the existing De Garis facility and reconfigure to address functionality issues.	Planning – \$25K Purchase of properties - \$700K Redevelopment - \$2.5m \$4m \$400K	By 2024 Implementation - before 2029 Implementation - before 2029 Implementation - before 2029	As per the above, it may not be necessary to extend or relocate De Garis if Kathleen Kelly is expanded.
Mildura West	Explore two options: 1) Extending and redeveloping the existing facility to provide: – An additional 22-30 place playroom, ancillary spaces (store, staff amenities, kitchen, children's amenities, possibly office), outdoor play area (200-270m ²) and carparking. – An M&CH space with 2 consulting rooms, waiting room, kitchenette, staff and family amenities – A reconfigured functional main kindergarten building: children's amenities are directly connected to the play area, larger office and meeting room. 2) Replacing the existing building at Mansell Reserve with a children's services centre which comprises a 3-playroom kindergarten, 2 room M&CH centre, ancillary spaces and outdoor play area.	Planning – \$20K \$2.5m \$4m	By 2024 Implementation - before 2029 Implementation - before 2029	Kinder Garten buildings are already detached. It may be difficult to achieve a functional design. Also, it is likely the facility would need to encroach into the croquet club area. This option may not be feasible.

MRCC EYIP

Final Report

Location	Action	Est Cost	Timeline	Comments
Mildura Sth	Develop a new children's centre in the Mildura South Development Area. Centre to comprise 3 licensed rooms, 2 room M&CH centres, activity rooms and ancillary spaces. Explore three development options for the existing Mildura Sth Preschool: 1) Provide an additional room and ancillary spaces on the existing site by expanding into the carpark (M&CH centre will have to be relocated to make way for replacement carpark) 2) If not feasible, explore the potential for developing a 2-playroom centre with M&CH centre on the open space parcel next to Ranfurly PS. 3) If neither are feasible, retain and redevelop Mildura South to address functionality issues: larger kitchen and office off playroom 2, better visibility of entrance from main office, refurbishment of old section of centre.	\$4.5m Planning – \$30K \$1.5m	When area is developed By 2024	The order of these could be swapped. This is likely to be a tight fit. It will also be difficult to achieve a functional design.
Pasadena	Redevelop existing centre to address functionality issues – small office, no meeting room, small storage space off the second playroom, no foyer, small staff toilet.	\$200K	Implementation - before 2029	
Playalong Centre	Retain in the short/medium term as a decanting facility for kindergartens that are being redeveloped. Dispose of the facility in the long term.	-	-	Assumes Playalong program is relocated or closed.
M&CH				
Surraysia Community Health Services	Partner with SCHS to provide a M&CH centre from the proposed child and family hub. The Centre could comprise 2-4 consulting rooms and spaces for parenting session and like activities.	Leased spaces	2025	SCHS is about to commence a planning process for the hub. Council should participate in this process.
The Deakin Centre	If the SCHS service is not feasible, develop a 2-4 room facility with activity spaces at the redeveloped Deakin Centre.	\$600,000	2025	Council is about to undertake a planning process for this centre. This recommendation should be considered in this process.
Civic Centre – Deakin Ave	Close the centre.	-	-	
Mansell Reserve	Incorporate a new 2 room facility in the proposed or redeveloped or new children's centre at the reserve.	Included above	Implementation - before 2029	May not be feasible in the redevelopment option.
Pasadena	Redevelop to provide larger consulting rooms, amenities and storage areas. Explore how the centre could be better integrated with the kindergarten	\$150K	2025	

MRCC EYIP

Final Report

Location	Action	Est Cost	Timeline	Comments
Mildura South development area children's centre.	Explore the option of providing a single M&CH location in Mildura South. This could be a 4 room facility with activities rooms and be located at the Mildura South development area children's centre. If feasible, close the existing centre at Mildura South.	Included above		
Mildura South	If not feasible, incorporate new centres at Ranfurly and Mildura South development area children's centres. Facilities to comprise 2/3 consulting rooms, waiting room, storeroom, kitchen, amenities and activity room for parent sessions etc.	Included above	Implementation - before 2029 When area is developed	
	Retain the existing Mildura South Centre in the short/medium term as a decanting facility for M&CH facilities that are being redeveloped. Dispose of the facility in the medium/long term.	-	-	
MILDURA SURROUNDS				
Kindergarten				
Inymple	Redevelop the centre to provide a fourth playroom and ancillary spaces.	\$1.1m	2022	
Nichols Point	Develop an integrated children's centre at the old school site which includes a 2/3 playroom kindergarten, 2 room MCH centre and activity room/meeting rooms from children's programs.	\$4m	By 2029	
Merbein	Monitor demand for additional kindergarten capacity. If required, extend the facility to provide a third playroom. Could be an extension of existing facility or new build.	\$1.5m	By 2029	Would have to extend into depot site. May be contaminated land. This would require investigation.
Red Cliffs	Undertake a community facilities analysis for Red Cliffs. Explore feasibility of providing a 3-playroom kindergarten and 2 room M&CH centre/toy library as part of larger precinct of community facilities.	Planning - \$80k \$4.5m	2022 By 2025	Precinct facility planning process is required.
Nangiloc	Redevelop the centre to provide a functional kitchen space.	\$40k	2022	
Milliwa	Address condition issues.	\$30k	2022	
M&CH				
Merbein	Explore feasibility of enlarging the consulting rooms.	\$100k	By 2029	
Inymple	Explore feasibility of enlarging the existing consulting room and providing a second room.	\$100k	2025	
Red Cliffs	Incorporate a 2-consulting room facility in the new children's/ community centre.	Included above	By 2025	
Nangiloc	Redevelop the centre to provide a functional kitchen space.	-		

MRCC EYIP

Final Report

Location	Action	Est Cost	Timeline	Comments
MALLEE TRACK				
Kindergarten				
Ouyen	Develop an integrated children's centre in Ouyen. Facility to comprise a 2-playroom childcare/kindergarten facility, consulting room for M&CH and other services and activity spaces for other children's programs. Locate this facility at the existing kindergarten site and adjacent block. If not feasible, consider the school and MTHCS site as potential locations. The facility on these sites could be a modular building.	\$1.5m at current site \$3.5m at new sites	2026	
Underpool	Update the office, kitchen and toilets. Hold further discussions with MTHCS about the merits of addressing the functionality issues at the facility.	\$80k	2024	
Murrayville	Redevelop the existing facility to provide a functional children's/community centre. Centre to comprise a childcare/kindergarten facility (one 33 place room, sleep room, ancillary spaces, outdoor play area), one M&CH consulting room with ancillary spaces and an activity room for general community activities. If not feasible, explore developing the centre at the school site. Could be a modular facility.	\$2m \$3m	By 2029	
M&CH				
Ouyen	Provide a new facility as part of the proposed integrated children's centre.	Included above	2026	
Underpool	Retain existing facility at the MTHCS Service Centre site.	-	-	
Murrayville	Provide a new facility as part of the proposed integrated children's centre.	Included above	By 2029	

14.7 AMENDMENT C104MILD - PLANNING SCHEME REVIEW AND PLANNING POLICY FRAMEWORK (PPF) TRANSLATION - ADOPTION OF AMENDMENT

Summary

Council resolved to prepare Mildura Planning Scheme Amendment C104mild (the amendment), which gives effect to both the Planning Policy Framework (PPF) translation and the adopted recommendations of the *Mildura Planning Scheme Review Report April 2019* along with other adopted reports.

The purpose of this report is to recommend Council adopt the amendment as exhibited subject to changes in accordance with the recommendation of the Independent Panel appointed to consider the submissions.

Cr Arney queried the reason why Merbein seems to have been missed in the statistics of the report.

Acting General Manager Community, Mark Jenkins took this query on notice.

2022/0092

Moved: Cr Jason Modica
Seconded: Cr Jodi Reynolds

That Council adopt Amendment C104mild as exhibited subject to changes in accordance the recommendations of the Independent Panel and forward to the Minister for Planning requesting approval.

CARRIED

Mildura Planning Scheme

Amendment C104

Planning Authority Response to Panel Report

April 2022

1. BACKGROUND

Amendment C104 was the outcome of a range of strategic work that Council undertook in recent years culminating in the most recent *Mildura Planning Scheme Review Report (2019)*.

Amendment C104 implemented planning controls arising from the:

- *Mildura Planning Scheme Review Report (2019)*; ^[1]_{SEP}
- *Mildura Council Plan (2017-2020)*;
- *Mildura Retail Strategy Review (2018)*; ^[1]_{SEP}
- *Loddon Mallee Waste and Resource Recovery Group Report Implementation Plan (2017)*; ^[1]_{SEP}
- *Issues Paper: Special Use Zones 8 and 9 and DDO10 and 11 (2018)*. ^[1]_{SEP}

Amendment C104 also translated the former state and local planning policy frameworks into the new Planning Policy Framework required by the state government; and it also modified all schedules to zones and overlays to align with new Ministerial Directions. ^[1]_{SEP}

Specifically, the amendment replaced the existing Local Planning Policy Framework (LPPF) with a new Municipal Planning Strategy (MPS) at Clause 02; and a new Planning Policy Framework (PPF) at Clauses 11 to 19 including policy directions arising from the existing planning scheme and the adopted Council reports.

The amendment included eleven (11) revised Strategic Maps; twenty six (26) modified zoning maps; and twenty seven (27) new overlay maps incorporating recommended strategic changes or to correct anomalies.

2. EXHIBITION

Amendment C104 to the Mildura Planning Scheme was exhibited from 20 August 2021 to 18 October 2021. All affected ratepayers were forwarded details of the proposed amendment. Officers fielded numerous calls from ratepayers regarding the detail of the amendment and how it might affect them.

3. SUBMISSIONS

Council received a total of twenty six (26) submissions to the Amendment (including five late submissions).

Council considered all initial submissions and officers spoke to a number of submitters in an attempt to resolve concerns. Nevertheless, it was evident that a number of submissions remained outstanding.

The major issues that emerged in the exhibition period were:

- Agency submissions. (Submission Nos 12,16,21,22)
- A number of submissions wanting changes to existing controls, especially on or around Fifteenth Street. (Submission Nos 2, 3, 4, 5, 7, 24)
- A number of submissions wanting to be included in another zone or overlay but without providing any strategic basis for change (Submission Nos 1, 8, 9a, 13, 15, 16, 17, 18, 19, 20, 23, 25, 26)
- A small number of submissions seeking clarification (9b, 10, 14, 15, 16)
- A small number of submissions offering support or no objection (6,11,12).

4. PANEL HEARING

The Panel conducted a Directions Hearing on 3 March 2022.

At the Directions Hearing, the Panel noted that one consultant (Roy Costa) had lodged 12 requests to be heard on behalf of his clients. Mr Costa, following discussions with Council, advised Planning Panels Victoria prior to the full Hearing that he did not wish to be heard, but still requested that the Panel consider his submissions. No other submitters requested to be a party to the Hearing. [REDACTED]

The full Panel hearing was conducted on 30 March 2022.

5. PANEL REPORT

The Panel Report was received by Council on 8 April 2022. The Panel found that the Amendment was consistent with the new policy framework introduced by Amendment VC148, was consistent with *Ministerial Direction on the Form and Content of Planning Schemes* and appropriately introduced new material from other strategic work to ensure it is as up to date as possible. [REDACTED]

The Panel noted the 'Key issues' raised in submissions included: [REDACTED]

- requests to rezone and amend overlay controls for some land.
- whether these submissions were within the scope of the Amendment. [REDACTED]
- how to manage existing dwellings in the urban transition area between Mildura and Wympye. [REDACTED]
- minor edits, corrections and updates. [REDACTED]

More specifically, the Panel summarised its assessment of the submissions as follows;

Agencies

The Environment Protection Authority did not object but requested that Council consider Ministerial Direction 1 (*Potentially Contaminated Land*) and Planning Practice Note 30 (*Potentially Contaminated Land 2021*) for the rezonings that would allow for sensitive land uses.

Individual submitters or groups of submitters

The key issues by submitters were:

- Mildura has a residential land supply shortage and more land should be rezoned [SEP] as a result. [SEP]
- existing dwellings in the Fifteenth Street urban transition area should be allowed to be [SEP] extended and redeveloped for residential uses. [SEP]
- site specific changes to planning controls should be supported. [LTL] [SEP]

6. PANEL RESPONSE TO SPECIFIC ISSUES

6.1 Rezoning requests (Submissions Nos. 1, 8, 15, 17, 18, 19, 20, 23, 25 and 26).

The above submissions all took the opportunity of the Am. C104 exhibition to request changes to the zoning and/or overlay regime in the existing MPS.

Council Response to Submission

Council did not make detailed responses to these submissions and emphasised that this did not mean that the submissions had no merit, but rather, Council had not turned its mind to that issue. Instead, all submissions will be referred to the up-coming Planning scheme review so that they can be more thoroughly assessed as a part of that process. It was further submitted that the submissions were beyond the scope of the amendment (and of the Panel) and should be pursued separately.

Panel response

The Panel agreed with Council that those submissions that requested a change in planning controls for land that have not been exhibited are beyond the scope of the Amendment. Council emphasised the need to take a long-term strategic approach to planning in Mildura that may not have been particularly evident in the past and this is a position that the Panel strongly supported.

The Panel assumed that the submitters were satisfied that the issues raised were to be addressed by the next planning scheme review and noted that in any event, a

submitter could still pursue a proponent-led Amendment to the planning scheme if they wanted to.

The Panel understood that the basis of many of the requests was that there was not a sufficient residential land supply in Mildura. However, it also noted that Council advised it that currently zoned land “*represents an adequate land supply for the next 15 to 18 years.*” This comprises land for 6,000 dwellings. This does not include infill development expected in Mildura (2,200 dwellings) or residential development in Irymple (500-600 dwellings), Nichols Point (350 dwellings) or Red Cliffs (1,000-1,200 dwellings). It also does not include the significant residential supply from the Mildura East Growth Area that Council has started the strategic implementation for.

The Panel was satisfied there is currently an adequate residential land supply in Mildura Rural City.

6.2 Fifteenth Street modifications (Submissions Nos.2, 3, 4, 5, 7 and 24).

Submissions 2, 3, 4, 5, 7 and 24 relate to the urban transition area between Mildura and Irymple on Fifteenth Street. The issue raised was that either the zone and/or overlay regime on 15th Street should be removed (SUZ and DDO) or the details of the controls should be further modified.

Council Response to Submissions

For as long as there has been a new format planning scheme in Mildura, there has been a commitment to a separation or ‘non-urban break’ between the towns of Mildura and Irymple.

Council emphasised that the ‘context’ for assessment of these submissions was critical and stressed that each submission needed to be assessed in the context of the history and the intent of the planning controls along Fifteenth Street, rather than in isolation.

While ‘one-off’ incursions might seem innocent enough, it is the cumulative effect of these ‘one-off’ decisions that can quickly erode the long-term vision.

Panel response

The Panel accepted that the policy basis for a separation between Mildura and Irymple along Fifteenth Street has been a long-held ambition with strong community support. This is achieved effectively through use controls (with commercial uses as a focus in SUZ9 and community uses in SUZ8), built form controls (such as significant setbacks and separation between buildings) and landscaping controls (significant areas particularly fronting Fifteenth Street).

The Panel acknowledged that there will always be existing uses that need to be addressed with new planning controls for 'brownfield' areas. The Panel also acknowledged that some uses will fit the new vision, and some will not. Those that don't will transition out over time. The key issue, according to the Panel, is not to entrench them to a point where the achievement of the vision is impeded. The Panel considered that Council had reached an appropriate balance with the treatment of existing dwellings in this area.

Accordingly, the Panel agreed with all exhibited changes, particularly the existing dwelling provisions of SUZ8.

7. CONSEQUENTIAL ISSUES

Council acknowledged in its submission that there needed to be some relatively minor consequential changes to the amendment documentation as a result of the exhibition process.

Amendment C104 was exhibited using the *Council Plan 2017-2020*. Since then the *2021-2025 Council Plan* had been adopted and it contains a 'Community Vision' for the municipality that is built on the five foundation elements of *Environment, Community, Place, Economy and Leadership*.

Council submitted that it is appropriate to now reference the *2021-2025 Council Plan* at Clause 02.02 and to include a new 'Vision'.

DELWP had advised Council in late February 2022 of the need to make changes to the Amendment following the gazettal of modifications to the PPF under Amendment VC204. DELWP advised that as a result of structural changes to Clause 18 (Transport) there was a need to relocate exhibited content in Clause 18 in Amendment C104. DELWP further advised that all of this could be done 'post Panel' before the amendment is adopted and discussions with the Department are already well advanced to achieve this.

8. PANEL CONCLUSIONS

The Panel concluded that Amendment C104 was supported by, and implemented, the relevant sections of the PPF, and was consistent with the relevant Ministerial Directions and Practice Notes. The Amendment was well founded and strategically justified and should proceed.

At the urging of Council, the Panel addressed the unreasonable delay in the exhibition of the Amendment. While the Panel noted that the drafting of the amendment was a

collaborative effort between Council and DELWP staff it was subject to several delays that were out of the Council's control. The Panel specifically addressed the eight-month delay following the request for authorisation and stated.

An example of delays in the process is that Council requested authorisation in September 2020 and did not receive a response for 8 months. The Amendment was eventually exhibited in August 2021. The Panel is unsure why authorisation took this long, however as a step in the process to ensure state policy is protected it does seem an inordinate amount of time that has led to this Amendment implementing a planning scheme review from 2019 at the same time as Council is about to embark on its next planning scheme review. ^[11]_[SEP]

The Panel agreed with Council that all the requests to rezone land or amend overlay controls were outside of the scope of this Amendment. The Panel observed that none of these changes were exhibited and adjoining landowners would be unaware of these requests. In some cases, the submissions have been referred to the next planning scheme review or other strategic work underway. ^[11]_[SEP]

The Panel also noted that some submissions requested more certainty for existing dwellings in the Fifteenth Street urban transition area which is an area where the long-held vision for the land does not include dwellings or residential use. The Panel supported the inclusion of provisions for the existing dwellings in Schedule 8 to the Special Use Zone (where some residential use would be compatible with ^[11]_[SEP] its community uses-based zone) to address this issue but the Panel did not agree with submitters that the same allowance should be made in Schedule 9 to the Special Use Zone where commercial uses are encouraged.

Several post exhibition changes were proposed by Council and the Panel found that most of these were minor edits, updates or corrections that it supported.

On that basis, the Panel recommended that Mildura Planning Scheme Amendment C104 be adopted as exhibited subject to the recommendations discussed in detail at Section 9 below.

9. PANEL RECOMMENDATIONS

Council's final position on the amendment to reflect its (and the Panel's) assessment of submissions included a number of suggested changes.

It was apparent to Council that these relatively minor modifications were required to the exhibited material and it invited the Panel to include them in its recommendations.

The Panel endorsed most of these suggestions and concluded that Amendment C104 was supported by, and implemented, the relevant sections of the PPF, and is consistent with the relevant Ministerial Directions and Practice Notes. It found that Amendment C104 *'...is well founded and strategically justified and should proceed subject to addressing the more specific issues raised in submissions...'* and as discussed in its report.

The Panel made ten recommendations and the following Table lists those recommendations and the proposed Council response to each.

Recommendation Number	Clause	Panel Recommendation	Council Response
1	02.02	Amend Clause 02.02-1 (Council Plan vision) by including reference to the Council Plan 2021–2025 and replacing the vision statement with: <i>'We will be a place to live, belong and visit with infrastructure and development that enhances our lifestyle'.</i>	Accept
2	02.03	Amend Clause 02.03 to include Merbein and Red Cliffs before and after the reference to Ouyen in the second paragraph.	Accept
3	11.01-1L	Amend Clause 11.01-1L to correct the spelling of Nicols Point to Nichols Point in the heading.	Accept
4	18	Amend Clause 18 (Transport) in consultation with the Department of Environment, Land, Water and Planning prior to approval to ensure it is consistent with the changes made by Amendment VC204.	Accept (See modified Clause 18 attached)
5	Schedule to DD08	Amend Schedule 8 to the Design and Development Overlay to replace reference to the 2010 version of the Mildura Airport Master Plan with the 2017 version.	Accept
6	Schedule to SUZ8	Amend Schedule 8 to the Special Use Zone to: <ul style="list-style-type: none"> insert 'Dwelling (other than in accordance with Clause 4.0 of this schedule)' in Section 3 of Table 1 include a cross reference to Schedule 11 to the Design and Development Overlay Cl. 4.0. 	Accept
7	Schedule to SUZ9	Amend Schedule 9 to the Special Use Zone to include a cross reference to Schedule 10 to the Design and Development Overlay at Clause 4.0.	Accept
8	Schedule to DD010	Amend Schedule 10 to the Design and Development Overlay to: <ul style="list-style-type: none"> replace the word 'different' with 'consistent' in the first design objective refer to a '6 metre separation' in the buildings and works controls of Clause 2.0 delete the word 'native' from the landscaping provisions at Cl 5.0. 	Accept
9	Schedule to DD011	Amend Schedule 11 to the Design and Development Overlay to: <ul style="list-style-type: none"> delete the word 'native' from the landscaping provisions at Cl 5.0. insert the words 'side and rear' in dot point 3 of Clause 2.0. 	Accept
10	72.08	Amend the schedule to Clause 72.08 to include Hansen Partnership as the author of 'Ontario-Flora Land Use Vision and Urban Design Framework' (2010).	Accept

14.8 QUARTERLY FINANCIAL MANAGEMENT REPORT - MARCH 2022

Summary

This report presents Council's draft financial position for the period ending 31 March 2022 through a number of standard reports that have been prepared using generally accepted accounting principles.

In summary, these reports show:

- a surplus of \$36.03 million
- capital expenditure of \$24.20 million
- cash and cash equivalents balance of \$34.44 million
- investments greater than three months or \$60.85 million.

Cr Troy Bailey left the meeting due to a work commitment, the time being 7:03pm.

2022/0093

Moved: Cr Glenn Milne
Seconded: Cr Jason Modica

That Council notes the contents of the Quarterly Financial Management Report for the period ending 31 March 2022.

CARRIED

Quarterly Financial Management Report

31 March 2022



Mildura Rural City Council

MILDURA RURAL CITY COUNCIL
INCOME STATEMENT
For the period ending 31 March 2022

	Annual Budget 2021/2022	YTD Budget 31 Mar 2022	YTD Actuals 31 Mar 2022	Variance		
	\$'000	\$'000	\$'000	\$'000	%	Ref
Income						
Rates and charges	79,014	78,354	78,772	418	1	
Statutory fees and fines	2,391	1,591	1,573	(18)	(1)	
User fees	8,620	6,311	4,618	(1,693)	(27)	1
Grants - operating	22,056	10,627	15,398	4,771	45	2
Contributions - monetary	259	194	718	524	270	3
Other income	5,761	4,051	4,118	67	2	
Total income	118,101	101,128	105,197	4,069	4	
Expenses						
Employee costs	53,446	40,610	38,295	2,315	6	
Materials and services	45,123	31,529	28,086	3,443	11	4
Bad and doubtful debts	133	-	-	-	-	
Depreciation	17,607	13,205	13,205	-	-	
Amortisation - intangible	161	121	121	-	-	
Amortisation - right of use	74	-	-	-	-	
Borrowing costs	1,028	771	637	134	17	5
Finance costs - leases	51	-	-	-	-	
Other expenses	1,485	1,078	1,066	12	1	
Total expenses	119,108	87,314	81,410	5,904	7	
Surplus (deficit) from operations	(1,007)	13,814	23,787	9,973	72	
Grants - capital	15,010	10,732	11,298	566	5	
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(1,683)	(1,262)	311	1,573	(125)	6
Contributions - monetary (capital)	1,023	600	634	34	6	
Contributions - non-monetary (capital)	1,952	1,421	-	(1,421)	-	
Surplus/(deficit)	15,295	25,305	36,030	10,725	42	
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	25,305	36,030	10,725	42	

**MILDURA RURAL CITY COUNCIL
INCOME STATEMENT
VARIANCE EXPLANATION REPORT
For the period ending 31 March 2022**

Ref	Item	Explanation
1	User fees	Fees continue to track lower than adopted budget due in part to COVID-19 Community Relief with the waiving of various fees. The continuation of restrictions and delayed overall economic activity have also contributed to lower landfill fees, facility hire fees and day care fees.
2	Grants - operating	Additional grants received in addition to adopted budget which include increase in Victorian Grants Commission (VGC) allocation, grants for Community support and economic recovery, and funding for Instrument Landing system at Mildura Airport auspiced through Mildura Council.
3	Contributions - monetary	Relates to Murrayville project which is auspiced through Mildura Council, however the asset is now owned by Council and is therefore treated as operational income.
4	Materials and services	Due to COVID-19 and other world events, impacts on supply chains has continued during the March quarter. This has impacted on supplies of materials and services with year to date actuals tracking lower than originally forecast.
5	Borrowing costs	Borrowing cost are lower due to timing of loan repayments compared to budget forecast and by delaying drawdown of new loan.
6	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	Relates to sale of assets with income received during the year, with disposal of assets processed at end of financial year which causes variations during quarterly budget reviews.

**MILDURA RURAL CITY COUNCIL
BALANCE SHEET
As at 31 March 2022**

	Annual Budget 2021/2022	YTD Actuals 31 Mar 2022
	\$'000	\$'000
Assets		
Current assets		
Cash and cash equivalents	57,031	34,444
Trade and other receivables	7,251	21,047
Other financial assets	2,850	60,850
Inventories	576	459
Other assets	1,370	32
Total current assets	69,078	116,832
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	920,973
Intangible assets	10,909	10,939
Total non-current assets	1,035,659	990,379
Total assets	1,104,737	1,107,211
Liabilities		
Current liabilities		
Trade and other payables	2,704	4,021
Trust funds and deposits	1,507	3,476
Unearned income	3,778	-
Provisions	12,699	10,862
Interest bearing liabilities	3,214	537
Lease liabilities	86	-
Total current liabilities	23,988	18,896
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	68,374
Net assets	1,030,638	1,038,837
Equity		
Accumulated Surplus	417,538	444,092
Reserves	613,100	594,745
Total equity	1,030,638	1,038,837

**MILDURA RURAL CITY COUNCIL
CASH FLOW STATEMENT
As at 31 March 2022**

	Annual Budget 2020/2021 Inflows (Outflows) \$'000	YTD Budget 31 Mar 2022 Inflows (Outflows) \$'000	YTD Actuals 31 Mar 2022 Inflows (Outflows) \$'000	Variance \$'000	%	Ref
Cash flows from operating activities						
Rates and charges	78,949	56,843	65,301	8,458	15	1
Statutory fees and fines	2,391	1,845	1,573	(272)	(15)	2
User fees	9,103	7,177	5,980	(1,197)	(17)	3
Grants - operating	23,159	11,002	16,168	5,166	47	4
Grants - capital	15,761	11,484	10,709	(775)	(7)	
Contributions - monetary	1,282	510	1,420	910	179	5
Interest received	929	699	293	(406)	(58)	6
Trust funds and deposits taken	6,000	4,600	3,188	(1,412)	(31)	7
Other receipts	4,832	3,624	4,016	392	11	8
Net GST refund / payment	2,229	1,672	1,215	(457)	(27)	9
Employee costs	(52,979)	(37,805)	(41,862)	(4,057)	11	10
Materials and services	(48,722)	(29,715)	(28,201)	1,514	(5)	
Trust funds and deposits repaid	(6,000)	(4,940)	(2,887)	2,053	(42)	11
Other payments	(1,536)	(1,152)	(798)	354	(31)	12
Net cash provided by/(used in) operating activities	35,398	25,844	36,115	10,271	40	
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment	(43,733)	(26,140)	(24,204)	1,936	7	
Proceeds from sale of property, infrastructure, plant and equipment	617	450	311	(139)	31	13
Repayments of loans and advances	343	255	-	(255)	-	
Term deposit movement (short vs long)	-	-	(1,000)	(1,000)	100	14
Net cash provided by/ (used in) investing activities	(42,773)	(25,435)	(24,893)	542	2	
Cash flows from financing activities						
Finance costs	(1,028)	(750)	(637)	113	15	15
Proceeds from borrowings	8,000	8,000	-	(8,000)	-	
Repayment of borrowings	(3,214)	(2,900)	(2,694)	206	7	
Interest paid - lease liability	(51)	-	-	-	-	
Repayment of lease liabilities	(86)	-	-	-	-	
Net cash provided by/(used in) financing activities	3,621	4,350	(3,331)	(7,681)	177	
Net increase/(decrease) in cash & cash equivalents	(3,754)	4,759	7,891	3,132	66	
Cash at beginning of financial year	60,785	60,772	26,553	(34,219)	(56)	16
Cash and cash equivalents at the end of the period/financial year	57,031	65,531	34,444	(31,087)	(47)	

**MILDURA RURAL CITY COUNCIL
CASH FLOW STATEMENT
VARIANCE EXPLANATION REPORT
As at 31 March 2022**

Ref.	Item	Explanation
1	Rates and charges	Rates and charges are tracking higher than budgeted due to increase in economic activity with COVID-19 restrictions being eased, and due to interest on rates being charged.
2	Statutory fees and fines	Parking infringements not being enforced due to COVID-19 and related restrictions therefore reducing statutory fines.
3	User fees	Fees continue to track lower due to COVID-19 Community Relief with the waiving of various fees. The continuation of restrictions and delayed overall economic activity have also contributed to lower landfill fees, facility hire fees and day care fees.
4	Grants - operating	Additional grants received in addition to adopted budget which include increase in Victorian Grants Commission (VGC) allocation, grants for Community support and economic recovery, and funding for Instrument Landing system at Mildura Airport auspiced through Mildura Council.
5	Contributions - monetary	Relates to Murrayville project with related contributions being received and forecast into December quarter. Also, higher than normal developer contributions have been received to date due to increased building activity. These are generally difficult to predict timing of.
6	Interest received	While term deposit interest rates are increasing slightly, our original investments are still tracking lower than originally budgeted.
7	Trust funds and deposits taken	Timing difference between actuals and original forecast. These are typically difficult to predict timing with procurement activity.
8	Other receipts	Increase in rates interest penalty charges, child care benefits and other reimbursements during the March quarter.
9	Net GST refund / payment	Timing differences which are difficult to predict as to when invoices are timed in creditor payment runs.
10	Employee costs	The increase relates to reversal of accrual transactions for 2021 financial year end, and also related employee provision increases, and additional payroll occurring during March quarter.
11	Trust funds and deposits repaid	Timing difference between actuals and original forecast. These are typically difficult to predict timing with procurement activity.

**MILDURA RURAL CITY COUNCIL
CASH FLOW STATEMENT
VARIANCE EXPLANATION REPORT
As at 31 March 2022**

Ref.	Item	Explanation
12	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
13	Proceeds from sale of property, infrastructure, plant and equipment	Sale of assets are lower than forecast due to supply chain issues with substantial delays especially with motor vehicles and other plan and equipment.
14	Term deposit movement (short vs long term)	Variance due to investments shifting between short term and long term investments.
15	Finance costs	Borrowing cost are lower due to timing of loan repayments compared to budget forecast and by delaying drawdown of new loan.
16	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 31 March 2022**

	Annual Budget \$'000	YTD Budget 31 Mar 2022 \$'000	YTD Actuals 31 \$'000	Variance \$'000	%	Ref
Property						
Land	-	-	1,901	(1,901)	100	1
Total land	-	-	1,901	(1,901)	100	
Buildings				-		
Buildings	18,902	8,678	6,467	2,211	25	2
Total buildings	18,902	8,678	6,467	2,211	25	
Total property	18,902	8,678	8,368	310	4	
Plant and equipment						
Computers and telecommunications	811	1,133	670	463	41	3
Fixtures, fittings and furniture	185	129	160	(31)	(24)	4
Library books	315	220	196	24	11	5
Plant, machinery and equipment	2,369	2,186	2,054	132	6	
Total plant and equipment	3,680	3,668	3,080	588	16	
Infrastructure						
Roads	12,803	10,292	9,459	833	8	
Footpaths and cycle ways	1,022	654	573	81	12	6
Drainage	658	441	240	201	46	7
Recreational, leisure and community facilities	1,939	592	643	(51)	(9)	
Waste management	2,723	93	98	(5)	-	
Parks, open space and streetscapes	1,635	2,009	1,696	313	16	8
Kerb and channel	371	46	47	(1)	(2)	
Off street car parks	-	8	-	8	100	9
Total infrastructure	21,151	14,135	12,756	1,379	10	
Total capital works	43,733	26,481	24,204	2,277	9	

**MILDURA RURAL CITY COUNCIL
STATEMENT OF CAPITAL WORKS
VARIANCE EXPLANATION REPORT
As at 31 March 2022**

Ref.	Item	Explanation
1	Land	Relates to purchase of additional land for Stage 2 of Mildura Sporting Precinct project.
2	Buildings	Stage 2 of Mildura Sporting Precinct contract was awarded later than anticipated with expenditure expected from April - May onwards. There were also additional delays in receipt of planning approval from Regional Roads Victoria.
3	Computers and telecommunications	The replacement of Information systems hardware is tracking behind due to supply delays with expenditure pushing into next quarter.
4	Fixtures, fittings and furniture	Supply issues due to impacts of COVID-19 have continued and contributed to variation against budget.
5	Library books	Orders for Library material has been raised, waiting delivery and invoices for payment.
6	Footpaths and cycle ways	Delays in the project design development for the Murray River Trail with potential additional funding opportunities. The project control group are investigating options which may alter scope of project.
7	Drainage	Delays due to internal design costs to be journaled with other projects underway delaying invoices until next quarter.
8	Parks, open space and streetscapes	<p>Delays with the CCTV and lighting installations for Riverfront & CBD.</p> <p>Delays with the landscaping upgrade of Mildura Marina with tendering ready to begin with alteration to the completion date due to various events along the riverfront during March, April and May.</p> <p>Simon Court play equipment replacement has been ordered however there are delays in the supply of the equipment.</p> <p>Lake Cullulleraine foreshore amenities project been delayed. The playground equipment vendor panel process was unsuccessful and we have now revised the documentation and released an Equote that closes later this month.</p> <p>CBD tree infrastructure replacement program is currently being developed with works on this project commencing in May.</p>
9	Off street car parks	The design is working through Hinshelwood (Recreation Avenue) car park design.

14.9 MILDURA CITY HEART BUSINESS PLAN UPDATE 2022-2023 AND HALF-YEARLY REPORT - JULY TO DECEMBER 2021

Summary

This report presents the Mildura City Heart Incorporated's (MCH) Half Yearly Report against the Annual Business Plan 2021-2022 (being July to December 2021) to Council for consideration and both the Annual Business Plan and Estimated Financials 2022-2023 to Council for endorsement. All are required in accordance with the Memorandum of Understanding (MOU) currently operating between both Mildura Rural City Council and MCH.

Cr Liam Wood declared that he held a general conflict of interest. Cr Wood advised that the nature of the interest is due to him owning a business in the CBD. Cr Wood left the meeting while the vote was taken, having taken no part in the debate, the time being 7:09pm.

Cr Jason Modica declared that he held a general conflict of interest. Cr Modica advised that the nature of the interest is due to his partner being the manager of Mildura City Heart. Cr Modica left the meeting while the vote was taken, having taken no part in the debate, the time being 7:09pm.

Cr Stefano De Pieri that he held a material conflict of interest. Cr De Pieri advised that the nature of the interest is due to him owning a business in the CBD. Cr De Pieri left the meeting while the vote was taken, having taken no part in the debate, the time being 7:09pm.

Due to both the Mayor and Deputy Mayor being unable to partake in the debate, nominations for acting chair were taken. Cr Mark Eckel nominated Cr Glenn Milne. Cr Milne accepted the nomination.

Moved: Cr Mark Eckel
Seconded: Cr Glenn Milne

That Cr Milne take the Chair.

CARRIED

2022/0094

Moved: Cr Helen Healy
Seconded: Cr Jodi Reynolds

That Council endorse the Mildura City Heart Incorporated Half-Yearly Report on the Annual Business Plan 2021-2022, Financial Estimates 2022-2023 and Annual Business Plan 2022-2023 as presented.

CARRIED

Cr Wood, Cr Modica and Cr De Pieri returned to the chamber and Cr Milne vacated the Chair, the time being 7:11pm.



Half Yearly Report against MRCC / MCH Memorandum of Understanding Annual Key Performance Indicators July – December 2021

KPI	Measure	
Progress of Strategic Plan	Nominated actions achieved within specified timeframes each year	
Strategy		
Activation: We will engage in projects with our stakeholders that boost economic, social and cultural growth to stimulate visitation to Mildura's City Heart all year round.		
Action	21-22	Half Year Progress
An events strategy to stimulate visitation	Annual calendar & themes promoted	Monitored and updated Events, Promotion and Social Media calendar. Delivered events: Winter wonderland Ice Skating School Holiday Program, MDAS Day in the Mall, Mallee CMA - Flood Plains Restoration Project, SCHS Homebase School Holiday Program, Mildura City Markets, Mildura Brass Band, Mildura Community Choir, Stray Notes, Mildura District Orchestra, Kelly Donnelly Choir, Buskers, Iwan and Andrea's Rock Jam Concert, Twilight Market. Cancelled events: Sunraysia's BIGGEST Playgroup for Children's Week with MASP, MRCC, MFC and MCH, Mildura Writer's Festival <i>In Praise of Garlic</i> dinner with Alice Zaslavsky, Wentworth Country Music Festival, SMECC (Sunraysia Mallee Ethnic Communities Council) Multicultural Festival, CLB 3x3 Basketball tournament Goanna Run, Arts Mildura, Mildura City Markets. Christmas promotions and events: \$25,000 Gift Card Giveaway, Santa's Workshop and Reindeer Training Academy in former Priceline building 62 Langtree Mall. Promotion of themes with traders with direct emails, monthly trader newsletter and private Facebook group. Promotion of events through MCH social platforms, TV, cinema, radio and print

		Promotion of events through external agencies such as MRCC What's On and Event's newsletter, MRD Visit Mildura and Australian Tourism Database Warehouse (ATDW).
	Evaluate and review events mix	Continuing discussions with MRD and MRCC on collaborating to create or attract new events, through Place Activation Subcommittee set up by MRCC Steering Committee for CBD Revitalisation. Continue to identify gaps in event calendar, promote space as a potential location for events and actively pursue opportunities to work with local and national events.
Creative trader placemaking will add to the visitor experience	Share examples in each newsletter	Participation in Outdoor Dining and Entertainment Activation Working Group; umbrella sleeves, street furniture upgrade, temporary parklet trial extension, roving entertainment (busking permit activation), etc.
	Create a trader Call to Action	Continue update of Mildura City Heart projects such as Murals, UP Project, Outdoor Dining and Entertainment Call out to traders to participate with Business Victoria's Outdoor Dining, Entertainment and Activation grants with MRCC and MRD: umbrella sleeves, street furniture upgrade, temporary parklet trial extension, roving entertainment (busking permit activation), greening etc.
Short-term utilisation of vacant shops will promote vibrancy and attract new tenants	Promote opportunities	Share the EOJ for UP Project to participants, inc service agreement and budget. Prospectus updated to assist commercial real estate agents, property owners and developers to promote the purchase or lease of MCH precinct properties.
	Evaluate and review	Evaluate Business Chamber and Trader Group Grant UP Project pilot in July, Board approval to passively support project for 12 months Updated EOJ post-pilot, current participants are: 51 Langtree Sonny and the Dolls, 57 Langtree Tilley's Furniture window display, 62-64 Langtree Colab activation, 76 Langtree Cultivator Inc, 78 Langtree Christie Centre The Collective, 82 Langtree Zee & Z Pop Up Space Next review due June 2022
Strategy		
Communication: Mildura City Heart's stakeholders will be kept informed and encouraged to participate through timely and engaging communications.		
Action	21-22	Half Year Progress
Effective communications with our stakeholders	Update the stakeholder database	Traders: Monthly update master database, Campaign Monitor and Survey Monkey, coinciding with Management Report for Board meeting. External organisations: update master databases for organisations and individuals relevant to MCH business twice yearly. Request for MRCC to become intermediate communicator between landowners and MCH.

Continually review most relevant and efficient platforms for communication to maximise stakeholder engagement	Schedule a mix of communications within budget	Internal communications: newsletter, closed Facebook group, email. External communications: website, social media, TV, cinema, radio, print.
	Implement & evaluate promotions	Assessment of reach for social, internet and website such as visits, bounce rates and session duration. Implement standard practice for evaluating promotion and event outcomes – survey traders and visitors. Exploring secondary outcomes of promotions and events, and how to evaluate this. Collaborate with MRCC to create and implement Placemaking Survey.
	Evaluate and review	Evaluate successful communication methods with traders and implement through communication plan.
	Evaluate and review	<p>Traders: Communication through private traders Facebook group continuing to be a preferred way to receive information from MCH office. Continued monthly newsletter and targeted emails where necessary. Exploring further capabilities of database management such as hitting inboxes, SMS, incentivising survey responses.</p> <p>Visitors: Expanded marketing for TV and sponsored social media ads continue until June 2022. Beyond this we will retract back to Mildura region only for TV. 'Summer in the City' going to eastern South Australia, southern NSW north-western Victoria. Removing from cinema advertising based on Explored further radio options, staying with station with demographic and reach for our message Expanding social media advertising, limited print advertising. Continued promotion of events, promotions and activities through external agencies such as MRCC What's On and Event's newsletter, MRD Visit Mildura and Australian Tourism Database Warehouse.</p> <p>Property Owners: Communication with property owners is limited. Enquiring with MRCC and commercial property agents about more direct access to property owners as major stakeholders, within privacy boundaries.</p> <p>MRCC: Continued communication as stakeholder in MRCC lead committees and consultations ie Outdoor Activation Grant, Access and Mobility Strategy, Urban Tree Strategy, CBD Steering Committee and Economic, Built Infrastructure and Place Activation Subcommittees. Powerhouse Stakeholder Consultation, Visitor Servicing Strategy.</p>

Linkages and strong branding are attached to everything that we support	Review and evaluate the education of traders regarding social media	Continued creation of photo library of traders, business, precinct, and graphics for MCH and traders to use ie Shop Local tiles, Welcome Back photographs. Continued provision of trader images supplied to traders for use in their business promotions. Updating MCH Gift Card media package for traders inc Facebook and Instagram post and story formatted imagery, sample words for posts etc. for general and Christmas use. Continue to advise traders about upcoming training available through MRD. Continuing key messages: Shop Local, Gift from the Heart, Love This Place.
	Review and evaluate development of sponsor guidelines	Reviewed and updated policy, procedure and forms for outbound and in-kind sponsorship opportunities. Keep register of outbound sponsorship for reporting and budgeting.
	Review and evaluate the development of generic promotional window materials	Window decal: Shop Local, MCH Gift Cards Accepted Here Christmas decal promotion not continued due to cost and uptake of opportunity by traders. Posters for MCH promotions and events eg Love Local Gift Card Giveaway, Winter Wonderland Ice skating, Reindeer Training Academy and Santa's Workshop, Christmas Gift Card Giveaway UP Project window decal for leasing available commercial spaces: 'Looking to lease a property? Be part of the Heart' with QR code straight to commercial agent's website page for the property.
Strategy		
Advocacy: By listening to our stakeholders Mildura City Heart will be well placed to effectively advocate on their behalf.		
Action	21-22	Half Year Progress
Actively collaborate with stakeholders to build mutually beneficial relationships	Survey traders, research evidence create issues & opportunity statement & advocate	Building on feedback through the Strategic Plan, continue to assess and evolve the SWOT based on stakeholder and MCH Board input. Advocate issues and opportunities with MRCC: Langtree Avenue connectivity with Riverfront, wayfinding, family services, public facilities (toilets, breastfeeding/parenting rooms), transit assessment (car parking plans/map and education), Footpath Trading, Youth Services. Maintenance and Amenity: CRMs to MRCC for Parks & Gardens (trees, greenery, watering), Waste Management (cleaning, rubbish bins), Maintenance (paving, etc). Mural and Poster projects: developing a contract with Telstra for the Telstra Exchange, workshop with Anita Laurence for Streets of Your Town, work with MRCC officer to pursue use of Coles laneway wall.

Enhance understanding and encourage positive action through stakeholder education		62 Langtree: Arts Mildura, Reindeer Training Academy, Santas List, Loose Parts, Shaun Parker, Mallee CMA, Sunraysia Community Health Services, MDAS, MRCC Youth Engagement Services. 76 Langtree: Sunraysia Arts and Learning Music program, Mildura Base Public Hospital Drumbeat program. 78 Langtree: The Christie Centre participating in UP Project as The Collective Events: Goanna Run with Desert City Rodders (cancelled), Biggest Playgroup with MASP, MRCC, Be Me Play Therapy, MAMPs (cancelled) SMECC Multicultural Festival (cancelled), Mallee CMA floodplains (partially delivered)
	Measure user experience	MRCC no longer working with PlacesScore, instead developing a survey and educational leaflet in partnership with MRCC Placemaking Officer to measure visitor experience each March to begin dataset collection. Advisor for the Smart Cities Tender (Buloke Shire Council, Gannawarra Shire Council, Swan Hill Rural City Council and MRCC) including installation of people counters in the Langtree Mall
	Participate in MRCC planning	Outdoor Activation Grant working group, Access and Mobility Strategy, Urban Tree Strategy, CBD Steering Committee and Economic, Built Infrastructure and Place Activation Subcommittees, Powerhouse Stakeholder Consultation, Visitor Servicing Strategy, Reconciliation Day murals, basketball ring installation, unsuccessful LMC for turf in the Mall, tender evaluation with MRCC for Internet of Things, CLB 3x3 Event (cancelled) MRCC Events, welcomed MRCC Governance officer Larni Baird to representative role for board meetings.
	Educate visitors and traders	Social media focus on informing audience across diverse topics such as: new/long term/retiring traders/businesses, promotions, activations, board members, poster and gift card sales, MRCC activity, history, etc. Continued supply of COVID updates regarding regulations, grant opportunities and COVID Officer activity. Participated in Active Transit and Car Parking Strategy session. Monthly meetings with VICPOL
Support the curation of a balanced mix of traders to meet visitor needs	Educate traders re MCH purpose	Continued communication through Facebook group, monthly newsletters and direct email. Annual Reporting as opportunity to educate traders about MCH activity and opportunity. Continued education through social media and website. Continued media releases via 'stories & people' website tab https://www.milduracity.com.au/people-and-stories Distributing Welcome Pack and Director Prospectus for new traders.
	Target new traders	Requested regular updates from commercial agents, self-managing property owners. Update research into other main street operations and their commercial leasing processes, in conjunction with MRD. Updating Real Estate Prospectus by incorporating feedback from Premier Retail Marketing director David West and local commercial estate agents.

		Provide information to nationals, franchises and small businesses interested in the MCH precinct.
	Update welcome packs.	Welcome Pack inc Welcome document, Shop Local and Gift Cards Accepted Here decal, MCH staff contact details Workflow instated including Welcome Pack, Director Prospectus and business visit.
	Maintain relationships	Supply research into curated mix of business and current gaps to commercial estate agents. Connecting with estate agents through production of collateral that supports their business – Real Estate Prospectus, Welcome Pack
	Review method & outcomes	Traders social and networking events invite to be re-established in 2022. Feedback is for quarterly gatherings.
Strategy		
Experiential: Mildura's City Heart will be a welcoming, fun, social and inclusive place with clean, green meeting spaces, and an evolving ambience.		
Action	21-22	Half Year Progress
Visitors will be attracted to Mildura City Heart as a preferred meeting place	Support MRCC to enhance and maintain MCH	Maintaining MRCC public land and assets through CRM requests (19 from July to December) and direct engagement with officers. Meet with MRCC internal CBD Management group to discuss infrastructure and operational maintenance of CBD. MCH Chair Treasurer and Manager join CBD Steering Committee (originally Working Group). MCH Chair Treasurer and Manager join CBD subcommittees for Economic, Built Infrastructure and Place Activation.
	Explore laneway activations	Explored through CBD subcommittees for Economic, Built Infrastructure and Place Activation. Continue to identify laneway walls such as Heley Walk and Coles for potential mural sites. Continue to support events in Tschirpig Lane (Summer Thrills/Sunny Dreams, Juicy Lane etc) Investigate opportunities, in conjunction with MRCC Road Safety Officer, to activate laneway connectivity with mural art on laneway surface.

An evolving ambience will encourage repeat visitation	Implement Plan	<p>Harness opportunities to participate in Outdoor Activation grant funding: leveraging grant opportunity to reinvigorate a busking culture in conjunction with MRCC Busking Policy, Feast Street parklets, planter boxes and greenery, electrical upgrades, umbrella sleeves, street furniture etc.</p> <p>Approved Land Manager's Consent to convert temporary basketball ring into permanent.</p> <p>Approved Land Manager's Consent to replace existing fairy lights on Langtree and Eighth roundabout.</p> <p>Rejected LMC to add grass to base of trees in Langtree Mall.</p> <p>Christmas activation with mobile entry drop (bike), carolling in the streets, and vacant property converted into Christmas Wonderland.</p>
	Review and evaluate	<p>Music management subscription with Habitat Digital successful and will continue, adding messaging for MCH events and promotions at Easter and Christmas, and general Gift Card, Shop Local and Eat Local messaging all year round.</p> <p>Audio system overhaul rejected again by MRCC, dangerous to depend on for events.</p> <p>Continued promotion and implementation of murals to attract visitation.</p> <p>Regularly check on BIAs in Australia, such as Prahlan VIC, Jetty Road SA, Central Geelong Vic, and internationally such as Canada, USA and Britain to harvest ideas and opportunities.</p> <p>Follow VillageWell and other placemaking organisations for inspiration and education.</p> <p>Working with MRCC Placemaking officer and Place Activation Subcommittee.</p> <p>Review and plan for the reintroduction of community events in MCH precinct.</p>
Connected traders will cross promote a 'village' atmosphere	Facilitate social engagement activities	Not available.
	Share trader information	Share information internally: newsletter, closed Facebook group, email.
	Develop guidelines for traders	Share information externally: co-hosting Facebook events, website directory, social media, advertising.
	Encourage trader linkage to events	Continually connected through Facebook group and emails regarding photography/promotion opportunities, participation in #loveLocal promotion, Christmas Elf on the Shelf promotion etc
	Implement, review & evaluate	<p>Invitations to traders for participation in Christmas Elf on the Shelf activation, 'We Accept MCH Gift Cards here', Children's Week activation (cancelled), school holiday activities such as Storytime.</p> <p>Ongoing reviewing through surveying and feedback.</p>

Strategy		
Adding Value: By engaging in collective activities, we will add value for Mildura City Heart's traders and visitors making it a first-choice destination.		
Action	21-22	Half Year Progress
Increased visitation and customer engagement	Implement campaign, review & evaluate	Implement Summer in the City, Experience and Stay & Play advertising campaign for local and regional placement. Ongoing social media campaigns: Shop Local, Stories & People, Trader Highlight, Mural Project, Gift Card, special occasion, events and promotions. Increase footfall for Gift Card Give Aways for #LoveLocal and Christmas, reinvest in precinct traders with prizes. Continue with #LoveLocal but a lesser value than Christmas. Cultivate and continue relationships with community groups and organisations to build a cross section of events for delivery in the CBD
	Implement value adding activities	Bring back Ice Skating Supply trader/business photography to businesses. Creating media packs for traders such as Gift Card social media pack, Gift Card gifting flyer etc Investigating online gift card system/chip card system vs EFT gift card system. Increase visitation through events and promotions and curated business offerings.
	Monitor statistics	Monitoring post-reporting and statistics for website and social media traffic, Google traffic, TVC and radio placement traction. Entries for Love Local Gift Card Giveaway Entries for Christmas Gift Card Giveaway promotion = 12,200 Christmas activation, total visitation: 5645 Gift Card sales for July to December were up from \$202,161.60 in 2020 \$269,478.50 in 2021 Supplied feedback for Mildura Rural City Council's Smart Cities tender assessment for Internet of Things (IoT) in relation to people counting in Langtree Mall.
	Promote the program	Love Local Gift Card Giveaway to promote foot traffic, stimulate spend in the precinct and reinvest with gift cards back into precinct, along with opportunity to promote traders and supporting local. Gift Card giving promotion out to organisations and groups in time for the gift giving season.

Increased market reach and improved business success outcomes for traders	Implement support program	COVID related supports through private Facebook communications updating traders with COVID information, grant opportunities, financial and emotional support agencies etc. Marketing budget was increased, acknowledging inability to use events budget, and switched across to digital platforms to reach customers. Support traders with collateral for socials. Monitor opening/closing hours, opening/closing businesses Christmas activation and promotion first activity/event promotion for the financial year.
	Identify & promote collective opportunities	Marketing: #LoveLocal, Stay & Play, Experience, Christmas Gift Card promotion capturing local spend for the 200+ businesses involved in the program Total gift card sales July – December: 2016: 1,293 at \$101,706 2017: 1,544 at \$115,632 2018: 2,026 at \$172,159 2019: 2,441 at \$203,028 2020: 2,186 at \$202,112 2021: 2,874 at \$269,478.50
	Review and evaluate	Marketing report requested from agency for end of financial year Survey results on impact of marketing to traders
	Target specific customer segments for destination marketing	Local focus #LoveLocal, Shop/Eat/Service Local, Gift Card, Christmas Give Away Tourism focus Experience MCH campaign: Facebook, Instagram, YouTube, Google, TVC, Cinema Interests: Holidays, Food & Wine, Rural tourism, Shopping, Road trip, Wine tasting, Caravan (travellers), Tourism, Restaurants, Wine cellar or Travel Age Group: 25 – 65+ Audience: Adelaide, Ballarat, Bendigo, Halls Gap, Melbourne, Warrnambool, Broken Hill, Renmark, Echuca, Horsham, Shepparton, Swan Hill, Mildura

Seek external funding and partnerships to support Mildura City Heart initiatives	Participate in stakeholder activities	<p>Small Business Wellbeing Technical Advisory Group led by Financial Counselling Victoria</p> <p>Victorian Government Outdoor Activation Grant working group led by MRCC</p> <p>MRCC: Active Transit and Car Parking Strategy, Powerhouse Stakeholder Consultation, Visitor Servicing Strategy.</p> <p>Attend meetings/workshops/events hosted by stakeholders: MRCC, MRD, NAIDOC, NML, Homepage, Cultivator Inc, Sunraysia Community Health Services, MVIC, Financial Counselling Victoria.</p> <p>Support external organisations events with in-kind and financial sponsorship: Buronga Primary School, CHALLIS, Iymple Primary School, Mildura Lawn Tennis Club, Mildura Rotary of Deakin, Mildura Swimming Carnival, Red Cliffs Secondary College, Sunrased Voices.</p>
Identify partner opportunities Grants Events Efficiencies		<p>Small Business Wellbeing Technical Advisory Group</p> <p>Victorian Government Outdoor Activation Grant.</p> <p>MRCC Grants for traders.</p> <p>MRCC Better Approvals / Concierge / online Events Application.</p> <p>MRCC CBD Steering Committee and subcommittees for Economic, Built Environment and Place Activation.</p> <p>MRCC CRMs for CBD maintenance.</p> <p>MRD & MRCC socials support/share for campaigns and single posts.</p> <p>Telstra, Coles, Cultivator Inc, The Art Vault, SunITAFE, Mildura South and Chaffey College with MCH for Mural Project.</p> <p>MRD and MRCC Events, along with traders for future Mildura Taste Better events.</p> <p>MVIC and MRCC Events to support visiting business and sporting events.</p>
Review and evaluate		<p>Implementing policy, procedure, and forms to assist management of sponsorship, mural and street art, vacancy activation.</p> <p>Continue to build on community opportunities to leverage mutually compatible and sustainable relationships.</p> <p>Working with MRCC Events to refine MRCC online Event Application to avoid duplication and capture events held in MCH precinct.</p> <p>Gather feedback from traders and visitors for the Outdoor Activation grant expenditure.</p> <p>Review and feedback to Financial Counselling Victoria re: wellbeing resources and participate in the regionals forums to identify COVID pressure points specific to our regions.</p>

July: Ice Skating



July: Love Local Campaign



July – December: Gift Card promotion



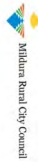
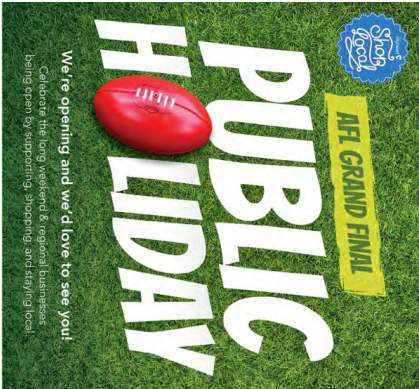
August – October: Support Local (lockdown)



September – November: general reopening support



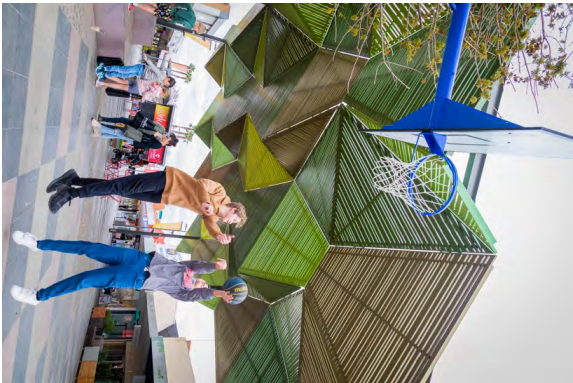
July – December Social Media: Shop Local, Eat Local, Service Local



September: School Holiday Program



July – December: Amenity



October: Shaun Parker & Company Residency of TROLLEYS



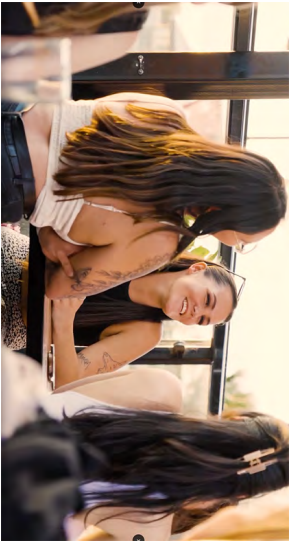
October: AGM



November – December: Victorian Government Outdoor Dining and Entertainment Grant Activation



November – December: Summer in the City (TVC stills)



July – December: Welcome



July – December: Farewell



December: Christmas in the City



SANTA'S WORKSHOP

Illustration of Santa Claus in a red suit with a white beard and hat, surrounded by white stars on a red background.



CHRISTMAS TWILIGHT MARKET

FRIDAY 17TH DECEMBER
5.00pm – 8.00pm
Langtree Mall

Rotary Christmas Characters
Market Stalls
See Santa & Mrs Claus from 5.30pm - 7.30pm

Mildura Rural City Council
Arborea
cityheart



SANTA'S REINDEER TRAINING ACADEMY

Illustration of a reindeer with a red nose and antlers, surrounded by white stars on a blue background.



CROLS IN THE HEART

Bringing the joy of Christmas to Mildura City Heart, Mildura Brass, with Surinased Voices and Mildura District Orchestra present:

Carole In The Heart
Cnr Langtree Mall & Eighth Street
December 10th 2021, from 7.00pm

Mildura Rural City Council
cityheart



CHRISTMAS GIFT CARD GIVEAWAY

GIVING AWAY \$25,000 IN GIFT CARDS

SHOP TO WIN! Simply spend over \$10 in Mildura City Heart, Mildura District or Mildura Brass, and slip it into the Christmas Gift Cardbox!

cityheart





UP Project

YOU ARE INVITED

To celebrate our opening.
RSVP is essential for COVID-safe restrictions.

RSVP by 30 June to
reception@christiecentre.com.au
or phone 5023 2761

**78 LANGTREE MALL
MILDURA**

**THURS JULY 1
4PM**

THE CHRISTIE CENTRE

COLLECTIVE

Christie CENTRE

Curlycue

Collection

POP UP SHOP EVENT
MARCH 10-14
LANGTREE AVE, MILDURA
(NEXT TO BANIOS)

THURS/FRI 10-4PM
SAT/SUN/MON
9.30-3PM

UNRESTRICTED

SunTAFE 2021 END OF YEAR STUDENTS EXHIBITION
Opening Thursday December 2 @ 3pm INVITE ONLY
Open to general public on Saturday 9.30 - 12.30
76 Langtree Avenue, Mildura

Proof of Covid Vaccination Certificate Required For Entry

Made possible with the support of

UP cityheart

SunTAFE

Budget Variance
Mildura City Heart Inc
For the 6 months ended 31 December 2021

	Actual	Budget	Var AUD	Var %
Income				
Income: Equipment Hire	\$1,905.95	\$0.00	\$1,905.95	
Income: Grants & sponsorship	\$10,000.00	\$0.00	\$10,000.00	
Income: Income from MRCC	\$320,000.00	\$297,530.00	\$22,470.00	7.5522%
Income: Income from Online Postage	\$209.07	\$0.00	\$209.07	
Income: Interest Received	\$181.96	\$0.00	\$181.96	
Income: Mildura Posters and Postcards	\$1,398.20	\$0.00	\$1,398.20	
Total Income	\$333,695.18	\$297,530.00	\$36,165.18	12.2%
Gross Profit	\$333,695.18	\$297,530.00	\$36,165.18	12.1551%
Less Operating Expenses				
Administration				
Administration: Accounting & Audit Fees	\$1,650.00	\$1,500.00	\$150.00	10.0%
Administration: Bank Charges	\$2,162.76	\$2,250.00	-\$87.24	-3.8773%
Administration: Cleaning & office supplies	\$569.85	\$1,860.00	-\$1,290.15	-69.3629%
Administration: General / misc expenses	\$0.00	\$510.00	-\$510.00	-100.0%
Administration: Gift Card Consumables	\$11,008.30	\$5,040.00	\$5,968.30	118.4187%
Administration: Hire of plant & equipment	\$316.71	\$600.00	-\$283.29	-47.215%
Administration: Insurance	\$3,276.98	\$900.00	\$2,376.98	264.1089%
Administration: IT Support	\$544.54	\$1,320.00	-\$775.46	-58.747%
Administration: Outgoings - Office lease	\$18,551.28	\$19,200.00	-\$648.72	-3.3788%
Administration: Outgoings - Power	\$618.84	\$2,160.00	-\$1,541.16	-71.35%
Administration: Outgoings - Rates	\$2,211.84	\$2,400.00	-\$188.16	-7.84%
Administration: Outgoings - Telephone, mobile & internet	\$2,273.91	\$1,860.00	\$413.91	22.2532%
Administration: Outgoings - Water Rates	\$346.68	\$510.00	-\$163.32	-32.0235%
Administration: Policy Management	\$0.00	\$7,000.00	-\$7,000.00	-100.0%
Administration: Postage	\$176.99	\$210.00	-\$33.01	-15.719%
Administration: Printing & Stationery	\$731.11	\$1,500.00	-\$768.89	-51.2593%
Administration: Sponsorship	\$90.91	\$1,800.00	-\$1,709.09	-94.9494%
Administration: Subscriptions	\$2,205.30	\$4,200.00	-\$1,994.70	-47.4929%
Administration: Traders meetings & functions	\$1,161.09	\$1,000.00	\$161.09	16.109%
Administration: UP Project	\$14,926.17	\$8,100.00	\$6,826.17	84.2737%
Administration: Website	\$1,412.00	\$600.00	\$812.00	135.3333%
Total Administration	\$64,235.26	\$64,520.00	-\$284.74	-0.4%
Events - City Heart				
Events City: Christmas in the City	\$62,672.55	\$70,000.00	-\$7,327.45	-10.4678%
Events City: Ice Skating	\$4,152.49	\$0.00	\$4,152.49	
Events City: Live Music in Langtree Mall	\$3,981.82	\$12,000.00	-\$8,018.18	-66.8182%
Events City: Mildura City HeArt Mural Project	\$625.40	\$8,000.00	-\$7,374.60	-92.1825%
Events City: Mildura Fashion Night Out	\$0.00	\$18,000.00	-\$18,000.00	-100.0%
Events City: School Holidays	\$1,841.18	\$18,000.00	-\$16,158.82	-89.7712%
Total Events - City Heart	\$73,273.44	\$126,000.00	-\$52,726.56	-41.8%
Events - Other				
Events Other: Country Music	\$0.00	\$30,000.00	-\$30,000.00	-100.0%
Events Other: Goanna Run	\$0.00	\$6,000.00	-\$6,000.00	-100.0%
Events Other: Shaun Parker Dance Residency	\$0.00	\$5,000.00	-\$5,000.00	-100.0%
Events Other: SMECC Multicultural Festival	\$1,015.00	\$0.00	\$1,015.00	
Events Other: Summer Thrills	\$4,075.82	\$0.00	\$4,075.82	
Total Events - Other	\$5,090.82	\$41,000.00	-\$35,909.18	-87.6%
Marketing				
Marketing: Advertising - Cinema	\$170.45	\$2,250.00	-\$2,079.55	-92.4244%
Marketing: Advertising - Radio Placement	\$0.00	\$7,200.00	-\$7,200.00	-100.0%
Marketing: Advertising - Social Media Sponsored Posts - Mildura	\$0.00	\$600.00	-\$600.00	-100.0%
Marketing: Advertising - Social Media Sponsored Posts - Other	\$0.00	\$4,980.00	-\$4,980.00	-100.0%
Marketing: Advertising - Television Placement - Broken Hill	\$0.00	\$6,600.00	-\$6,600.00	-100.0%
Marketing: Advertising - Television Placement - Mildura	\$12,831.00	\$13,200.00	-\$369.00	-2.7955%
Marketing: Advertising - Television Placement - Riverland	\$0.00	\$6,600.00	-\$6,600.00	-100.0%
Marketing: Annual Report	\$3,850.00	\$3,000.00	\$850.00	28.3333%
Marketing: Banners	\$4,593.31	\$8,000.00	-\$3,406.69	-42.5836%
Marketing: Director Prospectus	\$210.00	\$600.00	-\$390.00	-65.0%
Marketing: Experience MCH	\$3,721.82	\$3,000.00	\$721.82	24.0607%
Marketing: Flags	\$0.00	\$7,600.00	-\$7,600.00	-100.0%
Marketing: Gift Card	\$1,120.00	\$0.00	\$1,120.00	
Marketing: Mildura Posters and Postcards	\$0.00	\$420.00	-\$420.00	-100.0%
Marketing: Music Management	\$726.36	\$600.00	\$126.36	21.06%
Marketing: Placemaking	\$0.00	\$3,000.00	-\$3,000.00	-100.0%
Marketing: PR and Coms	\$21,201.82	\$18,000.00	\$3,201.82	17.7879%

Marketing: Shop Local	\$6,706.36	\$6,000.00	\$706.36	11.7727%
Marketing: Social Media Content and Management	\$18,873.64	\$19,800.00	-\$926.36	-4.6786%
Marketing: Table tennis	\$0.00	\$300.00	-\$300.00	-100.0%
Marketing: UP Project	\$315.00	\$0.00	\$315.00	
Marketing: Website Content and Management	\$3,140.00	\$7,200.00	-\$4,060.00	-56.3889%
Marketing: Welcome Pack	\$0.00	\$600.00	-\$600.00	-100.0%
Total Marketing	\$77,459.76	\$119,550.00	-\$42,090.24	-35.2%
Plant & equipment				
Plant & Equipment: Computer Hardware	\$68.14	\$3,300.00	-\$3,231.86	-97.9352%
Plant & equipment: Fuel	\$320.64	\$480.00	-\$159.36	-33.2%
Plant & Equipment: Office Furniture	\$2,549.89	\$0.00	\$2,549.89	
Plant & equipment: Purchase plant & equipment	\$5,526.28	\$0.00	\$5,526.28	
Plant & equipment: Registrations & Insurance	\$1,395.77	\$540.00	\$855.77	158.4759%
Plant & equipment: Repairs & Maintenance	\$786.96	\$720.00	\$66.96	9.3%
Total Plant & equipment	\$10,647.68	\$5,040.00	\$5,607.68	111.3%
Staff & volunteers				
Staff and volunteers: Employee's Workcover	\$0.00	\$618.00	-\$618.00	-100.0%
Staff and volunteers: Staff Amenities	\$89.68	\$720.00	-\$630.32	-87.5444%
Staff and volunteers: Staff Training	\$420.00	\$1,000.00	-\$580.00	-58.0%
Staff and volunteers: Superannuation	\$7,359.00	\$7,800.00	-\$441.00	-5.6538%
Staff and volunteers: Uniform	\$0.00	\$300.00	-\$300.00	-100.0%
Staff and volunteers: Wages	\$78,125.17	\$99,000.00	-\$20,874.83	-21.0857%
Total Staff & volunteers	\$85,993.85	\$109,438.00	-\$23,444.15	-21.4%
Total Operating Expenses	\$316,700.81	\$465,548.00	-\$148,847.19	-31.9725%
Net Profit	\$16,994.37	-\$168,018.00	\$185,012.37	110.1146%

KPI	Measure				
Stakeholder satisfaction with MCH services	Level of satisfaction				
Action	21-22 Progress				
Annual Trader survey response	Completely satisfied	Satisfied	Neither satisfied nor unsatisfied	Unsatisfied	Completely unsatisfied
Benchmark 2017: 58.83% satisfied	2017: 20.59%	2017: 38.24%	2017: 32.35%	2017: 5.88%	2017: 2.94%
Benchmark 2018: 66.66% satisfied	2018: 33.33%	2018: 33.33%	2018: 26.67%	2018: 6.67%	2018: 0%
Benchmark 2019: 75% satisfied	2019: 25%	2019: 50%	2019: 25%	2019: 0%	2019: 0%
Benchmark 2020: 85.72% satisfied	2020: 42.86%	2020: 42.86%	2020: 14.29%	2020: 0%	2020: 0%
Benchmark 2021: 88.89% satisfied	2021: 66.67%	2021: 22.22%	2021: 11.11%	2021: 0%	2021: 0%
Constructive Survey Feedback	See below				

How satisfied are you with the operations of Mildura City Heart Board and Management during 2021?

- Just thanks for being there for traders and helping us as required. It is appreciated!
- No complaints
- Appreciate the support from City Heart management and staff
- Communication is king
- Love the flower boxes and want more for the bar- specifically 3 more

What events, activities and promotions would you like to see delivered in 2022?

- Dancing classes in the mall, yoga in the mall, more public performance, assistance with collective themed window displays to bring people into the mall, trader drinks once a month or every two months
- many traditional events are going ahead again, great to see
- Things that activate 8th street. Maybe street parties?
- Christmas promotions are always great but maybe we need more hey look at all these business we have
- Night markets would something to look at
- Food events, arts and culture events rather than car related events

What events, activities and promotions would you like to see delivered in 2022?

- Happy and feel well supported

- promoting instore and offsite events relating to the bookshop Really pushing the Buy Local line as much as possible - this is a sound campaign but quickly gets forgotten by customers
- a good job of communication and support is being done already, would be short sighted and harsh to suggest otherwise
- Happy with the current support, would reach out when necessary to share when we need support
- I think the promotional pages like instagram storey ect need to be a little more fair the same stores. seem to be used all the time I noticed a lot of the time not everyone is made aware of options with smaller promotional runs it's been better but maybe we all need a refresh on what the mch actually can offer us all there doesn't seem to be for say if someone isnt great with self promotion or time poor we can make a generic "look at this store" to fill in between the stronger or younger social networking stores
- Have more promotions / activities on Deakin Avenue
- More involvement
- Relevant promotions and activities to city heart businesses .

Preferred communication method

Closed Facebook group: 50%

Newsletter: 10%

Both: 40%

Communicate about?

Topics offered:

Events

Promotions

Projects and Activations

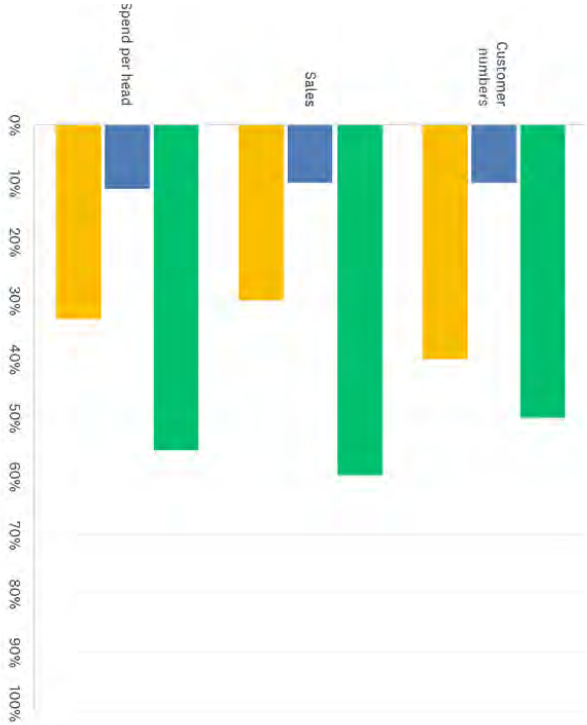
COVID/OHS updates

Workshops and training opportunities

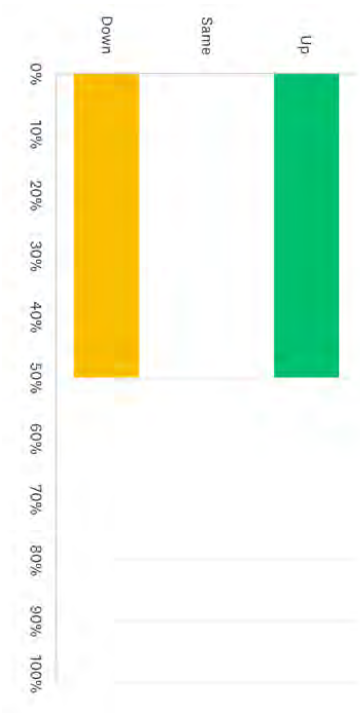
Advocacy to Local, State and Federal governments

100% respondents for All of the above

How was pre-Christmas trading (1st to 24th December): please compare with the same period last year



Compared to December 2020, were sales up or down for December 2021?



In 2021 we ran two Gift Card Giveaway shopping and dining promotions - Love Local \$15,000 (Jun/Jul) and Christmas \$25,000 (Dec). 144 winners received a giftcard of between \$100 and \$5,000 for spending a minimum of \$10

Would you like to see Gift Card Giveaways continue?

Yes: 100%

Would you like to see one or two giveaways happen each year?

Yes: 70%

Based on feedback and ability to do so, MCH will be rebooting Trader's social/networking events. How likely are you to attend?

Very likely, I would like to network with other traders: 70%

Maybe, on occasion: 30%

When would suit you to attend? Please select a frequency (monthly etc) and a time of day.

Monthly: 7.7%

Quarterly: 53.8%

Biannually: 23.1%

Annually: 15.4%

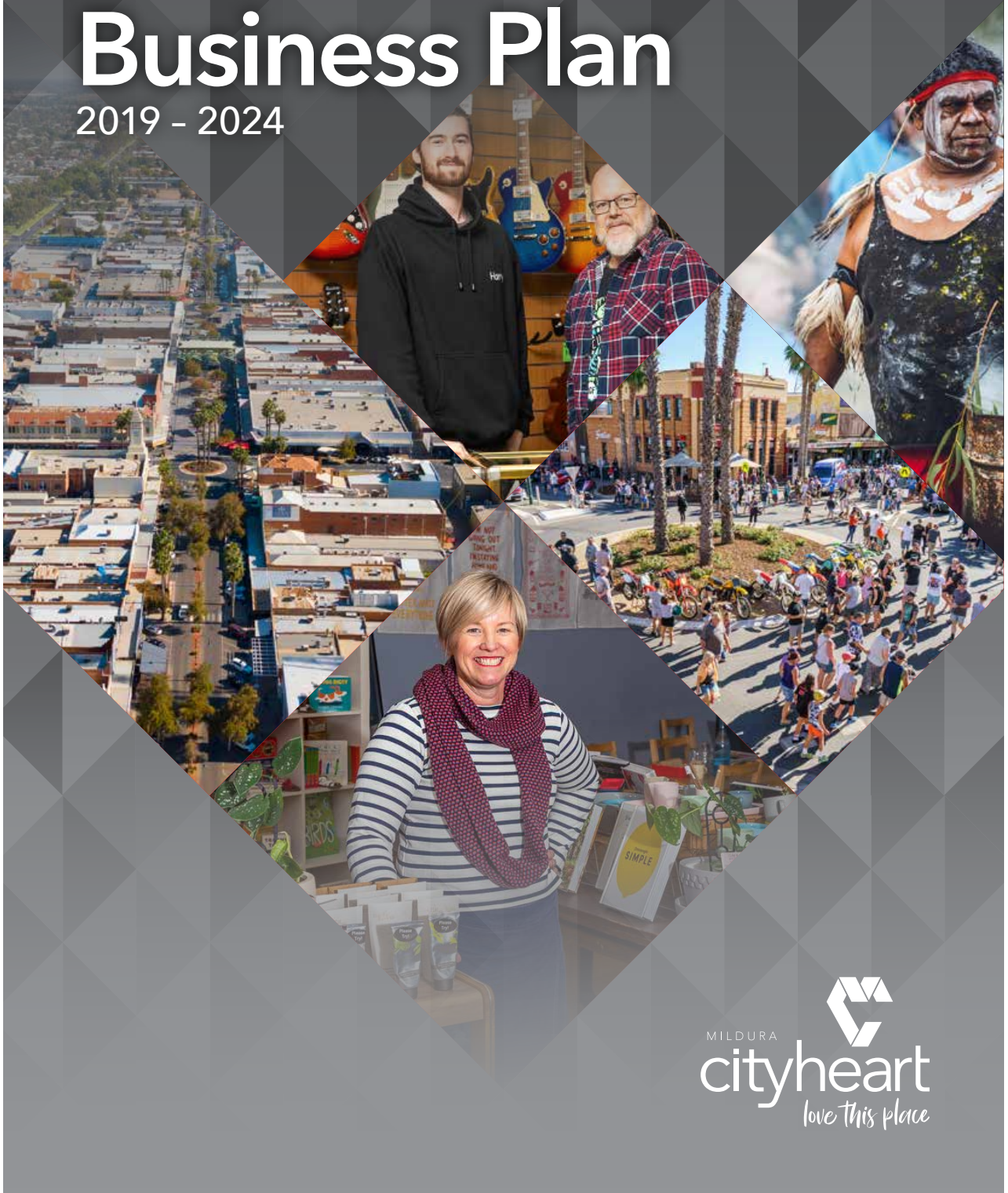
Mornings: 10%

Evenings: 80%

Both: 10%

Business Plan

2019 - 2024



MILDURA
cityheart
love this place

Mildura City Heart was established in 2010 as an Incorporated Association with an elected four traders and three community-based Directors for the Board of Management. Under the Board's guidance a small management team is committed to promoting and improving Mildura City Heart to add value to the trader and visitor experience.

OUR STAKEHOLDERS

Communication is paramount between our stakeholders to add value and maximise opportunities.

Visitors

Visitors to Mildura's City Heart feel safe and enjoy easy access and a range of public facilities. They respond to a mix of quality offers from traders and love that the environment is visually appealing with stimulating activities. Visitors are from our surrounding region as well as tourists travelling from afar.

Landlords

Landlords enjoy a return on their investments through long-term occupancy.

Traders

Traders are supported and profitable in their businesses by being well informed about opportunities.

Mildura City Council

Mildura City Council administers a levy from traders to enable Mildura City Heart to add value for stakeholders. The Council is responsible for implementing public infrastructure improvement.

We thank the stakeholders who participated in an online survey and discussions to contribute to this Strategic Plan.

Through a Memorandum of Understanding with the Mildura Rural City Council, Mildura City Heart assists the Council to meet the following goals and objectives.

Economic Development

- A vibrant, diverse and progressive economy
- Investment attraction and job creation
- Connectivity in the global marketplace

Leadership and Representation

- Deliver results in line with community expectation
- Proactively respond to the interests of our community and attract new tenants

Financial Sustainability

- Financial sustainability
- Meet the community's needs in a financially responsible manner

GOVERNANCE

All aspects of the organisation will be led by 'best practice'.

- Pursue a diverse, effective Board.
- Continue effective governance standards.
- Implement effective management, performance and reporting systems
- Practice evidence-based decision making
- Analyse trends and challenges for relevance to Mildura City Heart

CONSIDERATIONS FOR THE NEXT FOUR YEARS

Strengths

Mildura City Heart's Board and members have a wealth of corporate knowledge to share supported by the talent and resources of the MCH staff

Weaknesses

Trader and public perceptions can sometimes be negative in a challenging environment which may reduce their participation in collaborative and innovative opportunities.

Opportunities

Create a more collaborative 'village' type atmosphere with traders. Actively market and curate the mix to create a boutique destination in the region and fill vacant shops. Support the Mildura CBC Plan 2019-2035.

Threats

Economic downturn affecting retail sales, forcing shop closures and slow turnaround of tenants. Trader complacency in a rapidly changing and digitally connected world.



BUDGET

STRATEGIC PILLARS ALLOCATION

	% DISCRETIONARY INCOME	\$ DISCRETIONARY INCOME
Communication	20%	\$58,386.60
Experiential	30%	\$87,579.90
Activate	30%	\$87,579.90
Advocacy	5%	\$14,596.65
Value	15%	\$43,789.95
Pillar Total		\$291,933.00

OPERATIONAL ALLOCATION

	% DISCRETIONARY INCOME	\$ DISCRETIONARY INCOME
Administration	20%	\$104,275.00
Plant and equipment	30%	\$22,680.00
Staff and volunteers	30%	\$178,220.00
Other total	5%	\$305,175.00
Total Annual Budget		\$597,108.00

NB: Marketing expenses are allocated on a project basis and flow throughout all five pillars.

Projected Budget
Mildura City Heart Inc
1 Jul 2022 to 30 Jun 2023

	Budget	% of Income
Income		
Income: Income from MRCC	\$655,000.00	
Total Income	\$655,000.00	
Gross Profit	\$655,000.00	
Less Operating Expenses		
Administration		
Administration: Accounting & Audit Fees	\$7,700.00	
Administration: Bank Charges	\$4,500.00	
Administration: Cleaning & office supplies	\$3,600.00	
Administration: General / misc expenses	\$1,020.00	
Administration: Gift Card Consumables	\$12,000.00	
Administration: Hire of plant & equipment	\$1,200.00	
Administration: Insurance	\$5,400.00	
Administration: IT Support	\$2,640.00	
Administration: Outgoings - Office lease	\$38,400.00	
Administration: Outgoings - Power	\$2,400.00	
Administration: Outgoings - Rates	\$4,800.00	
Administration: Outgoings - Telephone, mobile & internet	\$3,720.00	
Administration: Outgoings - Water Rates	\$1,020.00	
Administration: Policy Management	\$4,800.00	
Administration: Postage	\$420.00	
Administration: Printing & Stationery	\$1,440.00	
Administration: Sponsorship	\$3,600.00	
Administration: Strategic & Business Planning	\$2,000.00	
Administration: Subscriptions	\$8,400.00	
Administration: Traders meetings & functions	\$6,000.00	
Administration: Travel & accommodation	\$1,250.00	
Administration: UP Project	\$1,200.00	
Administration: Website	\$1,200.00	
Total Administration	\$118,710.00	18.1%
Events - City Heart		
Events City: Christmas in the City	\$40,000.00	
Events City: Easter Show & Shine	\$25,000.00	
Events City: Live Music in Langtree Mall	\$19,992.00	
Events City: Mildura City HeArt Mural Project	\$20,000.00	
Events City: Mildura Fashion Night Out	\$10,000.00	
Events City: School Holidays	\$30,000.00	
Events City: Sweat Fest	\$5,000.00	
Total Events - City Heart	\$149,992.00	22.9%
Events - Other		
Events Other: Country Music	\$15,000.00	
Events Other: Goanna Run	\$6,000.00	
Events Other: Harvest Festival	\$6,000.00	
Events Other: Jazz, Food & Wine Festival	\$6,000.00	
Events Other: Mildura Taste Better	\$6,000.00	
Events Other: Playgroup Week	\$2,000.00	
Events Other: SMECC Multicultural Festival	\$6,000.00	

Total Events - Other	\$47,000.00	7.2%
Marketing		
Marketing: Advertising - Radio Placement	\$6,000.00	
Marketing: Advertising - Social Media Sponsored Posts - Mildura	\$1,200.00	
Marketing: Advertising - Television Placement - Mildura	\$18,000.00	
Marketing: Annual Report	\$2,000.00	
Marketing: Banners	\$16,000.00	
Marketing: Director Prospectus	\$600.00	
Marketing: Experience MCH	\$3,960.00	
Marketing: Flags	\$5,600.00	
Marketing: Gift Card	\$2,000.00	
Marketing: Longest Lunch	\$600.00	
Marketing: Mildura Posters and Postcards	\$840.00	
Marketing: Music Management	\$1,200.00	
Marketing: Placemaking	\$6,000.00	
Marketing: PR and Coms	\$24,000.00	
Marketing: Shop Local	\$10,000.00	
Marketing: Social Media Content and Management	\$24,000.00	
Marketing: Table tennis	\$600.00	
Marketing: UP Project	\$600.00	
Marketing: Website Content and Management	\$14,400.00	
Marketing: Welcome Pack	\$600.00	
Total Marketing	\$138,200.00	21.1%
Plant & equipment		
Plant & Equipment: Computer Hardware	\$500.00	
Plant & equipment: Fuel	\$960.00	
Plant & Equipment: Office Furniture	\$2,200.00	
Plant & equipment: Registrations & Insurance	\$1,080.00	
Plant & equipment: Repairs & Maintenance	\$1,440.00	
Total Plant & equipment	\$6,180.00	0.9%
Staff & volunteers		
Staff and volunteers: Employee's Workcover	\$1,320.00	
Staff and volunteers: Staff Amenities	\$960.00	
Staff and volunteers: Staff Training	\$2,000.00	
Staff and volunteers: Superannuation	\$13,400.00	
Staff and volunteers: Uniform	\$600.00	
Staff and volunteers: Wages	\$176,913.00	
Total Staff & volunteers	\$195,193.00	29.8%
Total Operating Expenses	\$655,275.00	
Net Profit	-\$275.00	

14.10 MILDURA AIRPORT PTY LTD MAPL ANNUAL BUSINESS PLAN 2022-2023

Summary

This report presents the Mildura Airport Pty Ltd's (MAPL) Annual Business Plan 2022-2023 to Council for endorsement in accordance with the Airport Operations and Management Deed currently in place between Council and MAPL.

2022/0095

Moved: Cr Helen Healy
Seconded: Cr Jason Modica

That Council endorse the Mildura Airport Pty Ltd (MAPL) Annual Business Plan 2022-2023 as presented.

CARRIED

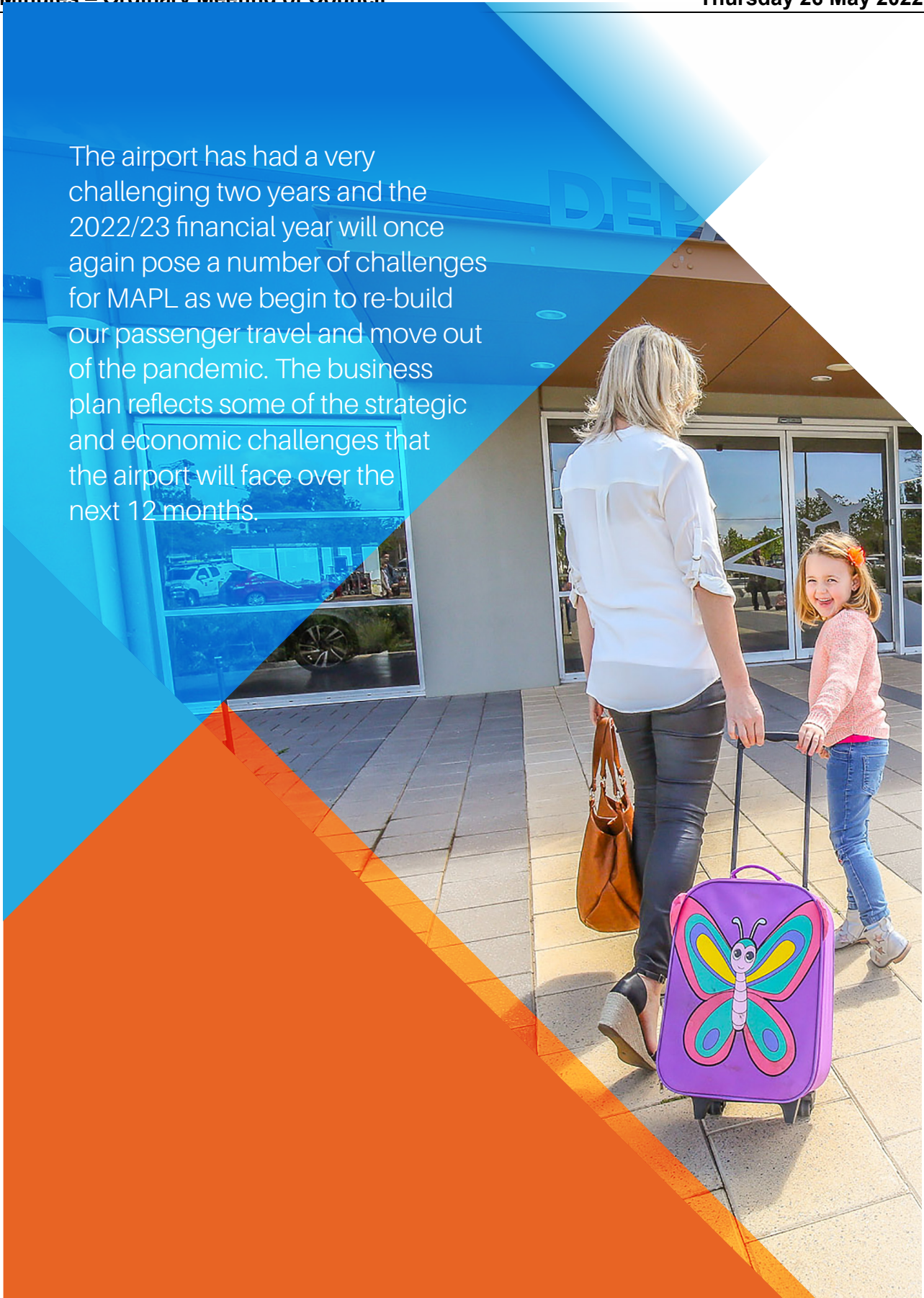
Mildura Airport **Business Plan** 2022/23



www.milduraairport.com.au



The airport has had a very challenging two years and the 2022/23 financial year will once again pose a number of challenges for MAPL as we begin to re-build our passenger travel and move out of the pandemic. The business plan reflects some of the strategic and economic challenges that the airport will face over the next 12 months.



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Mildura Airport Business Plan 2022/23

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1. Executive Summary

MAPL's charter is to operate, manage and develop the Airport on behalf of the community through its Board of Directors and Executive Management Team. The airport provides a vital link connecting the community for business, social and medical needs and is one of the core pillars of the local economy.

As the global pandemic begins to ease, the airport will face another challenging year as we begin the long, slow process of building passenger travel back up to pre-pandemic levels whilst striving for a more positive financial result during 2022/23. Early indications are that travel demand will be high and MAPL aims to ensure that our airport facilities are ready to take advantage of a positive return to air travel.

The Board, Executive team and staff remain committed to ensuring that the recovery phase will be managed in an efficient and controlled manner in order to serve the needs of our region whilst maintaining a safe and compliant airport at all times.

Vision/Mission Statement

OUR MISSION

To be an efficient, effective and sustainable air transport service hub for the Sunraysia Community.

Connecting our broader community through safe air travel compliance, maintaining facilities through an effective board and management team.

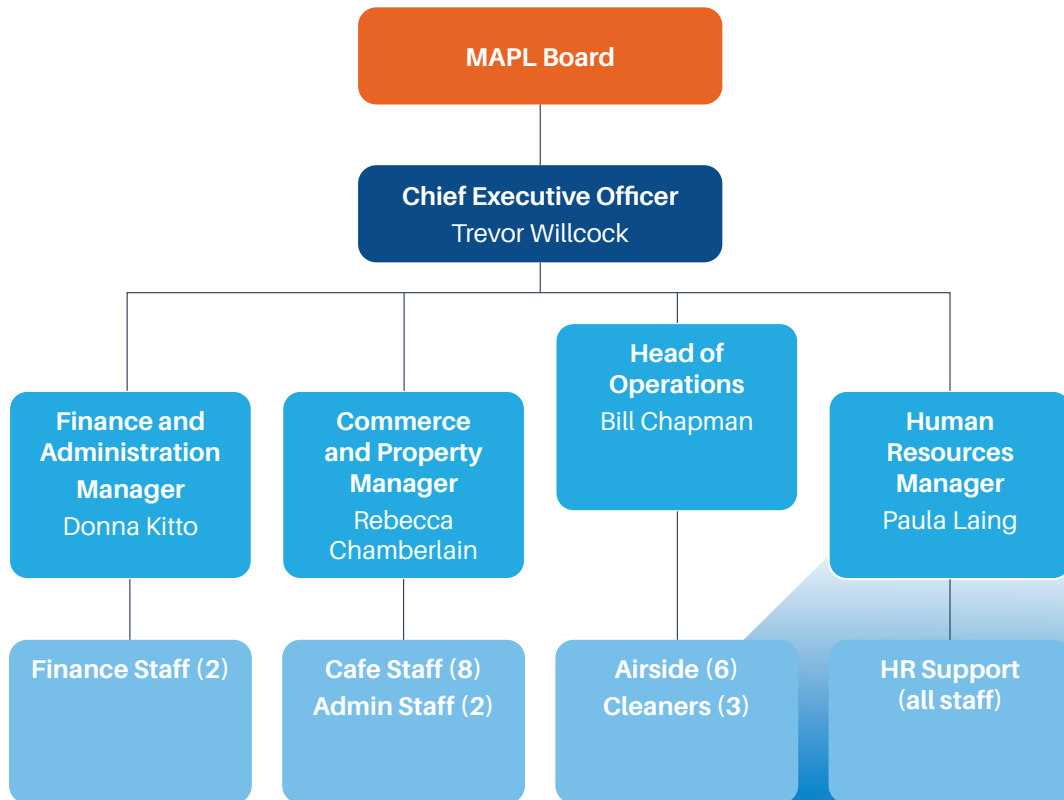
OUR VISION

To strategically guide and manage the ongoing growth & development of the Mildura Airport, as a key transport gateway and as a major community asset for Mildura and the Sunraysia Community.

OUR VALUES

Our People
Safety First
Professional
Community Focused
Innovative
Solution Focused





Mildura Airport Business Plan 2020/21

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3. Mildura Airport Strategic Plan

Purpose Statement

To be an efficient, effective and sustainable air transport service hub for the Sunraysia Community.

To achieve our purpose Mildura Airport has identified five areas of strategic focus for the organisation.

Within each of these five strategic pillars, goals and objectives have been developed to ensure that Mildura Airport will continue to operate at the highest levels of safety and efficiency.

Safe, Secure and Compliant Airport

Safe and Compliant culture	Effective Risk Management Framework	Effective Safety Management System	Effective Cyber Security	Fit for Purpose master plan
----------------------------	-------------------------------------	------------------------------------	--------------------------	-----------------------------

Financial Performance and Growth

Diversify Revenue
Recover and Increase Capital Reserves
Route Development
Source funding opportunities
Support existing and attract new aviation businesses
Infrastructure Development to support future growth
Promote region and tourism

High Performing Team

Positive Team Culture and Values in place
High Performing Board with succession planning
Fit for Purpose Management Team and Organisational Structure
Effective Internal communication
Effective HR Capability – training, recruitment, policies
Participation and Leadership in industry forums and events

Stakeholder and Community Engagement

Effective Stakeholder communication
Positive Airline relationships
Effective Shareholder/LGA relationships
Continuous Community Engagement through events and media
Fit for Purpose Noise Management Plan
Planning Overlay protection and improvement

Sustainability

Continuous Improvement Culture
Innovation Focus
Socially and Culturally inclusive
Environmental Focus
Financial Resilience
Effective Crisis response and Disaster Recovery Plans

4. Strategic Objectives for 2022/23

Mildura Airport has identified the following strategic objectives for the 2022/23 year:

- 1. Business Recovery** – continued recovery from the COVID-19 pandemic and resumption/growth of all routes
- 2. Financial Performance** – improve MAPL’s financial performance whilst emerging from the pandemic and continue to drive revenue growth
- 3. Stakeholder/Community Engagement** – maintain positive relationships with all stakeholders through an effective engagement process
- 4. Safe and Compliant Airport** – operate the airport to the highest levels of safety and compliance at all times
- 5. Sustainability** – improve environmental controls and systems within the airport precinct and ensure a continuous improvement culture is in place
- 6. High Performing team** – develop and retain a high performing team to deliver the airport’s strategic plans



5. Pandemic Recovery Plan

The pandemic has had an unprecedented impact on aviation and airports have been one of the worst affected areas of all – however as the country has moved into a high rate of vaccination, travel has rebounded fairly strongly over the past few months and we expect that trend to continue with a steady return to pre-pandemic levels over the next 12 months. The commencement of the new domestic airline, Bonza will further improve our return to pre-covid levels as they aim to encourage new travellers by providing highly competitive fares to our region.

Our recovery plan which will continue to target the following main areas:

- **Strategic Partnerships** – Work closely with our partner airlines to ensure that vital routes through to the main hubs of Melbourne, Sydney and Adelaide remain in place and that seat capacity meets demand. We will continue to work with the new airline Bonza to ensure that the new route to Sunshine Coast (our first direct route to Queensland) will be a success and that a second new route will be established within the year. Direct connectivity to Queensland will open up new markets for our services.
- **Financial Sustainability** – Maintain strict cost controls throughout the recovery period to ensure liquidity and utilize all available Government grants to boost operational and capital reserves.
- **Communication** – Ensure that our shareholder, stakeholders and the wider region are kept up to date during the recovery process.
- **Facilities** – Continue to maintain and improve our facilities over the recovery period to ensure that we are in a position to take advantage of opportunities to grow revenue.
- **Compliance/Safety** – maintain the highest levels of safety and compliance at all times.
- **Personnel** – ensure that key personnel are retained and developed to meet the needs of the airport post pandemic.



6. Financially Significant Events

The following financially significant events are expected during the course of the 2022/23 year:

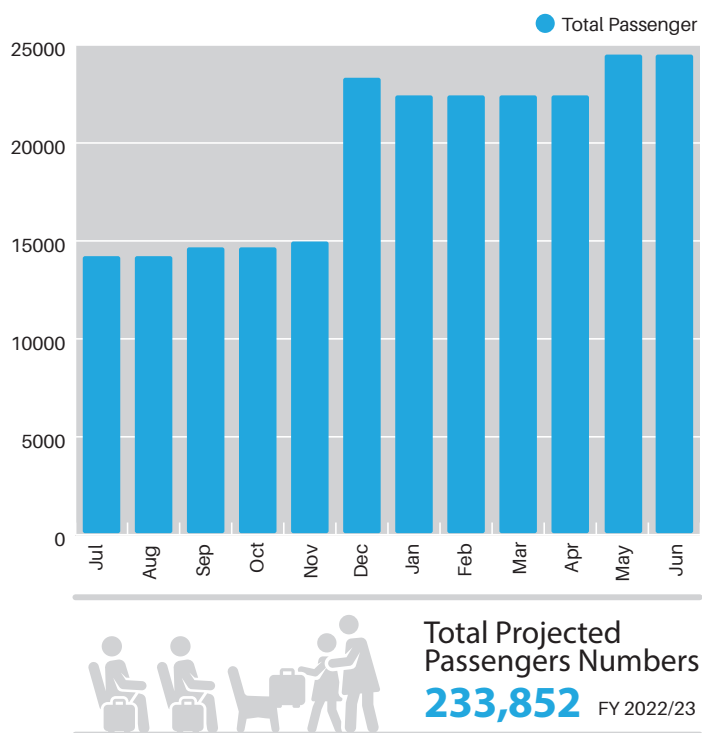
- 1. Pandemic Recovery** – as discussed in section 5 the recovery period post COVID-19 will be a long and slow process for the aviation industry and we expect to return to pre-covid passenger levels within the next 12 months, assisted by the new Sunshine Coast and Melbourne services commencing in the first half of the financial year.
- 2. Airfield Lighting system upgrade** – A full upgrade of the airport's lighting systems will be completed by May 2023 at an expected cost of \$2 million dollars to ensure that the airport's night operations are continually viable.
- 3. Grant Funding** – MAPL will apply for significant Federal and State Grant funding opportunities for both capital and operational projects during the 22/23 financial year.
- 4. New Airline: Bonza** – will commence services to the Sunshine coast and Melbourne in July with a third new route to be established by June 2023. It is expected that the new airline will add an additional 25-30% more passengers to and from the airport.



7. Projected Passenger Numbers – 2022/23

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
Total Passengers	14,140	14,140	14,590	14,590	14,890	23,248	22,348	22,348	22,348	22,348	24,431	24,431	233,852

Note: Pre-pandemic passenger numbers (2018/19) were 237,000 per annum



Financial Reports



8. Financial Forecasts for 2022/23

Budgeted Income Statement

For the Year ended 30 June 2023

	BUDGET 2022/23 \$	BUDGET 2021 /22 \$	BUDGET 2020/21 \$
INCOME			
Aviation Income	4,469,562	3,822,242	2,865,486
Car Parking Revenue	361,559	335,000	357,593
Rent	469,679	361,194	369,875
Cafe Sales	701,557	450,000	402,709
Other Income	181,921	192,000	212,565
Total Income	6,184,278	5,160,436	4,208,228
EXPENSES			
Employee Costs	2,383,258	2,914,830	2,444,046
Materials and Services	3,344,581	2,085,528	1,866,218
Depreciation	1,762,169	1,584,000	1,411,895
Borrowing Costs	146,759	135,072	89,819
Total Expenses	7,636,767	6,719,430	5,811,979
Operating Result for the Year	(1,733,111)	(1,558,994)	(1,603,751)
CAPITAL FUNDING			
Grants and Contributions	232,920	285,000	3,000,000
Net Result for the Year	(1,500,191)	(1,273,994)	1,396,249

Budget Statement of Capital Works

For the Year ended 30 June 2023

	2023 \$	2022 \$
ASSET CATEGORY		
Buildings & Facilities	175,000	200,000
Plant & Equipment	420,000	20,000
Runways, Aprons, Taxiways (incl ILS)	1,243,317	1,100,000
Landscaping & Open Spaces		70,000
Car Park & Roads	165,130	50,000
IT & Communications		20,000
TOTAL	2,003,447	1,460,000

Budget Statement of Cash Flows

For the Year ended 30 June 2023

	2023 INFLOWS (OUTFLOWS) \$	2022 INFLOWS (OUTFLOWS) \$
CASH FLOWS FROM OPERATING ACTIVITIES		
Inflows from Operations		
Aviation Income	4,469,562	3,822,242
Car Parking Revenue	361,558	335,000
Rental & Lease Fees	469,678	361,194
Cafe Sales	701,557	450,000
Other Income	181,921	192,000
Grant / Contributions Income	1,343,162	285,000
Outflows From Operations		
Employee Expenses	2,383,258	(2,914,830)
Operating	2,437,644	(778,652)
Facilities	640,725	(746,556)
Administration	546,835	(500,320)
Financing Expenses	146,759	(135,072)
Net cash used in operating activities	1,372,220	370,006
CASH FLOWS FROM INVESTING ACTIVITIES		
Payments for property, plant & equipment	(2,434,214)	(1,460,000)
Net cash used in investing activities	(2,434,214)	(1,460,000)
CASH FLOWS USED IN FINANCING ACTIVITIES		
Repayment of interest bearing loans and borrowings:		
- principal	(609,815)	(203,740)
New loan borrowings	2,224,172	
Net cash used in financing activities	(1,614,357)	(203,740)
Net increase in cash and cash equivalents held for year	552,363	(1,293,374)
Cash and cash equivalents at beginning of financial year	2,451,543	5,104,952
Cash and cash equivalents at end of financial year	3,003,906	3,811,578

9. Three Year Forecast

Forecast Income Statement 2023-25

	2022/23	2023/24	2024/25
INCOME			
Aviation Income	4,469,562	4,719,562	4,969,562
Car Parking Revenue	361,559	461,559	561,559
Rent	469,679	569,679	669,679
Cafe Sales	701,557	726,557	751,557
Other Income	181,921	431,921	681,921
Total Income	6,184,278	6,909,278	7,634,278
Expense			
Employee Expenses	2,383,258	2,454,756	2,528,398
Operations Expense	2,123,561	2,187,268	2,252,886
Facilities	226,088	232,871	239,857
Administration	546,835	563,240	580,137
Total Expense	5,279,742	5,438,134	5,601,278
Net Operating Profit (EBITDA)	904,536	1,471,144	2,033,000
Financing Expenses	146,759	151,162	155,697
Operating Profit (Loss) before dep'n	757,777	1,319,982	1,877,303
Depreciation Expense	1,762,169	1,815,034	1,869,485
Total Comprehensive Result	-1,004,392	-495,052	7,818

Mildura Airport

Alan Mathews Drive Mildura
PO Box SM356 Mildura South Vic 3501
T: 03 5055 0500
E: info@milduraairport.com.au
www.milduraairport.com.au



14.11 MILDURA REGIONAL DEVELOPMENT ANNUAL BUSINESS PLAN 2022-2023

Summary

This report presents the Mildura Regional Development's (MRD) Annual Business Plan 2022-2023 to Council for endorsement in accordance with the current Service Agreement (the Agreement) in place between both parties.

2022/0096

Moved: Cr Glenn Milne
Seconded: Cr Stefano De Pieri

That Council endorse the Mildura Regional Development Annual Business Plan 2022-2023 as presented.

CARRIED



Business Plan 2022-23



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Acknowledgement of Country

Mildura Regional Development acknowledges the traditional custodians of the land comprising the Mildura Rural City Council area, the First People of the Millewa Mallee, and those of our neighbouring municipalities. We pay our respects to Elders past and present; and celebrate and respect their continuing culture and connection to the land of their future leaders.

Who is Mildura Regional Development?

Formed in 2017 under the auspice of the Mildura Rural City Council, Mildura Regional Development is an independent organisation focused on the regional economic and tourism development of the area within the Mildura Rural City Council Local Government Area.

The Board consists of 7 Directors:

- Geoff Thomson (Chair)
- Judith Damiani
- Maria Carrazza
- Geoff Dea
- Jodie Bromley
- Jodie Madden
- Brett Millington (CEO)

Vision, Mission and Operating Principles

Vision

Our Vision is to bring businesses, educators and communities together to form partnerships that identify opportunities, innovates and finds solutions through collaboratively building on our region's strengths and opportunities in the tourism, agribusiness, horticultural and related education and technology spaces.

We will fulfil this vision through:

A driven team with a focused goal: A work culture where tourism and economic development is a passion and people strive to achieve beyond their beliefs.

A collaborative environment: Always being open to new ideas and trends and working amongst our peers to create desirable outcomes.

Mission

Our mission is to improve the region's economic position and be thought of as a valued partner that is recognised by Council, industry, the community and investors as a knowledgeable, trusted advisor and economic growth leader that is commercially astute, innovative and adds value. Our primary purpose is to support the growth of Mildura's vibrant economy including tourism, in a sustainable, ethical, inclusive, innovative and digital manner.

Our success will be measured by community, industry and stakeholders understanding that tourism and economic development is a prominent driver of the region's economic, social and environmental well-being and, ultimately, by Mildura establishing an undeniable reputation for regional excellence, innovation and sustainability.

Our Operating Principles

We operate in line with the following principles:

- a. We provide leadership for the development and marketing of Mildura's regional tourism
- b. We are an independent voice for the region's small to medium enterprises
- c. We encourage environmentally sustainable and culturally appropriate practices
- d. We operate with a high level of accountability and transparency to our industry stakeholders.
- e. We are efficient and cost-effective in the management of our resources.

Introduction

MRD's objective is to position our region as a modern and vibrant destination that is continually growing, evolving and improving. This plan recognises that in successful economic development and tourism destinations, products and experiences must be continually refreshed and revitalised to maintain existing customers and generate new visitors and investors.

The outcome from this strategic approach is intended to refine people's views so they instinctively reflect accurate, positive, contemporary and sophisticated understandings that Mildura is much more than an important regional centre – it is an appealing, celebrated and significant inland Australian city.

A key objective of this plan is to increase investment and visitation with resultant business yield, delivering stronger economic benefits which in turn can fuel investment in new infrastructure and attractions.

Dynamics that Influence our region

1 Global and domestic economic factors

Regularly changing global and domestic economic factors, including political change, are now an accepted part of life. Economic downturns at any level heighten consumer uncertainty which in turn slows down discretionary spend within business developments and the visitor economy. Declines in confidence also flow through to areas such as infrastructure and product investment with often negative impacts on business and tourism. Mildura's business & tourism industries will never be immune from constantly changing economic and political factors and operators must work to adapt to fluctuating impacts and influences.

2 Environmental events and impacts

Weather events and natural environmental occurrences along with their associated impacts and perceptions can become major issues for the Mildura region, particularly when outcomes affect the Murray River. Incorrect perceptions along with seeds of uncertainty are planted in consumers' minds when media reports of such events focus on the rare rather than the usual. Within the climate change context, our region is predicted to endure extreme heat for longer periods and at higher temperatures in future years. This will impact on summer visitation and has product development implications if the region is to successfully stimulate increased visitor demand during Australia's peak summer months.

Consumers' high awareness of climate change and environmental issues will place pressure on Mildura's industries to adopt more sustainable as well as more consumer and environmentally-friendly business practices.

3 Digital excellence and changing media landscapes

It is no longer an option ... successful business now hinges on developing and maintaining digital excellence in branding, marketing and communications. The emergence of digital technologies along with the influence of social media have also changed the way consumers research and gather information with resultant adjustments to consumers' travel decision-making and booking processes. User-generated content that provides far-reaching digital word-of-mouth advocacy has become increasingly important to consumers and investors. Such influence presents both threats and opportunities for the Mildura region. Staying at the forefront of digital excellence and technology will be essential.

4 Stakeholder partnerships

Strong and successful stakeholder partnerships are essential for the growth and development of our region. Stakeholders do not fit into one simple category – they come from the private and public sectors and are those individuals, groups and organisations that could affect, or could be affected by, the well-being of a viable region. Stakeholders play a major role in tourism and business decision making processes and outcomes, particularly when key operations, projects and initiatives are funding-dependent. Within the Mildura region, local Governments, numerous State Government departments and agencies, large and small businesses, the education, not-for-profit and volunteer sectors, as well as local sporting and community groups are all-important industry stakeholders. Working with these groups significantly increase opportunities for greater mutual benefit. Accessing new ideas; articulating values, strategies and commitments; and building mutually supportive working relationships are among key benefits that flow from committed, two-way stakeholder buy-in or investment.

5 Investment and new product attraction

It is acknowledged that Mildura's existing product strengths are built around the Murray and Darling Rivers, food and wine, arts and cultural diversity, nature-based experiences, sporting activities and a strong calendar of major/tier one events. As is the case with many regions, Mildura has its share of ageing tourism assets, some of which are not meeting changing market demands. To maintain existing, as well as attracting new visitors, destinations need to continually refresh themselves along with their attractions and tourism experiences. New products give consumers new reasons to visit a region. New product development can be expensive and time consuming when starting from scratch, or it can be very cost effective if there is an existing base that facilitates product improvement. The Mildura and Wentworth region has the opportunity to showcase new projects and initiatives, providing the basis to develop products that will strengthen many of the region's distinctive areas of appeal. On-going analysis of existing tourism products including any gaps that may be apparent will help to identify new opportunities and new consumer segments that could be attracted to the region.

6 Skills and workforce development

Today's working holiday makers/backpackers are experienced, discerning and sophisticated travellers with high expectations of tourism services and standards. Skilled

labour is a critical component of our Agri-business success, as is training and on-going professional development – not only for staff but also for small business owners. Labour shortages, staff recruitment and retention, plus improving skills and service standards are important issues in the Mildura and Wentworth region. Similarly, structured professional development for business operators and managers are highly desirable to ensure that the experiences delivered meet customer expectations. Competition is hotting up amongst Victoria's regions to attract the most talented people, innovators and entrepreneurs. Our region must aim to nurture our own future industry entrepreneurs, as well as establish a competitive position to attract other business trailblazers into the region.

7 Changing consumer trends and travel patterns

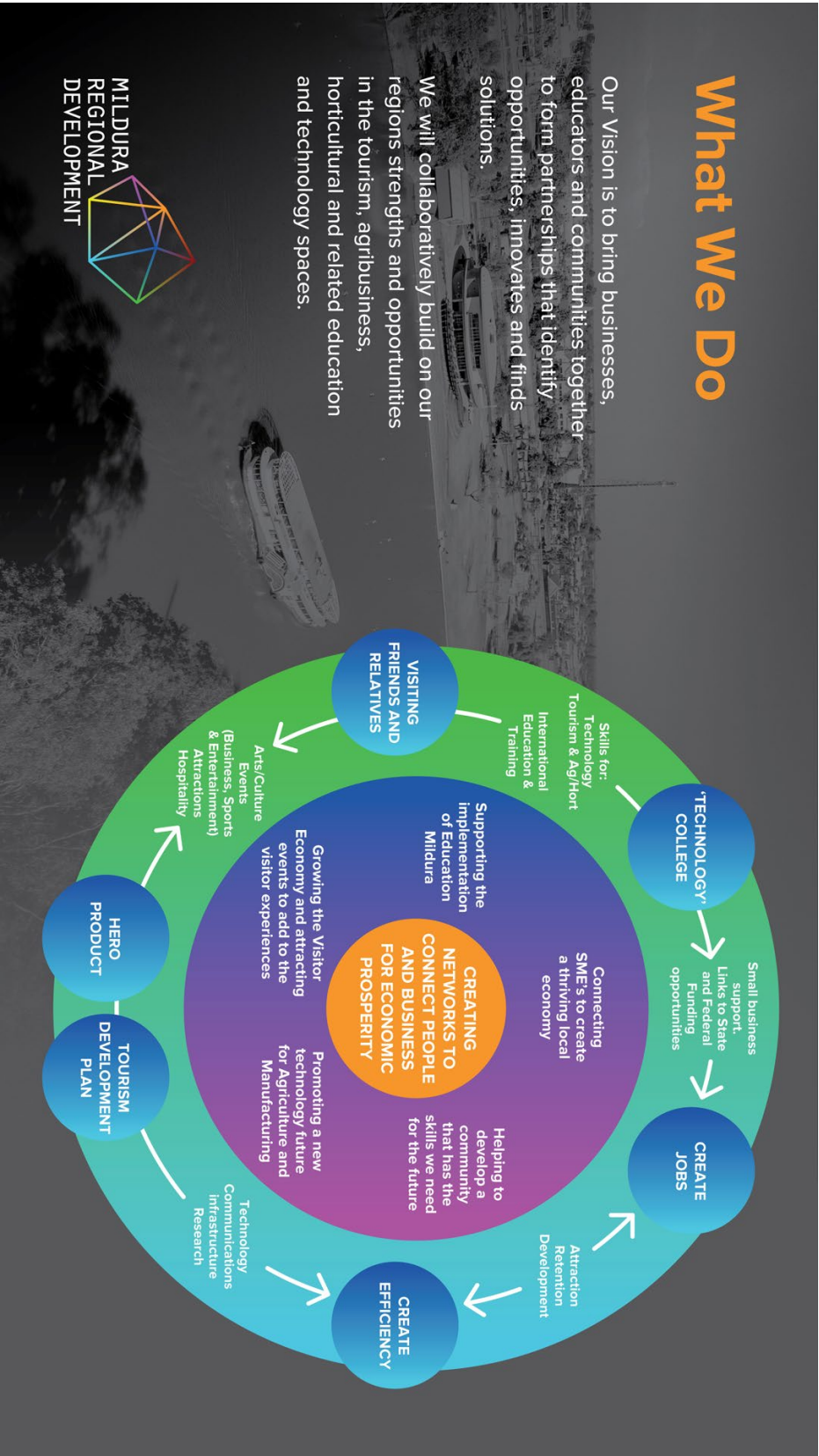
Mildura continues to face increasing competition domestically and internationally as destinations become more aggressive and price competitive with their marketing. This activity has also been supported by the on-going competitiveness of air travel. Large volume capital city markets have maintained their preference to travel overseas ahead of regional destinations for an extended holiday. COVID-19 will have an impact on these travel trends and patterns. Domestic travel - usually viewed as the preferred option for short breaks, may change its pattern over the next two years, given peoples insecurities or cautiousness when travelling internationally. Against this backdrop there are encouraging consumer trends that focus on personal and environmental well-being, inspiring visitors to seek out authentic, simpler and back-to-basics experiences overlayed with desires to re-connect with each other, friends, families and communities. For a destination like Mildura and Wentworth this further reflects consumers' willingness to seek out and interact with regional product offerings, particularly where food and wine, arts and cultural, sporting, as well as indigenous and nature-based experiences consistently fit with travellers' personal values and beliefs.

8 Mildura's culture and strong regional personality

Success of tourism in our region has remained highly dependent on the enthusiasm, acceptance and culture of our local community. Mildura has an exceptionally strong regional personality, heightened in many ways by its isolation and city vibes. Our Community has the ability to face adversity when it arises and to emerge successfully from it. Recognising and adapting efficiently to necessary change remains a challenge for our region. Harnessing the community's many strengths and collective abilities is fundamental to our community's desire to embrace regional growth for economic prosperity while adapting to the constantly changing environment and become proud and knowledgeable ambassadors for the region.

The infographic on the next page provides an overview of why Mildura Regional Development exists and the areas it focuses on to support that 'why' statement.

Strategy



In each of the priority areas the following high-level goals have been identified:

Goal 1: Supporting Small to Medium Enterprises to establish and grow

- Continue to support Economic Recovery in the region
- Small to Medium Enterprise development and support training
- Facilitate start-up ecosystem and accelerator programs
- Support and promote local co-working spaces

Goal 2: Growing industries and creating efficiency for a future focused workforce

- Using the Victorian Skills Commissioner's 2017 report and Mallee Regional Partnerships Pulse Check 2020 to guide regional workforce development
- Continue to support the Northern Mallee LLEN in leading the Schools Industry Regional Taskforce gatherings
- Facilitating access to Grants and funding links ie workforce/infrastructure/development
- Advocate and support for Sunraysia Mallee Port Link project and other projects of regional economic significance
- Continue to promote the opportunities for economic links to the SuniTAFE Smart Farm and Mallee Regional Innovation Centre.

Goal 3: Growing the Visitor Economy

- Forge new relationships and build interest and investment in a 'Hero product' for our region.
- Continue the brand enhancement and promotion of Visit Mildura and other campaigns.
- Create Target markets specific campaigns ie Visiting Friends and Relatives (VFR)
- Building better Visitor Experiences and encouraging Product Development

Goal 4: Promoting a new technology future for industry

- Advocating for future development of the Smart Farm
- Promote and support the MRCC Smart Cities project and the use of technologies such as LoRaWAN
- Encourage investment in Mallee Renewable Energy futures – Solar and Hydrogen
- Fostering further Manufacturing Industry Cluster opportunities and technology trials, such as with regional wine producers.
- Attract regional relocation opportunities for manufacturing and pursue a Manufacturing Hub for the region

Goal 5: Supporting the implementation of Education Mildura

- Partner with the SuniTAFE Smart Farm to demonstrate new technologies and future employment opportunities in the region
- Identify and support pathways for Jobs of the future in the region
- Advocate for the Digital Innovation Technology college
- Promote opportunities for Vocational - Apprenticeships/Traineeships employment locally

- Growing the Tertiary sector links to industry needs and support research activities in the region
- Continuing to foster industry links to key stakeholders such as the Northern Mallee Local Learning and Employment Network, and the Mallee Region Innovation Centre
- Hosting the Northern Mallee Leaders office and providing support to the delivery of their community Leadership program.

Mildura has an exceptionally strong regional personality, heightened in many ways by its isolation coupled with its stoic ability to face adversity when it arises and to emerge successfully from it. The region has many natural and man-made assets to build on. Understanding their role within an economic framework is a key driver in creating a regional connection and maximising potential.

The challenges faced within all regional areas, including higher unemployment, declining traditional industries, mechanisation, lack of economic diversity, and talent loss to urban centres still exist in this Post COVID-19 environment; it is now a very different context. Regionally specific innovative economic development will generate greater economic opportunities, population relocation and a refocus for tourism sustainability nationally.

Goal 1: Supporting Small to Medium Enterprises to establish and grow

The potential of businesses and industries to drive economic recovery will be assessed with a focus on targeting key economic sectors affected by COVID-19. At the same time supporting strengthening industries like agriculture and manufacturing, and supporting new businesses, particularly through product development that embraces the regions broad market base, will assist the recovery process.

The following actions and deliverables have been identified for 2022/23:

Action	Deliverable
<ul style="list-style-type: none"> Provide education and networking for business, entrepreneurs, operators and industry. Support local Aboriginal entrepreneurial opportunities. 	<ul style="list-style-type: none"> Facilitate up to 14 Small Business Workshops annually. Undertake an annual expo that supports start-ups, entrepreneurs and SME's. Continue to collaborate with the First People of the Millewa Mallee on indigenous business establishment and growth.
<ul style="list-style-type: none"> Ensure co-ordination and collaboration amongst stakeholders to maximise the effectiveness of MRD activities. 	<ul style="list-style-type: none"> Continue with the stakeholder communications and engagement schedule, which encourages two-way relationships with stakeholders according to both their needs and MRDs. Maintain the Monitor Customer Relationship Management tool to capture and facilitate information sharing with local businesses.
<ul style="list-style-type: none"> Target opportunities that build on current economic capability with an emphasis on increasing trade and direct national and foreign investment to retain and build talent/skills in the region. 	<ul style="list-style-type: none"> Value of investment in the region continues to grow. =. Value of production from the region continues to be fostered and promoted.
<ul style="list-style-type: none"> As the region's peak tourism and economic development organisation, MRD should advocate on behalf of industry on important issues. 	<ul style="list-style-type: none"> Determine key advocacy platforms and communications strategies in consultation with local industry. Greater interaction with the peak industry bodies such as Ministers, Departments, Cross Border Commissioner, VCCI and VTIC and Regional Tourism bodies.

Goal 2: Growing industries and creating efficiency for a future focused workforce

Business growth and industry attraction broadens academic skill requirements. Matching these needs with appropriate career opportunities diversifies the workforce with improved quality of life and economic sustainability.

Supporting this growth of jobs in the region through a focus on innovation, research and entrepreneurship and providing an environment where start-ups can be nurtured, adds a vital input to the growth of the local economy.

A challenge for the region is securing ongoing work for seasonal employees by managing skillsets and establishing an employee bank in partnership with local businesses. This also provides a mechanism to retain a higher level of skill in the area.

The following actions and deliverables have been identified for 2022/23:

Action	Deliverable
<ul style="list-style-type: none"> Using the Victorian Skills Commissioner's Mallee Regional profile 2017 and Mallee Regional Partnership Pulse Check 2020 report to guide workforce development. 	<ul style="list-style-type: none"> Continue to utilise the information to inform action in the region over the next 3.
<ul style="list-style-type: none"> Work with SuniTAFE and other stakeholders on raising the profile of the Smart Farm, both within the region and at the State level. 	<ul style="list-style-type: none"> Continue to promote the Smart Farm as an enabler for relevant regionally required education, job creation and visitor attraction, jobs, event attraction, industry development and investment.
<ul style="list-style-type: none"> Focus on growing an innovative and sustainable economy that builds on existing economic strengths with an emphasis on trade growth and local skills development. 	<ul style="list-style-type: none"> Continue to advocate for the Transport and Logistics growth in the region and a focus on rail opportunities (ie Sunraysia Mallee Port Link). Value of investment in the region continues to grow. .
<ul style="list-style-type: none"> Enhance accessible information, internet and telecommunication services 	<ul style="list-style-type: none"> Continue to Build Internet of Things (IOT) Wide Area Network use with Council and other stakeholders via the MRCC Smart Cities project. Advocate for telecommunication infrastructure and services investment in the region.
<ul style="list-style-type: none"> Grants 	<ul style="list-style-type: none"> Continue to promote the availability and access to grants through our business relations and various communications channels.

Goal 3: Growing the Visitor Economy

Our existing tourism product strengths built around nature-based experiences, the Murray and Darling rivers, food and wine, arts and cultural diversity, sporting activities and a calendar of premium events can be leveraged with further enhancement of the visitor experience.

Against the current backdrop post COVID-19 there are encouraging consumer trends that focus on personal and environmental well-being, inspiring visitors to seek out authentic, simpler and back-to-basics experiences overlayed with desires to re-connect with each other, friends, families and communities.

For a destination like Mildura, this further reflects consumers' willingness to seek out and interact with regional product offerings, particularly where food and wine, arts and cultural, sporting, as well as indigenous and nature-based experiences consistently fit with travellers' personal values and beliefs.

In the digital age, successful visitor attraction hinges on developing and maintaining excellence in digital branding, marketing and communications. The emergence of digital technologies, along with the influence of social media, have also changed the way consumers research and gather information with resultant adjustments to consumers' travel decision-making and booking processes.

User-generated content that provides far-reaching digital word-of-mouth advocacy has become increasingly important to consumers, and such influence presents both threats and opportunities for Mildura. Staying at the forefront of digital excellence and technology will be essential.

The following actions and deliverables have been identified for 2022/23:

Action	Deliverable
<ul style="list-style-type: none"> Ensure stronger awareness and understanding about the widespread economic and social benefits that arise from a well-managed tourism industry. 	<ul style="list-style-type: none"> Refine and promote a Vision of how tourism looks in the region in the next 2, 5 and 10 years' time post COVID-19 including how the MRCC Events Strategy contributes to this. By 2025 years we are recognised as one of Australia's great inland Cities. Work with MRCC and MRT to deliver a Visitor Inspiration Partner Program for local ambassadorship within the community.
<ul style="list-style-type: none"> Align with the regional Destination Management Plan, to support establishment of new directions for the region's tourism industry. 	<ul style="list-style-type: none"> Prioritisation of key product improvements and new product required, in particular where opportunities can be leveraged off existing projects such as the Riverfront Redevelopment, as well as future opportunities such involving the

	<p>Mildura South Sporting Precinct and the proposed Motor Sports developments.</p> <ul style="list-style-type: none"> • Identification of activities to encourage tourism operators to refresh their product offerings.
<ul style="list-style-type: none"> • Where appropriate, provide strategic advice and support to relevant major tourism and business events. 	<ul style="list-style-type: none"> • Working with stakeholders and event organisers as appropriate opportunities are identified
<ul style="list-style-type: none"> • Improve remote town tourism and economic development. 	<ul style="list-style-type: none"> • Development of an Art trail along Mallee track with considering the opportunity for an augmented reality tourist experience • Continue to support the Mallee Track with regular visits from MRD staff to assist in this outcome.
<ul style="list-style-type: none"> • Enhance the provision of good customer service for quality visitor experiences through industry training. 	<ul style="list-style-type: none"> • Identify and introduce opportunities for operators to access relevant professional excellence training programs, including opportunities available in conjunction with other agencies such as Tourism Australia, Visit Victoria, Murray Regional Tourism and Destination NSW. Training topics could include: <ul style="list-style-type: none"> ○ digital marketing and social media; ○ cultural awareness and product development for international growth markets; ○ crisis management preparation, response and recovery. • environmental sustainability practices
<ul style="list-style-type: none"> • Encourage operators and industry to assist us in strengthening the view of the region as a desirable holiday destination. 	<ul style="list-style-type: none"> • Provide advice to businesses who are seeking assistance to upgrade their products and services, including the identification of funding opportunities. • Support campaigns that underpin the value of tourism in the region. • Encourage tourism operators across the industry to reinvest and refresh their products and services to remain competitive and meet changing market expectations.
<ul style="list-style-type: none"> • Assist industry to improve take-up of marketing opportunities, bringing tourism operators together behind a cohesive marketing vision and approach. 	<ul style="list-style-type: none"> • Continue to identify and implement communications and engagement initiatives relevant to operators. • Provide opportunities for operators to partner in initiatives and marketing strategies. • Ensure co-ordination and collaboration amongst stakeholders to maximise the effectiveness of product development and marketing activities.

Goal 4: Promoting a new technology future for industry

Communities are finding success cultivating a competitive advantage by using regionally unique assets to attract new investment and support existing businesses by focusing on technology for process improvement. This place-based approach anticipates and overcomes challenges by building on existing community assets rather than seeking to attract new major employers to replace lost jobs or investments, as would be the more traditional economic growth method.

This approach to improve economic stability where foundations have become threatened due to circumstances is particularly true for regions built on single-sector economies, utilises technology improvements and market forces acting to grow local workforce employment through increased export capacity.

The following actions and deliverables have been identified for 2022/23:

Action	Deliverable
<ul style="list-style-type: none"> Work with the Mallee Regional Innovation Centre and other stakeholders on raising the profile of the Mallee Renewable Energy futures in particular around Solar and Hydrogen 	<ul style="list-style-type: none"> Continue to promote the region as a significant player in the renewable energy industry with regard to solar and emerging green Hydrogen generation and storage.
<ul style="list-style-type: none"> Enhance and grow innovation in the Manufacturing Industry locally through new technology demonstration and trials to champion enhanced productivity and offerings. 	<ul style="list-style-type: none"> Continue to work with AusIndustry, the local wine manufacturing industry and other manufacturers, education groups and other stakeholders to improve technology use and generate more lean production.
<ul style="list-style-type: none"> Continue to advocate for the use of new technology trials at the SuniTAFE Smart Farm for the continued evolution of agricultural production locally. 	<ul style="list-style-type: none"> Continue to Build Internet of things (IOT) Wide Area Network at the Smart Farm with SuniTAFE and other stakeholders to establish proof of concept trials. Encourage other technology trials and partners to utilise the SmartFARM as a resource and promote the outcomes.
<ul style="list-style-type: none"> Collaborate with MRCC on the Smart Cities project and promote the outcomes. 	<ul style="list-style-type: none"> Contribute to the completion of the Smart Cities project and profiling of the technology used to support the project.
<ul style="list-style-type: none"> Advocate for the establishment of a Manufacturing Industry Hub to capitalise on the opportunities uniquely presented by our region, in particular food production. 	<ul style="list-style-type: none"> Promote the opportunity for the region to become a hub for manufacturing given the access to reliable services, transport and logistics and a diverse and growing population for workforce benefits.

Goal 5: Supporting the implementation of Education Mildura

Education Mildura is a contemporary education product designed to capitalise on the growth in the education sector, in particular international education, as a major contributor in terms of export dollars, jobs, and the visitor economy. It also provides an opportunity to prevent the loss of talent to larger metropolitan centres, by expanding opportunities for our young people to explore education and employment options in Mildura.

When combined with research, technology development and targeted training to market needs, there is significant potential in terms of investment and jobs creation. Working in partnership with educators, trainers and industry, MRD will look to identify exportable education and training products to grow an international student cohort. The intention is that this will be based on contemporary, as well as targeted and bespoke training/education products with a digital/ IIOT transition focus.

The Region hosts multiple educational providers with a number of primary, secondary schooling options along with tertiary institutions that offer a wide range of courses including SuniTAFE, and the Mildura Campus of La Trobe University, which offer a variety of bachelor's courses including Nursing, Business and Accounting, Education, Arts and Health. Monash University also has a Rural Health Campus situated next to the Mildura Base Hospital providing hands-on clinical experiences to medical students.

In a post COVID-19 environment, the opportunities for the delivery of education may change significantly and MRD will need to review the growth opportunities that have been previously identified in the sector.

The following actions and deliverables have been identified for 2022/23:

Action	Deliverable
<ul style="list-style-type: none"> Creating the Agricultural industry as a sector of choice for local employment opportunities, particularly in the Science, Technology, Environment and Maths (STEM). 	<ul style="list-style-type: none"> Continue to promote the Smart Farm links to local schools in terms of STEM and jobs of the future. Encourage more local content in the education curriculum to improve pathways into employment.
<ul style="list-style-type: none"> Identifying the pathways to the regions jobs of the future following the completed pulse check of the Mallee Regional Skills demand profile. 	<ul style="list-style-type: none"> Work with the Northern Mallee LEN, local schools, SuniTAFE and Latrobe University to assist in the delivery of the skills required in the local workforce.
<ul style="list-style-type: none"> Work with local education providers to encourage investment by Government in a Digital Innovation Technology college in the region. 	<ul style="list-style-type: none"> Continue to identify the need and opportunities that will be created by investment in a Digital Innovation Technology college locally in alignment with the skills needs and local employment pathways.
<ul style="list-style-type: none"> Foster relationships between Industry and the Northern Mallee LEN, Northern Mallee Leaders and the Mallee Regional Innovation Centre to support better regional economic outcomes. 	<ul style="list-style-type: none"> Brokering partnerships with industry for better research outcomes locally, links to education and employment outcomes. Host the Northern Mallee community leadership and assist in its delivery of the program and promotion of the outcomes.

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Performance

MRD will review progress against each action within the plan as it is linked to supporting economic and tourism development regionally. This is supported and underpinned by the Mildura Regional Development and Mildura Rural City Council Service Agreement and reporting requirements.

Further to this, the Mildura Rural City Council Community Plan 2021–2026 outcomes and indicators as per below will be reported upon in 2022/23.

- Economy

Outcomes
Resilient local businesses that are supported to thrive, contributing to the viability and character of our towns
A valued and vibrant tourism industry and recognised visitor destination
An agile economy underpinned by innovation and industry diversity that attracts investment
Access to a range of education, training and employment pathways
A skilled workforce that meets current and future industry needs
Access to digital infrastructure to support education, health and economy
Mildura Regional Airport is a major air traffic gateway for the region

Strategic indicators
Community satisfaction with tourism development
Visitor satisfaction with visitor information servicing
Yield of tourism
Building activity
Community satisfaction with business and community development
Gross Regional Product

14.12 ADOPTION OF WATERWAY MANAGER INSTRUMENT OF DELEGATION

Summary

The purpose of this report is to present the updated Waterway Manager Instrument of Delegation for adoption.

2022/0097

Moved: Cr Jason Modica
Seconded: Cr Jodi Reynolds

That Council:

- (i) revoke the Waterway Manager Instrument of Delegation adopted by Council on 26 August 2020;**
- (ii) adopt the updated Waterway Manager Instrument of Delegation as presented; and**
- (iii) authorise all powers be delegated to members of Council staff holding, acting in or performing the duties of officers or positions referred to in the attached instrument of delegation, once adopted.**

CARRIED

***Instrument of Delegation from the Waterway Manager
to Members of Council Staff***



Mildura Rural City Council

**Mildura Rural City Council
(as Waterway Manager for Lake Cullulleraine)**

Instrument of Delegation

to

Members of Council Staff

Document Control Page**Document Information**

	Information
Records Manager File Number	18/02/05
Document Owner	General Manager Corporate
Last Update	January 2022

Document History

Version	Issue Date	Changes
1.0	December 2016	Delegation document created due to legislative changes
2.0	April 2018	Maddocks review prompted by further legislative changes
3.0	June 2019	Annual Maddocks review and amendment to position titles
4.0	August 2020	Implementation of <i>Local Government Act 2020</i>
5.0	January 2022	Annual Maddocks Review

Instrument of Delegation

In exercise of the power conferred by s 217 of the *Marine Safety Act 2010*, Mildura Rural City Council (**Council**), as Waterway Manager for Lake Cullulleraine:

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the contractor or member of Council staff holding, acting in or performing the duties of the office or position described opposite each such duty and/or function and/or power in column 4 of the Schedule;
2. records that a reference in the Schedule to:

CCC	means	Civic Compliance Coordinator
CFS	means	Facility Services Coordinator
GMCS	means	General Manager Corporate
GMD	means	General Manager Development
GRC	means	Governance & Risk Coordinator
MAS	means	Manager Asset Services
MCA	means	Manager Corporate Administration
MDS	means	Manager Development Services
MFS	means	Manager Financial Services
SCCO	means	Senior Civic Compliance Officer
3. declares that:
 - 3.1 this Instrument of Delegation is authorised by a resolution of Council passed on 26 May 2022 and
 - 3.2 the delegation:
 - 3.2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
 - 3.2.2 remains in force until varied or revoked;
 - 3.2.3 is subject to any conditions and limitations set out in the Schedule; and
 - 3.2.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts.

THE COMMON SEAL of the **MILDURA RURAL CITY**)
COUNCIL was affixed hereto by authority of the)
Council in the presence of:)
)

..... **COUNCILLOR MODICA**

..... **COUNCILLOR REYNOLDS**

..... **CHIEF EXECUTIVE OFFICER**

DATE

Instrument of Delegation from the Waterway Manager to Members of Staff

Marine Safety Act 2010			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s.193(1)	Duty to notify the Safety Director of the intention to make a request under s.194	GMD, MDS, CCC	
s.193(3)(b)	Function of receiving notice from the Safety Director	GMD, MDS	
s.193(5)	Function of receiving advice from the Safety Director	GMD, MDS	
s.193(6)	Function of receiving advice from the Safety Director	GMD, MDS	
s.193(7)	Function of receiving advice from the Safety Director	GMD, MDS	
s.194(1)	Power to request that the Safety Director makes waterway rules	GMD, MDS, CCC	In relation to waters under its control
s.196(1)	Duty to invite submissions and comments regarding proposed waterway rule	GMD, GMCS, MGP, MDS, CCC	Subject to Pt 5.1
s.196(2)	Duty to publish notice and make copies available	GMD, GMCS, MGP, MDS, CCC	
s.196(5)	Duty to take into account every submission or comment received	GMD, GMCS, MGP, MDS, CCC	
s.200	Function of consulting with the Safety Director	GMD, MDS, CCC	
s.202	Duty to comply with a standard determined under s.199	GMD, MDS, CCC, SCCO	
s.203(3)	Power to make a declaration that provides for the matters listed ss 203(3)(a) - 203(3)(c)	GMD, MDS	Where Council is an applicable regulatory entity
s.203(6)	Duty to publish declaration	GMD, GMCS, MGP, MDS	Where Council is an applicable regulatory entity
s.204(1)	Duty to give certain documents to the Safety Director	GMD, MDS, CCC	
s.204(4)	Duty to comply with a direction of the Safety Director	GMD, MDS, CCC	

Marine Safety Act 2010			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s.208(2)	Power to prohibit a person or class of person, or vessel, or class of vessel, from entering or remaining in a specified part of waters under Council's control	GMD, MDS, CCC, SCCO	Subject to ss 208 and 209
s.209(1)	Duty to give a draft of the notice to the Safety Director	GMD, MDS	
s.209(4)	Duty to comply with a direction of the Safety Director	GMD, MDS	
s.211(1)(a)	Power to give directions to masters of vessels in relation to the navigation and movement of those vessels	GMD, MDS, CCC	Where Council is an applicable regulatory entity
s.211(1)(b)	Power to publish notice in the Government Gazette prohibiting the navigation and movement of vessels, and or regulating the position and manner in which vessels may anchor or be secured	GMD, GMCS, MGP, MDS	Where Council is an applicable regulatory entity Subject to s 212
s.212(1)	Duty to give draft of the notice to the Safety Director	GMD, MDS	
s.212(4)	Duty to comply with a direction of the Safety Director	GMD, MDS, CCC, SCCO	
s.215(1)	Function of determining that due to an emergency, persons must not enter or remain in a part of waters	GMD, MDS	
s.215(2)	Power to direct a person not to enter or remain in the waters	GMD, MDS	
s.215(3)	Duty to make a written copy of the direction and keep a copy for 6 years after the date of the direction	GMD, MDS	
s.216(1)(a)	Function of managing vessel activities on the water	GMD, MDS, CCC, SCCO	Council must carry out functions under s 216(1) in a manner that ensures the safe operation of vessels and minimises the risk of environmental damage from the operation of vessels
s.216(1)(b)	Function of managing and allocating moorings and berths in water	GMD, MDS, CCC, SCCO	Council must carry out functions under s 216(1) in a manner that ensures the safe operation of vessels and minimises the risk of environmental damage from the operation of vessels
s.216(1)(c)	Function of providing and maintaining navigation aids, including appropriate signage as to water levels, hazards and applicable marine laws	GMD, MDS, MAS, CCC, CFS	In accordance with any standards developed by the Safety Director Council must carry out functions under s 216(1) in a manner that ensures the safe operation of vessels and minimises the risk of environmental damage from the operation of vessels

Marine Safety Act 2010			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s.216(1)(d)	Function of controlling the navigation and vessel movement in the water	GMD, MDS, MAS, CCC, SCCO, CFS	Council must carry out functions under s 216(1) in a manner that ensures the safe operation of vessels and minimises the risk of environmental damage from the operation of vessels
s.216(1)(e)	Function of designating areas in which anchorage of vessels is permitted and not permitted	GMD, MDS, MAS, CCC	Council must carry out functions under s 216(1) in a manner that ensures the safe operation of vessels and minimises the risk of environmental damage from the operation of vessels
s.216(1)(f)	Function of altering and dredging channels for navigation in water	GMD, MDS, MAS	Council must carry out functions under s 216(1) in a manner that ensures the safe operation of vessels and minimises the risk of environmental damage from the operation of vessels
			In accordance with any directions or determination of the Safety Director
s.216(1)(g)	Function of removing or marking obstructions in the water	GMD, MDS, MAS, CCC, SCCO, CFS	Council must carry out functions under s 216(1) in a manner that ensures the safe operation of vessels and minimises the risk of environmental damage from the operation of vessels
s.216(3)(a)	Power to enter into contracts and agreements for the carrying out of Council's functions under s 216 of the Marine Safety Act 2010	GMD, MDS, MAS, CFS	
s.216(3)(b)	Power to enter into contracts or agency agreements with persons to assist in the carrying out of Council's functions under the Marine Safety Act 2010	GMD, MDS, MAS, CFS	
s.216(3)(c)	Power to charge the prescribed fees for any service provided	GMD, GMCS, MGP, MDS, MAS, MFS, CCC, SCCO	Council must have regard to any relevant regulations made under s 311
s.216(3)(d)	Power to do all things necessary to enable Council to carry out its functions under s 216 of the Marine Safety Act 2010	GMD, MDS, MAS, CCC, CFS	
s.219A(1)	Power to move any 'thing' or cause any 'thing' to be moved from water	GMD, MDS, MAS, CCC, SCCO, CFS	Subject to ss 219A(1)(a) and 219A(1)(b)

Marine Safety Act 2010			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s.219A(2)	Power to immediately remove a 'thing' from water	GMD, MDS, MAS, CCC, SCCO, CFS	Subject to ss 219A(2)(a) and s 219A(2)(b)
s.219B(1)	Power to enter the vehicle or vessel using reasonable force if necessary	GMD, MDS, MAS, CCC, SCCO, CFS	For the purpose of conveniently or expediently moving the vehicle or vessel
s.219B(2)	Duty to move the 'thing' to the nearest safe and convenient place	GMD, MDS, MAS, CCC, SCCO, CFS	
s.219C	Duty to make all reasonable enquiries to establish the identity or location of the owner of the property	GMD, MDS, MAS, CCC, SCCO, CFS	
s.219D(1)	Power to dispose of a 'thing'	GMD, MDS, MAS, CCC, SCCO, CFS	Council must not to dispose of a 'thing' under s 219D(1) subject to ss 219D(2)(a) – (b) and 219D(3)
s.219D(4)	Duty to give the owner of a 'thing' that has been moved notice, in writing, that Council intends to dispose of it	GMD, MDS, MAS, CCC, SCCO, CFS	
s.219D(5)	Power to dispose of the 'thing' after 28 days, either by gift, sale, destruction, or by otherwise dealing with the 'thing'	GMD, GMCS, MGP, MDS, MAS, CCC, SCCO, CFS	If notice in writing is given under s 219D(4) to the owner and the owner does not recover the 'thing'
s.219E(1)	Power to recover costs from the owner of the 'thing'	GMD, GMCS, MGP, MDS, CCC, SCCO	If a 'thing' has been moved under ss 219A(1) or 219A(2)
s.219F(1)	Duty to pay to the owner, and any other person with an interest in the 'thing', an amount commensurate with the value of the person's interest in the 'thing', less any amount payable under s 219E	GMD, GMCS, MGP, MDS	If the owner of a 'thing' is unable to recover possession of the 'thing' because the thing has been disposed of under Pt 5.5 Div 2
s.219G(a)	Power to recover the costs of moving and disposing of the 'thing'	GMD, GMCS, MGP, MDS, CCC, SCCO	If the 'thing' has been disposed of under s 219D(1) and the identity or location of the owner has not been established
s.220(5)	Duty to ensure that a licensed harbour master is engaged at all times	GMD, MDS, CCC	In respect of any part of waters in which the Safety Director has determined that a licensed harbour master is required to be engaged

Marine Safety Act 2010			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s.221(1)	Duty to issue identity card to harbour master	GMCS, MGP, GRC	If Council has engaged a harbour master
s.229(4)	Power to authorise, in writing, a person to act as an assistant harbour master	GMD, MDS	If a harbour master is engaged, the harbour master has been consulted and the Safety Director has given written approval
s.281	Function of consulting with the Safety Director regarding development and review of the Marine Enforcement Policy	GMD, MDS, MAS, CCC	

Waterway Manager Instrument of Delegation – Members of Staff

May 2022

14.13 ADOPTION OF CHILDREN'S SERVICES LEGISLATION INSTRUMENT OF DELEGATION

Summary

The purpose of this report is to present the updated Children's Services Legislation Instrument of Delegation for adoption.

2022/0098

Moved: Cr Stefano De Pieri
Seconded: Cr Glenn Milne

That Council:

- (i) revoke the Instrument of Delegation (Children's Services VIC & NSW Legislation) adopted by Council on 26 August 2020;**
- (ii) adopt the updated Instrument of Delegation (Children's Services VIC & NSW Legislation) as presented; and**
- (iii) authorise all powers be delegated to members of Council staff holding, acting in or performing the duties of officers or positions referred to in the attached instrument of delegation, once adopted.**

CARRIED

Instrument of Delegation – Members of Council Staff



Mildura Rural City Council

Instrument of Delegation

to

Members of Council Staff

(Children's Services VIC and NSW Legislation only)

Document Control Page**Document Information**

	Information
TRIM File Number	18/02/05
Document Owner	General Manager Corporate
Last Update	August 2020

Document History

Version	Issue Date	Changes
1.0	December 2011	Document created to cover Victorian and New South Wales Children's Services Legislation
2.0	July 2012	Changes implemented to relevant Legislation
3.0	February 2014	Update from Maddocks – February 2014
4.0	October 2015	Update from Maddocks – September 2015
5.0	May 2017	Update from Maddocks – March 2017
6.0	July 2018	Update from Maddocks – May 2018
7.0	August 2020	Implementation of <i>Local Government Act 2020</i>
8.0	January 2022	Update from Maddocks – January 2022

Instrument of Delegation from Council to Members of Council Staff – Children's Services

May 2020

Instrument of Delegation

In exercise of the power conferred by the legislation referred to in the attached Schedule, the Mildura Rural City Council (**Council**):

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the member of Council staff holding, acting in or performing the duties of the office or position described opposite each such duty and/or function and/or power in column 3 of the Schedule;
2. records that a reference in the Schedule to:

ADSC	means	Aged & Disability Services Coordinator
CHC	means	Community Health Coordinator
EYC	means	Early Years Coordinator
FDCTL	means	Family Day Care Team Leader
GMC	means	General Manager Community
GMCS	means	General Manager Corporate Services
ITL	means	Immunisation Team Leader
KEO	means	Kindergarten Enrolment Officer
KEPO	means	Kindergarten Enrolment Project Officer
MCCS	means	Manager Community Care Services
MLCS	means	Manager Leisure & Cultural Services
PCD	means	Playalong Centre Director
SYCM	means	Senior Youth Case Manager
YCM	means	Youth Case Manager
YDO	means	Youth Development Officer
YESC	means	Youth Engagement Services Coordinator
YPPO	means	Youth Program & Participation Officer

3. records that on the coming into force of this Instrument of Delegation each delegation under the Instrument of Delegation dated 26 August 2020 and executed under Council Seal is revoked;
4. declares that:
 - 4.1 this Instrument of Delegation is authorised by a resolution of Council passed on 26 May 2022 and
 - 4.2 the delegation:
 - 4.2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
 - 4.2.2 remains in force until varied or revoked;
 - 4.2.3 is subject to any conditions and limitations set out in sub-paragraph 3.3, and the Schedule; and

- 4.2.4 must be read in accordance with any guidelines or policies which Council from time to time adopts; and
- 4.3 the delegate must not determine the issue, take the action or do the act or thing if:
 - 4.3.1 the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council; or
 - 4.3.2 if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a
 - (a) policy; or
 - (b) strategy
 adopted by Council; or
 - 4.3.3 if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation..
 - 4.3.4 the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff or delegated committee.

THE COMMON SEAL of the MILDURA RURAL CITY)
 COUNCIL was affixed hereto by authority of the)
 Council in the presence of:)
)

..... COUNCILLOR DE PIERI

..... COUNCILLOR MILNE

..... CHIEF EXECUTIVE OFFICER

DATE

SCHEDULE

Instrument of Delegation from Council to Members of Council Staff – Children's Services

May 2020

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Instrument of Delegation (Children's Services VIC & NSW Legislation only)

Child Protection (Working with Children) Act 2012 (NSW)			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s.31	Duty to provide information for the Children's Guardian upon request	GMC, MCCS, EYC, FDCTL	Duty of government agency
s.35	Duty to notify the Children's Guardian if a worker has engaged in conduct specified in cl.2 of Schedule 1	GMC, MCCS, EYC, FDCTL	Duty of reporting body
s.40	Duty to comply with direction of the Children's Guardian	GMC, MCCS, EYC, FDCTL	Duty of government agency

Child Wellbeing and Safety Act 2005

Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s.16(3)(a)	function of receiving notification from the Commission for Children and Young People (Commission) of an exemption under s16(1)	GMC, MLCS, MCCS	Where council functions as an 'entity within the meaning of s.16A' in addition to its ordinary role as a council
			This provision is not yet in force and will commence on 1 January 2019
s.16K(2)	duty to provide any information to the Commission about a system referred to in s.16K(1), if requested in writing	GMC, MLCS, MCCS	Where council functions as an 'entity within the meaning of s.16A' in addition to its ordinary role as a council
			This provision is not yet in force and will commence on 1 January 2019
s.16K(3)	function of receiving from the Commission any necessary information relating to a recommendation for action to be taken, if a reasonable concern with a system referred to in subsection (1) is identified	GMC, MLCS, MCCS	Where council functions as an 'entity within the meaning of s.16A' in addition to its ordinary role as a council

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Child Wellbeing and Safety Act 2005			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
			This provision is not yet in force and will commence on 1 January 2019
s.16O(2)	function of advising the Commission if Council will not, or is unable to, investigate the reportable allegation or engage an independent investigator to investigate the reportable conduct	GMC, MLCS, MCCS	Where council functions as an 'entity within the meaning of s.16A' in addition to its ordinary role as a council This provision is not yet in force and will commence on 1 January 2019
s.16O(4)(b)	function of receiving the findings, reasons and recommendations, if any, of the Commission, together with any necessary information relating to the recommendations	GMC, MLCS, MCCS	Where council functions as an 'entity within the meaning of s.16A' in addition to its ordinary role as a council This provision is not yet in force and will commence on 1 January 2019
s.16U(1)	duty to report a matter to Victoria Police upon becoming aware that a reportable allegation may involve criminal conduct	PCD, CHC, GMC, MLCS, MCCS, ADSBM, YESC, YDO, YPO, EYC, FDCTL, ITL	Where council functions as an 'entity within the meaning of s.16A' in addition to its ordinary role as a council This provision is not yet in force and will commence on 1 January 2019
s.16U(2)	duty to suspend investigation of a reportable allegation under pt 5A of the Act until the Chief Commissioner of Police advises that the police investigation has been completed, or agrees that the investigation under this pt may proceed in consultation with Victoria Police	GMC, MLCS, MCCS	Where council functions as an 'entity within the meaning of s.16A' in addition to its ordinary role as a council This provision is not yet in force and will commence on 1 January 2019
s.16ZA	duty to ensure that the Commission, or an authorised person, is given	PCD, CHC, GMC,	Where council functions as an 'entity within the

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Child Wellbeing and Safety Act 2005			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	any assistance in connection with the reasonable performance of the Commission's functions, under pt 5A of the Act, that the Commission, or the authorised person, reasonably requires	MLCS, MCCS, ADSBM, YESC, EYC, FDCTL, ITL	meaning of s. 16A in addition to its ordinary role as a council This provision is not yet in force and will commence on 1 January 2019
s. 16ZG(5)	duty to provide each document specified in the notice to the Commission on or before the date specified in the notice	PCD, CHC, GMC, MLCS, MCCS, ADSBM, YESC, EYC, FDCTL, ITL	Where council functions as an 'entity within the meaning of s. 16A' in addition to its ordinary role as a council This provision is not yet in force and will commence on 1 January 2019
s. 16ZL(2)	power to seek a review by the Commission of the Commission's decision to give a notice to produce	GMC, MLCS, MCCS	Where council functions as an 'entity within the meaning of s. 16A' in addition to its ordinary role as a council This provision is not yet in force and will commence on 1 January 2019
s. 16ZL(5)	function of receiving an opportunity to comment on any comments or opinions in the Commission's annual report which are adverse to Council and providing such comment	GMC, MLCS, MCCS	Where council functions as an 'entity within the meaning of s. 16A' in addition to its ordinary role as a council This provision is not yet in force and will commence on 1 January 2019
s. 19	duty to comply with the Child Safe Standards	PCD, CHC, GMC, MLCS, MCCS, YESC, YDO, YPPQ, EYC, FDCTL	Where council functions as a 'category 1 entity' in addition to its ordinary role as a council
s. 25	function of receiving education and advice from the Commission for	PCD, CHC, GMC,	Where council functions as a 'category 1 entity' in

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Child Wellbeing and Safety Act 2005			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	Children and Young People regarding the Child Safe Standards	MLCS, YESC, YDO, EYC, FDCTL	addition to its ordinary role as a council
s.26	function of receiving request from the Commission for Children and Young People for any information or document	PCD, CHC, GMC, MLCS, MCCS, YESC, YDO, EYC, FDCTL	Where council functions as a 'category 1 entity' in addition to its ordinary role as a council
s.27(1)	function of receiving request from a relevant authority to provide any information or document	PCD, CHC, GMC, MLCS, MCCS, YESC, YDO, EYC, FDCTL	Where council functions as a 'category 1 entity' in addition to its ordinary role as a council
s.29(2)	function of receiving written notice and consenting to inspection of relevant premises by the Commission for Children and Young People	CHC, GMC, MLCS, MCCS, YESC, EYC	Where council functions as a 'category 1 entity' in addition to its ordinary role as a council
s.29(3)	power to consent to inspection of relevant premises without written notice by the Commission for Children and Young People	GMC, MLCS, MCCS	Where council functions as a 'category 1 entity' in addition to its ordinary role as a council
s.30	duty to comply with notice to provide documents given under subsection (1)	PCD, CHC, GMC, MLCS, MCCS, YESC, YDO, EYC, FDCTL	Where council functions as a 'category 1 entity' in addition to its ordinary role as a council
s.31	duty to comply with notice to comply given under subsection (1)	PCD, CHC, GMC, MLCS, MCCS, YESC, YDO, YPPO, EYC, FDCTL	Where council functions as a 'category 1 entity' in addition to its ordinary role as a council
s.36	duty to ensure that the Commission for Children and Young People is given any assistance reasonably required to perform functions	PCD, CHC, GMC, MLCS, MCCS, YESC, YDO, EYC, FDCTL	Where council functions as a 'category 1 entity' in addition to its ordinary role as a council
s.411	power to seek review by the Commission for Children and Young People of decision by the Commission to issue a notice to produce or a notice to	GMC, MLCS, MCCS	Where council functions as a 'category 1 entity' in addition to its ordinary role as a council

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Child Wellbeing and Safety Act 2005			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	comply		
s.41J	power to apply to VCAT for a review of the Commission for Children and Young People to issue a notice to comply	GMC, MLCS, MCCS	Where council functions as a 'category 1 entity' in addition to its ordinary role as a council Must have first exhausted all available avenues for review under s.41I
s.41M	function of being given opportunity to comment on adverse comment or opinion to be included in annual report or further report	GMC, MLCS, MCCS	Where council functions as a 'category 1 entity' in addition to its ordinary role as a council
s.46(1)(e)	power to collect confidential information and disclose it to the Secretary for a permitted purpose	GMC, MLCS, MCCS	Power of an approved provider of an approved education and care service for the purposes of the Education and Care Services National Law Act 2010 (Vic) This provision is not yet in force and will commence on 1 January 2019, unless proclaimed earlier
s.46(1)(f)	power to collect confidential information and disclose it to the Secretary for a permitted purpose	GMC, MLCS, MCCS	Power of an approved provider of an approved education and care service for the purposes of the Education and Care Services National Law Act 2010 (Vic) This provision is not yet in force and will commence on 1 January 2019, unless proclaimed earlier
s.46(1)(m)	power to authorise a registered early childhood teacher, providing education and care to children at an approved education and care service, as a Child Link user	GMC, MCCS, EYC	Power of an approved provider of an approved education and care service for the purposes of the Education and Care Services National Law Act 2010 (Vic) This provision is not yet in force and will

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Child Wellbeing and Safety Act 2005			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s.46K(1)(n)	power to authorise a registered early childhood teacher, providing education and care to children at an approved education and care service, as a Child Link user	GMC, MCCS, EYC	commence on 1 January 2019, unless proclaimed earlier Power of an approved provider of an approved education and care service for the purposes of the Education and Care Services National Law Act 2010 (Vic)
			This provision is not yet in force and will commence on 1 January 2019, unless proclaimed earlier
s.46K(4)	duty to revoke authorisation if the person who has been authorised no longer requires access to the Child Link Register	GMC, MCCS, EYC	Power of an approved provider of an approved education and care service for the purposes of the Education and Care Services National Law Act 2010 (Vic) This provision is not yet in force and will commence on 1 January 2019, unless proclaimed earlier
Children and Young Persons (Care and Protection) Act 1998 (NSW)			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s.245C	power to provide information to another prescribed body, and function of receiving information from another prescribed body	GMC, MCCS, EYC, FDCTL	Power or function of prescribed body (which includes licensee)
s.245D(1)	power to request information from another prescribed body	GMC, MCCS, EYC, FDCTL	Power of prescribed body (which includes licensee)
s.245D(3)	duty to comply with request for information by another prescribed body unless s.245D(4) applies	GMC, MCCS, EYC, FDCTL	Duty of prescribed body (which includes licensee)

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Children and Young Persons (Care and Protection) Act 1998 (NSW)			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s.245D(4)	Power to refuse to provide information in the circumstances listed in subsection (4)	GMC, MCCS, EYC, FDCTL	Power of prescribed body (which includes licensee)
s.245D(5)	duty to notify prescribed body with written reasons for refusing to provide information requested	GMC, MCCS, EYC, FDCTL	Duty of prescribed body (which includes licensee)
s.245E	Duty to take reasonable steps to co-ordinate decision making and the delivery of services regarding children and young persons	GMC, MCCS, EYC	Duty of prescribed body (which includes licensee)
s.245F	Duty to ensure information is not disclosed or used for any purpose other than for the safety, welfare or well-being of the child or young person	GMC, MCCS, EYC	Duty of prescribed body (which includes licensee)
s.248	Function of furnishing and receiving information to/from the Director-General	GMC, MCCS	Function of prescribed body (which includes licensee)
s.248B(6)	power to exchange assessment information with NSW State child protection bodies	GMC, MCCS, EYC, FDCTL	Where Council arranges child protection, out-of-home care, guardianship or adoption services
Children (Education and Care Services) National Law (NSW)			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s.10	Power to apply for provider approval	GMC, MCCS	Power of "person" which includes a body corporate
s.20	Function of receiving copy of provider approval	GMC, MCCS, EYC	Function of approved provider
s.22	Power to apply to the Regulatory Authority for amendment of the provider approval	GMC, MCCS, EYC	Power of the approved provider
s.23	Function of receiving notice of amendment of provider approval	GMC, MCCS, EYC	Function of approved provider
s.24	Function of receiving a copy of amended provider approval	GMC, MCCS, EYC	Function of approved provider

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Children (Education and Care Services) National Law (NSW)			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s.26	Power of providing a written response to show cause notice	GMC, MCCS, EYC	Power of approved provider
s.29	Function of receiving notice of decision to suspend provider approval	GMC, MCCS, EYC	Function of approved provider
s.32	Function of receiving a show cause notice and power to provide a written response to show cause notice	GMC, MCCS, EYC	Function and power of approved provider
s.33	Function of receiving notice of decision of Regulatory Authority	GMC, MCCS, EYC	Function of approved provider
s.35	Duty to comply with request for information, if a show cause notice has been given	GMC, MCCS, EYC, FDCTL	Duty of approved provider
s.36	Duty to comply with request to give written notice of suspension or cancellation	GMC, MCCS, EYC, FDCTL	Duty of approved provider
s.37(1)	Power to apply to the Regulatory Authority for suspension of the provider approval	GMC, MCCS	Power of approved provider
s.37(3)	Duty to notify parents of intention to make application for suspension of provider approval	GMC, MCCS, EYC	Duty of approved provider
s.37(5)	Function of receiving notice of Regulatory Authority's decision	GMC, MCCS, EYC	Function of approved provider
s.37(6)	Function of agreeing with the Regulatory Authority on a date for suspension to take effect	GMC, MCCS	Function of approved provider
s.37(8)	Power to apply to revoke suspension before end of suspension period	GMC, MCCS	Power of approved provider
s.38(1)	Power to surrender provider approval	GMC, MCCS	Power of approved provider
s.38(3)	Duty to notify parents of intention to surrender provider approval	GMC, MCCS	Duty of approved provider

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Children (Education and Care Services) National Law (NSW)			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s.43	Power to apply for a service approval for an education and care service	GMC, MCCS	Power of approved provider
s.51	Duty to comply with condition of service approval to hold prescribed insurance	GMC, MCCS, EYC, FDCTL	Duty of approved provider
s.52	Function of receiving a copy of the service approval	GMC, MCCS, EYC	Function of approved provider
s.54(1)	Power to apply for amendment of service approval and function of receiving notice of decision	GMC, MCCS, EYC	Power and function of approved provider
s.54(9)	Function of receiving notice of the Regulatory Authority's decision	GMC, MCCS, EYC	Function of approved provider
s.55(3)	Function of receiving notice of the amendment	GMC, MCCS, EYC	Function of approved provider
s.56	Duty to give written notice to the Regulatory Authority of wish to change nominated supervisor	GMC, MCCS, EYC	Duty of approved provider
s.57	Function of receiving amended copy of service approval	GMC, MCCS, EYC	Function of approved provider
s.58	Power to transfer the service approval to another approved provider	GMC, MCCS, EYC	Power of approved provider
s.59	Duty to notify the Regulatory Authority of transfer under s.58	GMC, MCCS, EYC, FDCTL	Duty of approved provider
s.68	Duty to give written notice to the Regulatory Authority within 2 days of a transfer taking place	GMC, MCCS, EYC	Duty of approved provider
s.69	Duty to give written notice to parents of transfer of service	GMC, MCCS, EYC, FDCTL	Duty of approved who is receiving a transferred provider approval
s.71	Function of receiving a show cause notice and power to provide a written	GMC, MCCS,	Function and power of approved provider

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Children (Education and Care Services) National Law (NSW)			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	response to proposed suspension	EYC	
s.74	Function of receiving written notice of decision to suspend service approval	GMC, MCCS, EYC	Function of approved provider
s.78	Function of receiving a show cause notice and power to provide written response to proposed cancellation	GMC, MCCS, EYC	Function and power of approved provider
s.79(1)	Function of receiving notice of the Regulatory Authority's decision	GMC, MCCS, EYC	Function of approved provider
s.81	Power to apply for consent to transfer a service approval that is to be cancelled	GMC, MCCS, EYC	Power of approved provider
s.83	Duty to comply with request of Regulatory Authority for contact details of parents	GMC, MCCS, EYC, FDCTL	Duty of approved provider
s.84	Duty to comply with a direction of Regulatory Authority to give written notice of suspension or cancellation of service approval	GMC, MCCS, EYC, FDCTL	Duty of approved provider
s.85(1)	Power to apply to Regulatory Authority for a suspension of service approval	GMC, MCCS	Power of approved provider
s.85(4)	Duty to notify parents of intention to make application for suspension of service approval	GMC, MCCS, EYC, FDCTL	Duty of approved provider
s.85(6)	Function of agreeing with Regulatory Authority on date of suspension of service approval	GMC, MCCS	Function of approved provider
s.86(1)	Power to surrender a service approval	GMC, MCCS	Power of approved provider
s.86(3)	Duty to notify parents of intention to surrender the service approval	GMC, MCCS, EYC, FDCTL	Duty of approved provider
s.87(1)	Power to apply to the Regulatory Authority for waiver from the requirement to comply with elements of the National Quality Standard	GMC, MCCS	Power of approved provider

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Children (Education and Care Services) National Law (NSW)			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	and national regulations		
s.92(2)	Power to apply to the Regulatory Authority for revocation of service waiver	GMC, MCCS	Power of approved provider
s.94	Power to apply for temporary waiver from the requirement to comply with elements of the National Quality Standard and national regulations	GMC, MCCS	Power of approved
s.136(1)	Function of receiving notice of the outcome of the rating assessment	GMC, MCCS, EYC, FDCTL	Function of approved provider
s.141	Power to request the Regulatory Authority to review rating levels	GMC, MCCS, EYC	Power of approved provider
s.142(4)	Power to agree to extension of time	GMC, MCCS, EYC	Power of approved provider
s.143(2)	Function of receiving notice of the Regulatory Authority's decision	GMC, MCCS, EYC, FDCTL	Function of approved provider
s.144(2)	Power to apply to the National Authority for a further review of the rating levels	GMC, MCCS, EYC	Power of approved provider
s.151(4)	Power to agree to extension of time	GMC, MCCS, EYC	Power of approved provider
s.151(5)	Function of receiving notice of the Regulatory Authority's decision	GMC, MCCS, EYC	Function of approved provider
s.152(1)	Power to apply to the National Authority for an approved education and care service to be assessed for the highest rating level	GMC, MCCS, EYC	Power of approved provider
s.155(3)	Power to agree to extension of time	GMC, MCCS, EYC	Power of approved provider
s.156	Function of receiving notice of the Regulatory Authority's decision	GMC, MCCS	Function of approved provider

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Children (Education and Care Services) National Law (NSW)			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		EYC	
s.159	Power to reapply for the award of the highest rating level	GMC, MCCS, EYC	Power of an approved provider which has been awarded the highest rating level
s.171	Duty to comply with direction of Regulatory Authority to exclude inappropriate persons from premises	GMC, MCCS, EYC, FDCTL	Duty of approved provider
s.176	Duty to comply with a compliance direction of the Regulatory Authority	GMC, MCCS, EYC, FDCTL	Duty of approved provider
s.177	Duty to comply with a compliance notice given by the Regulatory Authority	GMC, MCCS, EYC, FDCTL	Duty of approved provider
s.178	Duty to comply with a direction given by the Regulatory Authority	GMC, MCCS, EYC, FDCTL	Duty of approved provider
s.179	Duty to comply with a direction given by the Regulatory Authority	GMC, MCCS, EYC, FDCTL	Duty of approved provider
s.182	Function of receiving a prohibition notice	GMC, MCCS, EYC	Function of a person involved in the provision of an approved education and care service
s.183	Function of receiving a show cause notice and power to provide written submissions to the Regulatory Authority	GMC, MCCS, EYC	Function of a person involved in provision of an approved education and care service, including an approved provider
s.184	Function of receiving a notice of decision of Regulatory Authority	GMC, MCCS, EYC, FDCTL	Function of a person involved in provision of an approved education and care service, including an approved provider
s.186(1)	Function of receiving notice of cancellation of prohibition notice	GMC, MCCS, EYC, FDCTL	Function of a person involved in provision of an approved education and care service, including an approved provider
s.186(2)	Power to apply to the Regulatory Authority to cancel the prohibition	GMC, MCCS,	Power of a person involved in provision of an approved

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Children (Education and Care Services) National Law (NSW)			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	notice	EYC, FDCTL	education and care service, including an approved provider
s.191	Power to apply to the Regulatory Authority for review of decision	GMC, MCCS, EYC	Person who is the subject of a reviewable decision for internal review
s.193	Power to apply to relevant court or tribunal	GMC, MCCS	Power of a person who is the subject of a reviewable decision for external review
s.206	Duty to provide authorised officer with requested information	GMC, MCCS, EYC, FDCTL	Power of a specified person, which includes an approved provider
s.215	Duty to provide Regulatory Authority with requested information	GMC, MCCS, EYC, FDCTL	Duty of a specified person, which includes an approved provider
s.216	Duty to provide Regulatory Authority with requested information	GMC, MCCS, EYC, FDCTL	Duty of a specified person, which includes an approved provider
s.269(1)	Duty to keep a register of each family day care educator and any other person engaged to educate and care for a child	GMC, MCCS, EYC, FDCTL	Duty of an approved provider
s.269(2)	Duty to provide information on the register upon request	GMC, MCCS, EYC, FDCTL	Duty of an approved provider
s.272	Power to request the Regulatory Authority to disclose certain information	GMC, MCCS, EYC	Power of an approved provider
Children (Education and Care Services) Supplementary Provisions Act 2011 (NSW)			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s.10	Duty to ensure that there is at least one nominated supervisor	GMC, MCCS, EYC, FDCTL	Duty of approved provider
s.32	Duty to provide parents with access to information listed in s.32	GMC, MCCS, EYC, FDCTL	Duty of approved provider

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Children (Education and Care Services) Supplementary Provisions Act 2011 (NSW)			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s.33-35	Duty to comply with the conditions of service approval	GMC, MCCS, EYC, FDCTL	Duty of approved provider
Children (Education and Care Services) Supplementary Provisions Regulation 2012 (NSW)			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r.10	Duty to apply to the Regulatory Authority for approval of revised venue management plan and amendment plan and amendment to the service approval	GMC, MCCS, EYC	Duty of approved provider
r.37	Duty to ensure that the premises of the service comply with the plan for those premises	GMC, MCCS, EYC, FDCTL	Duty of approved provider of a mobile education and care service for which there is a venue management plan
r.41(3)	Duty to ensure that a record is kept of any test of fire protection equipment	GMC, MCCS, EYC, FDCTL	Duty of approved provider
r.45-48	Duty to comply with requirements of r.45-48 with respect to the premises of an education and care service	GMC, MCCS, EYC, FDCTL	Duty of approved provider
r.40-56	Duty to comply with requirements of r.49-56 with respect to staffing arrangements for education and care service	GMC, MCCS, EYC, FDCTL	Duty of approved provider
r.58(2)	Power to agree to approval to provide the service to more children than the number specified in the service approval	GMC, MCCS, EYC, FDCTL	Power of approved provider
r.59(4)	duty to admit a child who is the subject of emergency child care approval to the first available vacancy at the service	GMC, MCCS, EYC, FDCTL	Duty of approved provider
r.60	duty to comply with requirements of r.60 with respect to group sizes	GMC, MCCS, EYC, FDCTL	Duty of approved provider
r.61	duty to comply with requirements of r.61 with respect to the attendance of school children at the education and care service	GMC, MCCS, EYC, FDCTL	Duty of approved provider

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Children (Education and Care Services) Supplementary Provisions Regulation 2012 (NSW)			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
rr.63-71	duty to comply with operational requirements contained in rr.63-71	GMC, MCCS, EYC, FDCITL	Duty of approved provider
rr.72-75	duty to comply with requirements of rr.72-75 with respect to information and access to children	GMC, MCCS, EYC, FDCITL	Duty of approved provider
rr.76-79	duty to comply with requirements of rr.76-79 with respect to excursions	GMC, MCCS, EYC, FDCITL	Duty of approved provider
rr.80-83	duty to comply with requirements of rr.80-83 with respect to emergencies	GMC, MCCS, EYC, FDCITL	Duty of approved provider
rr.85-106	duty to comply with administrative requirements contained in rr.85-106	GMC, MCCS, EYC, FDCITL	Duty of approved provider
r.101	duty to give the Regulatory Authority notice of certain changes	GMC, MCCS, EYC, FDCITL	Duty of approved provider who is a public authority

Children's Services Act 1996 (VIC)			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s.9	power to apply to Secretary for approval of premises and alterations to premises	GMC, MCCS	
s.15	power to apply for licence to operate children's service	GMC, MCCS	
s.25G	function of receiving copy of licence	GMC	function of a licensee
s.25I	function of being notified by Secretary	GMC	function of a licensee
s.25K	power to apply for approval of persons to control or manage the service	GMC, MCCS	power of a licensee
s.25N	power to apply to Secretary for renewal of licence	GMC, MCCS	power of a licensee

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Children's Services Act 1996 (VIC)			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s.25P(3)	power to apply to Secretary to vary, revoke or impose a new condition, or to vary the time period of the licence	GMC, MCCS	power of a licensee
s.25P(5)	function of receiving varied licence	GMC	function of a licensee
s.25S	power to apply for voluntary suspension of licence	GMC, MCCS	power of a licensee
s.25T	power to apply for cancellation of licence	GMC, MCCS	power of a licensee
s.25W(2)(a)(ii)	power to designate in writing a person as the primary nominee	GMC, MCCS	Power of an approved provider Subject to s.25W(2A)
s.25WA	duty to give written notice to the Secretary if the approved provider wishes to change the primary nominee for an approved associated children's service	GMC, MCCS	Duty of an approved provider of an approved associated children's service
s.25X(1)	power to apply to the Secretary for approval of new nominees and primary nominees	GMC, MCCS, EYC	Power of an approved provider
s.25X(3)	function of receiving notice from the Secretary regarding approved nominees	GMC, MCCS, EYC	Function of an approved provider
s.25Z	function of receiving notice of decision from Secretary	GMC, MCCS	Function of an approved provider
s.25ZA	power to apply to the Secretary for suspension of service approval	GMC, MCCS	Power of an approved provider
s.25ZB	power to request cancellation of service approval	GMC, MCCS	Power of an approved provider
ss. 26 - 34A	duty to comply with the obligations imposed on proprietors and licensees under pt 4 of the Act with respect to operation of children's services	GMC, MCCS, EYC	duties of a proprietor, a licensee and an approved provider of an approved associated children's service
s.36(3)	power to consent (or to withhold consent) to authorised officer entering premises	PCD, GMC, MCCS, EYC	power of an occupier
s.36A	function of providing information sought by Authorised Officer	PCD, GMC,	function of a licensee, staff member or nominee

Instrument of Delegation from Council to Members of Council Staff – Children's Services

May 2022

Children's Services Act 1996 (VIC)			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
ss.42A & 43AA	function of responding to, or taking steps required by, the Secretary	GMC, MCCS, EYC	function of a licensee, a proprietor and an approved provider of an approved associated children's service
s.43A	Duty to comply with the direction of the Secretary	GMC, MCCS	function of a proprietor
s.45A	Function of receiving notice of Secretary's intention to cancel the service approval and function of making submissions to Secretary	GMC, MCCS	Function of an approved provider
s.53B	Function of receiving notice of Secretary's intention to publish information	GMC, MCCS, EYC	function of a licensee and an approved provider
s.53C	Function of receiving information from the Secretary in relation to a children's service	GMC, MCCS, EYC	
s.54A	power to apply for internal review by the Secretary	GMC, MCCS	power of a licensee and an approved provider of an approved associated children's service
s.55	power to apply to VCAT	GMCS, MCCS	power of a person aggrieved
Children's Services Regulations 2009 (VIC)			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r.24C	function of ensuring that a request to cancel a service approval under section 25ZB of the Act is accompanied by information in Part 14 of Schedule 1 of the regulations	GMC, MCCS, EYC	Function of approved provider of an approved associated children's service
r.28	duty to ensure that records kept are accurate	PCD, GMC, MCCS, EYC	Duty of proprietor
r.29	duty to ensure attendance record is kept in accordance with r.29	PCD, GMC, MCCS, EYC	Duty of proprietor

Instrument of Delegation from Council to Members of Council Staff – Children's Services

May 2022

Children's Services Regulations 2009 (VIC)			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
rr.31 & 35	duty to ensure that an enrolment records are kept in accordance with division 3 of Part3	PCD, GMC, MCCS, EYC	Duty of proprietor
rr.36 & 37	duty to ensure that medication, accident, injury, trauma and illness records are kept in accordance with division 4 of Part 3	PCD, GMC, MCCS, EYC	Duty of proprietor
r.38	duty to ensure that staff record is kept in accordance with r.38	PCD, GMC, MCCS, EYC	Duty of proprietor
rr.40 - 44	duty to ensure that requirements as to provision and display of information in division 1 of Part 4 are complied with	PCD, GMC, MCCS, EYC	Duty of proprietor
rr.50 - 52A	duty to ensure that a minimum staff and teaching hour requirements in division 1 of Part 5 are met	PCD, GMC, MCCS, EYC	Duty of proprietor
rr.60, 63, 65, 67, 68	duty to ensure that qualified and training requirements for staff in division 3 of Part 5 are complied with	PCD, GMC, MCCS, EYC	Duty of proprietor
r.70	duty to read current assessment notice and volunteer assessment notice (and duty to ensure r.70 is complied with)	PCD, GMC, MCCS, EYC	Duty of licensee and primary nominee
r.70A	duty to read, or ensure that nominee has read, assessment notice before person becomes employee or volunteer	PCD, GMC, MCCS, EYC	Duty of approved provider of an approved associated children's service
rr.71 - 74	duty to ensure that the requirements in relation to access to and removal of children from the premises in division 1 of Part 6 are complied with	PCD, GMC, MCCS, EYC	Duty of proprietor
rr.76 & 77	duty to ensure that safety requirements in division 2 of Part 6 are complied with	PCD, GMC, MCCS, EYC	Duty of proprietor
rr.78 - 82	duty to ensure that personal hygiene, food and beverage and smoke-free requirements in division 3 of Part 6 are complied with	PCD, GMC, MCCS, EYC	Duty of proprietor
rr.84, 86, 88 & 89	duty to ensure that first aid and illness requirements in division 5 of Part 6 are complied with	PCD, GMC, MCCS, EYC	Duty of proprietor

Instrument of Delegation from Council to Members of Council Staff – Children's Services

May 2022

Children's Services Regulations 2009 (VIC)			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r.91	duty to notify parent of serious incident	PCD, GMC, MCCS, EYC	Duty of proprietor
r.93	duty to ensure that each child has access to furniture, materials and developmentally appropriate equipment	PCD, GMC, MCCS, EYC	Duty of proprietor
rr.95 - 100	duty to ensure that rooms and space requirements in division 3 of Part 7 are complied with	PCD, GMC, MCCS, EYC	Duty of licensee and approved provider of an approved associated children's service
rr.101 - 104	duty to ensure that toileting, rest and food preparation facilities requirements in division 4 of Part 7 are complied with	PCD, GMC, MCCS, EYC	Duty of licensee and approved provider of an approved associated children's service
r.105(1)	duty to deal with and respond to complaints	PCD, GMC, MCCS, EYC	Duty of proprietor
r.105(2)	duty to notify Secretary of complaints	PCD, GMC, MCCS, EYC	Duty of proprietor
r.106	duty to ensure that the Children's Services Act 1996 and Regulations are available at the premises of the children's service	PCD, GMC, MCCS, EYC	Duty of proprietor
s.33(1)(b)	function of receiving notice of decision of Regulatory Authority	GMC, MCCS	Function of an approved provider
s.35(2)	duty to comply with request for information, if a show cause notice has been given	GMC, MCCS, EYC	Duty of an approved provider
s.36(2)	duty to give written notice of the suspension or cancellation and its effect to the parents of children enrolled at all or any of the education and care services operated by Council	GMC, MCCS	Duty of an approved provider If required by Regulatory Authority
s.36(3)	duty to comply with request to give written notice of suspension or cancellation	GMC, MCCS, EYC	Duty of an approved provider
s.37(1)	power to apply to the Regulatory Authority for suspension of the provider approval	GMC, MCCS	Power of an approved provider

Instrument of Delegation from Council to Members of Council Staff – Children's Services

May 2022

Children's Services Regulations 2009 (VIC)			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s.37(3)	duty to notify parents of intention to make application for suspension of provider approval	GMC, MCCS, EYC	Duty of an approved provider
s.37(5)	function of receiving notice of Regulatory Authority's decision	GMC, MCCS	Function of an approved provider
s.37(6)	function of agreeing with the Regulatory Authority on a date for suspension to take effect	GMC, MCCS	Function of an approved provider
s.37(8)	power to apply to revoke suspension before end of suspension period	GMC, MCCS	Power of an approved provider
s.38(1)	power to surrender provider approval	GMC, MCCS	Power of an approved provider
s.38(3)	duty to notify parent of intention to surrender provider approval	GMC, MCCS, EYC	Duty of an approved provider
s.43	power to apply for a service approval for an education and care service	GMC, MCCS	Power of an approved provider
s.51	duty to comply with condition of service approval to hold prescribed insurance	GMC, MCCS, EYC	Duty of an approved provider
s.52	function of receiving a copy of the service approval	GMC, MCCS, EYC	Function of approved provider
s.54(1)	power to apply for amendment of service approval and function of receiving notice of decision	GMC, MCCS	Power and function of approved provider
s.54(9)	function of receiving notice of the Regulatory Authority's decision	GMC, MCCS, EYC	Function of approved provider
s.55(3)	function of receiving notice of the amendment	GMC, MCCS, EYC	Function of approved provider
s.56	duty to give written notice to the Regulatory Authority of wish to change nominated supervisor	GMC, MCCS	Duty of approved provider
s.57	function of receiving amended copy of service approval	GMC, MCCS,	Function of approved provider

Instrument of Delegation from Council to Members of Council Staff – Children's Services

May 2022

Children's Services Regulations 2009 (VIC)			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		EYC	
s.58	power to transfer the service approval to another approved provider	GMC	Power of approved provider
s.59	duty to notify the Regulatory Authority of transfer under s.58	GMC, MCCS	Duty of approved provider
s.62	function of receiving notice of the Regulatory Authority's decision to intervene	GMC, MCCS	Function of approved provider
s.68	duty to give written notice to the Regulatory Authority within 2 days of a transfer taking place	GMC, MCCS	Duty of approved provider
s.69	duty to give written notice to parents of transfer of service	GMC, MCCS, EYC	Duty of approved provider who is receiving a transferred provider approval
s.71	function of receiving a show cause notice and power to provide a written response to proposed suspension	GMC, MCCS	Function and power of approved provider
s.74	function of receiving written notice of decision to suspend service approval	GMC, MCCS	Function of approved provider
rr.158-162	duty to keep attendance, immunisation and enrolment records in accordance with rr.158-162	GMC, MCCS, KEO, EYC, FDCTL	Duty of approved provider
s.78	function of receiving a show cause notice and power to provide a written response to proposed cancellation	GMC, MCCS	Function and power of approved provider
s.79(1)	function of receiving notice of the Regulatory Authority's decision	GMC, MCCS	Function of approved provider
s.81	power to apply for consent to transfer a service approved that is to be cancelled	GMC, MCCS	Power of approved provider
s.83	duty to comply with request of Regulatory Authority for contact details of parents	PCD, GMC, MCCS, EYC, FDCTL	Duty of approved provider

Instrument of Delegation from Council to Members of Council Staff – Children's Services

May 2022

Children's Services Regulations 2009 (VIC)			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s.84	duty to comply with request of Regulatory Authority for contact details of parents	PCD, GMC, MCCS, EYC, FDCTL	Duty of approved provider
s.85(1)	duty to comply with a direction of Regulatory Authority to give written notice of suspension or cancellation of service approval	GMC, MCCS	Duty of approved provider
s.85(4)	power to apply to Regulatory Authority for a suspension of service approval	GMC, MCCS	Power of approved provider
s.85(6)	duty to notify parents of intention to make application for suspension of service approval	PCD, GMC, MCCS, EYC, FDCTL	Duty of approved provider
s.86(1)	function of agreeing with Regulatory Authority on date of suspension of service approval	GMC, MCCS	Function of approved provider
s.86(3)	power to surrender a service approval	GMC, MCCS	Power of approved provider
s.87(1)	power to apply to the Regulatory Authority for waiver from the requirement to comply with element of the National Quality Standard and national regulations	GMC, MCCS	Power of approved provider
s.92(2)	power to apply to the Regulatory Authority for revocation of service waiver	GMC, MCCS	Power to approved provider
s.94	power to apply for temporary waiver from the requirement to comply with elements of the National Quality Standard and national regulations	GMC, MCCS	Power of approved provider
s.136(1)	function of receiving notice of the outcome of the rating assessment	PCD, GMC, MCCS, EYC, FDCTL	Function of approved provider
s.137(2)	function of receiving notice from the Regulatory Authority	PCD, GMC, MCCS, EYC, FDCTL	Function of approved provider

Instrument of Delegation from Council to Members of Council Staff – Children's Services

May 2022

Children's Services Regulations 2009 (VIC)			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s. 139	power to apply to the Regulatory Authority for re-assessment and re-rating on an approved education and care service	GMC, MCCS, EYC	Power of approved provider
s. 141	power to request the Regulatory Authority to review rating levels	GMC, MCCS, EYC	Power of approved provider
s. 142(4)	power to agree to extension of time	GMC, MCCS, EYC	Power of approved provider
s. 143(2)	function of receiving notice of the Regulatory Authority's decision	GMC, MCCS, EYC	Function of approved provider
s. 144(2)	power to apply to the National Authority for a further review of the rating levels	GMC, MCCS, EYC	Power of approved provider
s. 151(4)	power to agree to extension of time	GMC, MCCS, EYC	Power of approved provider
s. 151(5)	function of receiving notice of the Regulatory Authority's decision	GMC, MCCS, EYC	Function of approved provider
s. 152(1)	power to apply to the National Authority for an approved education and care service to be assessed for the highest rating level	GMC, MCCS, EYC	Power of approved provider
s. 155(3)	power to agree to extension of time	GMC, MCCS, EYC	Power of approved provider
s. 156	function of receiving notice of the Regulatory Authority's decision	GMC, MCCS, EYC	Function of approved provider
s. 159	power to reapply for the award of the highest rating level	PCD, GMC, MCCS, EYC, FDCTL	Power of an approved provider which has been awarded the highest rating level
s. 171	duty to comply with direction of Regulatory Authority to exclude inappropriate persons from premises	PCD, GMC, MCCS, EYC,	Duty of approved provider

Instrument of Delegation from Council to Members of Council Staff – Children's Services

May 2022

14.14 ADOPTION OF ASSET PLAN 2022-2031

Summary

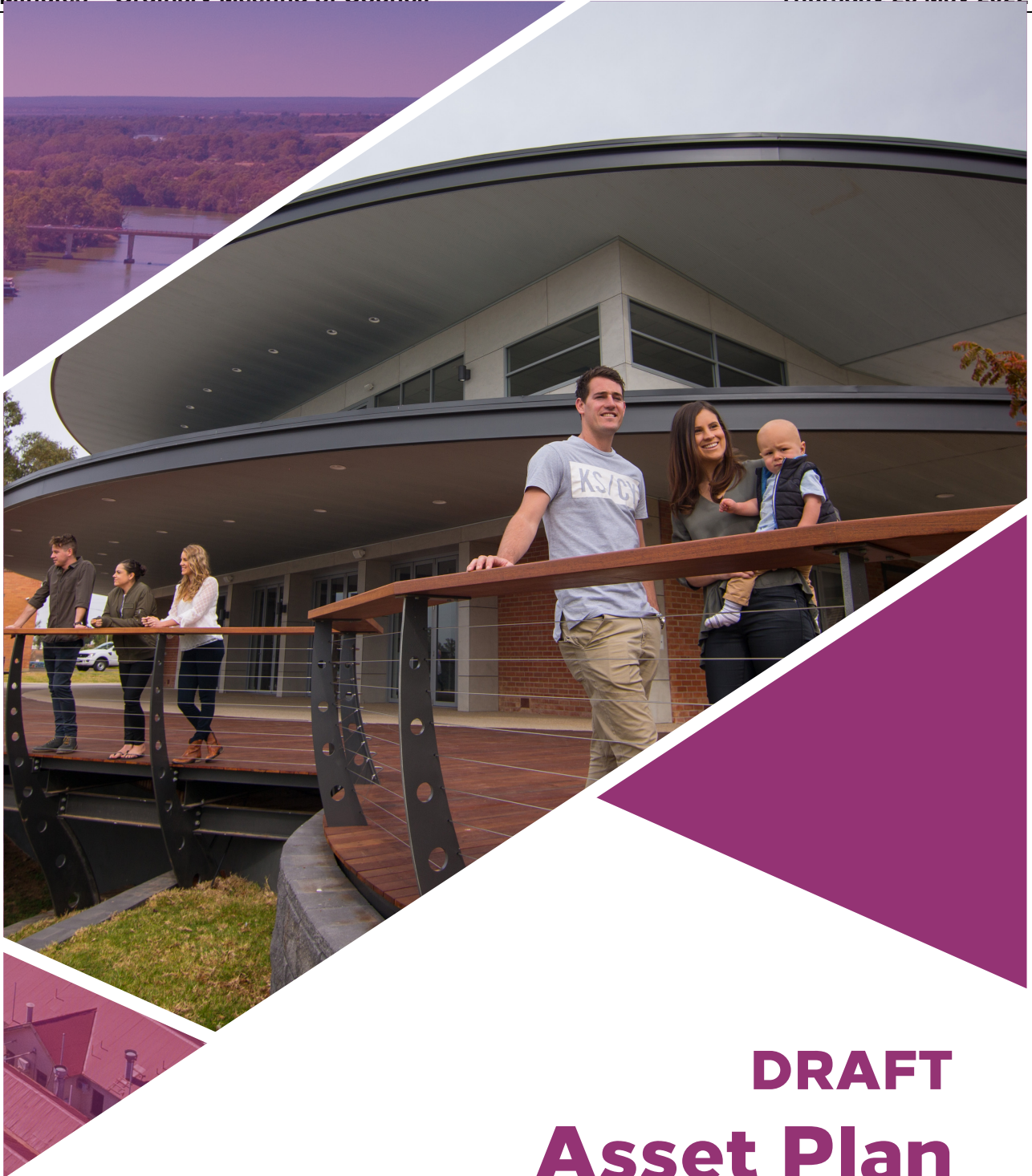
The purpose of this report is to present the Asset Plan 2022-2031 for adoption.

2022/0099

Moved: Cr Helen Healy
Seconded: Cr Jason Modica

That Council adopts the Asset Plan 2022-2031 as presented.

CARRIED



DRAFT

Asset Plan

2022-2031



Mildura Rural City Council

Acknowledgment of country

We 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.

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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5	Introduction
6	Our Region
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19	State of the Assets
24	Financial Sustainability
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Introduction

Providing effective and efficient management of assets is a key obligation of any Council, however Mildura Rural City Council faces unique challenges in fulfilling its stewardship role, due to its location and the requirements of delivering services in a large regional/rural municipality.

Under Victoria's *Local Government Act 2020*, Mildura Rural City Council's primary role is to provide good governance in our municipality for the benefit and wellbeing of our community. It also requires that the Council develop an Asset Plan in line with our Community Engagement Policy for at least the next 10 years (long-term). Long-term strategic planning defines an organisation's direction and priorities and deciding how to allocate resources to pursue these. A strong, transparent and inclusive planning process can ensure energy and resources are focused, operations are strengthened, and employees and the community agree on common goals, outcomes and results.

Council's first Asset Plan provides a strategic and financial view of how Council proposes to manage the assets that it owns and controls. It outlines the resources required and activities to be undertaken to ensure assets under Council's stewardship are developed, renewed, or maintained to deliver the required service potential.

Our region

Located in north west Victoria, the Mildura Rural City Council area covers almost ten per cent of the State.

The region's landscape includes unique Mallee vegetation, broad acre grain properties, intensive horticultural farms and vibrant towns.

Mildura Rural City shares borders with New South Wales and South Australia, which makes it a strategically important regional service centre for three states.

The beautiful Murray River winds its way through much of the municipality and is a focal point for visitors and those who call the region home.

22,082km²

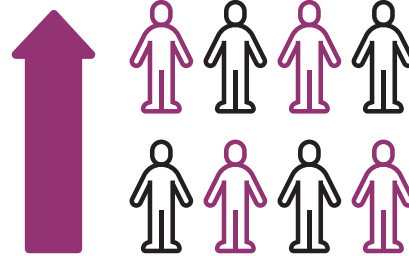
Land area

55,937

2021 estimated resident population

59,439

2031 projected resident population



Key industries

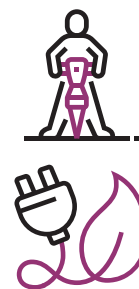
Dryland farming, irrigated horticulture (table grapes, wine grapes, dried grapes, citrus, vegetables and nuts), tourism, food and beverage manufacturing, transport and logistics, retail, health and community services.

Our towns

Cabarita	Merbein	Ouyen
Cardross	Meringur	Red Cliffs
Colignan	Mildura	Underbool
Cowangie	Murrayville	Walpeup
Cullulleraine	Nangiloc	Werrimull
Irymple	Nichols Point	

Emerging industries

Renewable energy generation, aquaculture, mineral sands mining and recycling





\$6.83 billion

Annual economic output

10.4%

Born overseas

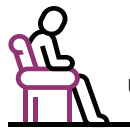


4.5%

Aboriginal or
Torres Strait
Islander

5,362

Businesses



3.87%

Unemployment rate

6.8%

Need assistance
with core
activities



22,368

Jobs

9.5%

Speak a language
other than English
at home



Sources: 2021 update to Australian Bureau of Statistics
and REMPLAN as of 26 August 2021





Structure of the Asset Plan

The Asset Plan is structured to give a high-level insight into how Council intends on maintaining its infrastructure assets now and into the future.

- Our Community's Vision
- Asset Plan Summary
- Asset Planning
- Our Assets
- Financial Sustainability
- Our Challenges and Opportunities
- Our Improvements and Monitoring

Our Community's Vision

Mildura Rural City Council is committed to accountable, transparent and responsive decision making that is informed by the consistent application of well-designed community engagement. The Community Engagement Policy (CP020) underpins Council's commitment to community-centred practice by applying the key elements of good community engagement into our day-to-day practice. The development of the Community Vision 2021-2040 and Council Plan 2021-2025 has been undertaken through a process of deliberative engagement which also provided community input to inform the development of this Asset Plan.

Environment	Community	Place	Economy	Leadership
We will sustain and enhance our natural environment and resources for current and future generations	We will be a healthy, respectful and connected community	We will be a place to live, belong and visit with infrastructure and development that enhances our lifestyle	We will have a thriving economy that harnesses our strengths and capitalises on opportunity	We will have responsible, collaborative leadership that puts community wellbeing at the heart of decision-making

Community Assets contribute to the realisation of the Community's Vision

"Community is engaged in decision making with opportunities to share their views on things that affect them"

The development of the Community Vision 2021-2040 and Council Plan 2021-2025 provides direct alignment between what infrastructure the community needs to meet its aspirations for the future.

"Actively address the causes and impacts of climate change"

The effects of climate change pose a significant risk to infrastructure. We are seeing more frequent extreme weather events such as heatwaves, droughts and flooding in our region, and this has and will continue to impact our infrastructure and their provision of services in the community.

Building resilient and adaptable infrastructure is key to improving the sustainability of our networks. This needs consideration in the early stages of planning, as early intervention can save a significant amount when compared to the cost of repair.

Each infrastructure portfolio will need different approaches for climate adaptation, and these are detailed in their respective Asset Management Plans and align with Council's Environmental Sustainability and Climate Change Policy CP041, Towards Zero Emissions Strategy 2021-2050 and Climate Change Mitigation and Adaptation Framework.

"Adequate and sustainable infrastructure to meet future demand"

Knowing what assets Council owns and controls, where they are, what condition they are in as well as understanding the value they provide to the service delivered by them, is fundamental to ensuring Council provides adequate and sustainable infrastructure that will meet current and future community needs. Council's Asset Management Strategy 2020 features five key focus areas working towards adequate and sustainable infrastructure to meet future demand:

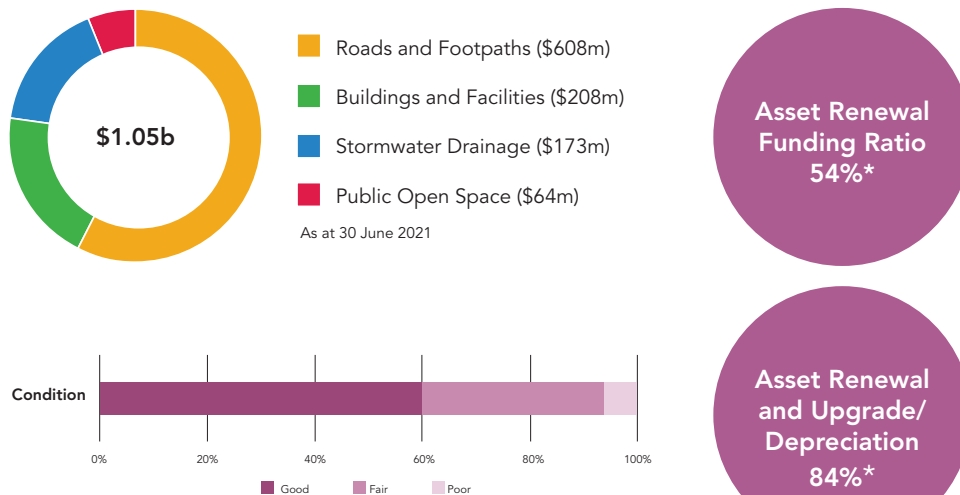
- Data and Information
- Governance
- Integrated Planning
- Education and Knowledge
- Service Planning

"Keep the community informed to build a relationship of transparency, understanding and trust"

The state of the municipality's assets should be well communicated to community, so they can be well informed in regards to the management required to maintain what will be needed for the long-term. By monitoring our assets and forecasting their future financial requirements, we will be better placed to ensure the decisions made today are well-informed and in the best interests of our community both now and for future generations.

Asset Plan Summary

Asset management is about managing assets in a way that will ensure services can be delivered to the community both now and into the future. In order to do this effectively, we need to manage assets throughout their lifecycle, from construction or acquisition, during its operation through inspections and maintenance activities, to renewing it when it's reaching end of life, or disposing / decommissioning it when it's no longer required.



*Refer to page 27



Roads and Footpaths

While overall in good condition, the condition of our road network will deteriorate faster than expected due to the permission for heavy vehicles to travel on the entire network.



Buildings and Facilities

A significant amount of the network is in fair to poor condition which is expected as over 50% of existing buildings and facilities are over 50 years old.



Drainage

The majority of the drainage network is in reasonable condition, however there are known capacity issues in some areas. Budget requirements may increase to cater for these capacity issues in the near future.



Public Open Space

While overall in good condition, modelling indicates that renewal funding is inadequate. This is likely due to many assets being replaced through operational budgets or community grants.

Asset Planning

As stewards of community infrastructure, Council has an obligation to plan for and provide sustainable infrastructure for current and future generations.

What is Council's role?

Council plays different roles in working towards what's important to our community which are outlined in the Community Vision 2021-2040. In Asset Planning, Council is a Provider, Regulator, Partner, Facilitator and Advocate.



Provider

Council provides services and infrastructure including waste collection, open spaces, local road and footpath networks, stormwater drainage, maternal and child health, libraries and many other community services and programs.



Regulator

Council is responsible for regulating a range of activities throughout the municipality. Ensuring that local laws and government legislation and the administration of it is done in a way that is supporting the Community Vision.



Partner

Council has many partners across the community including service providers, agencies, businesses and community groups who we collaborate with to deliver services, infrastructure and events.



Facilitator

Council has a role in bringing groups of people and organisations together to support collaboration and new partnerships to create new opportunities and solve problems for the community.



Advocate

Council advocates on behalf of the community to other levels of government and various other decision-makers to deliver the best possible outcomes for the Mildura Rural City Council community.

What is an asset and why are they important?

An asset is an item, thing or entity that has potential or actual value to an organisation.

Local government is responsible for a large variety of assets in order to deliver services to the community, such as infrastructure, plant and equipment, fleet and property.

Assets contribute to and support the delivery of services such as maternal and child health care, recreation and leisure facilities, waste and environmental management, transport and economic development.

This Asset Plan focuses on infrastructure, which accounts for close to 95% of the value of Council's total assets.

What is Asset Management and why is it important?

Asset Management is the coordinated activity of an organisation to realise value from assets. Realisation of value will normally involve balancing of costs, risks, opportunities and performance benefits which will ensure services can be delivered to the community both now and into the future. Asset Management also enables the capacity of Council to respond to emergencies to protect people, property and the environment.

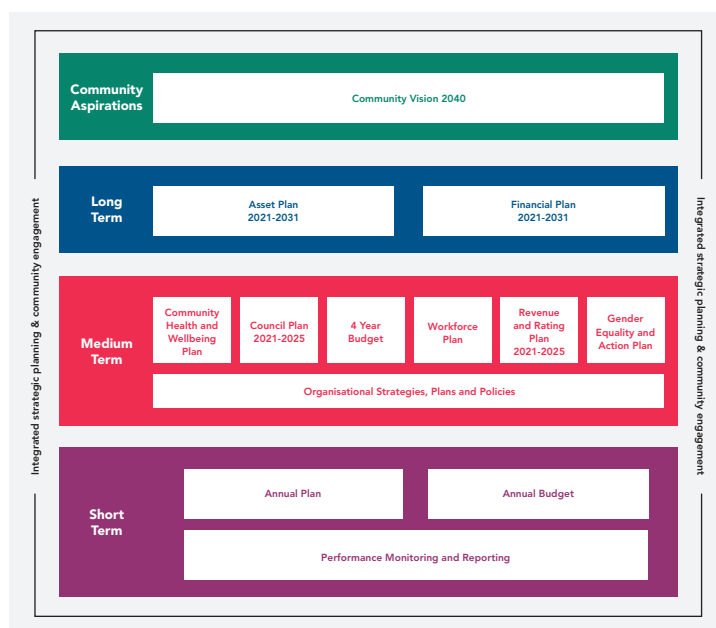


Our Framework

Integrated Planning and Reporting Framework

This section describes how the Asset Plan links to the achievement of the Community Vision and the Council Plan within the Integrated Strategic Planning and Reporting Framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

Mildura Rural City Council's Integrated Planning and Reporting Framework outlines the relationship between important Strategies and Plans, highlighting the importance of the Community Vision as the base of Council's strategic planning, as well as demonstrating how each element might inform or be informed by other parts of the framework.

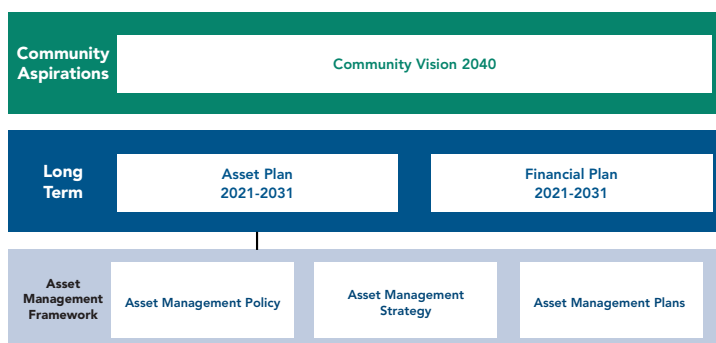


1 MRCC Integrated Planning and Reporting Framework

Asset Management Framework

Council works to an Asset Management Framework, which integrates key functions of the organisation to establish an asset management policy, define asset management objectives, and identify supporting processes to achieve those objectives.

We're working towards a framework which will provide consistency, alignment and cost-effectiveness on how we deliver services to the community and how we manage the infrastructure that allows these services to be delivered.





Our Strategy

Council's Asset Management Strategy 2020 is a foundational strategy designed to guide the organisation towards sustainable asset management.

Our Asset Management mission is to:

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

To achieve this, we must:

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

Our Asset Management objectives drive our Asset Management Strategy:

Data and Information

- We will have relevant and accurate asset data and information
- We will have a single repository of truth for our asset data

Governance

- We will have an Asset Management Framework, which ensures we consistently and sustainably define and deliver our Asset Management responsibilities
- We will achieve core maturity under the National Asset Management Assessment Framework

Integrated Planning

- We will manage our infrastructure in a sustainable manner
- We will mitigate risk by understanding our renewal gap and put systems in place to reduce the gap
- We will translate the current and future demand from each service into expenditure which will inform the Long Term Financial Plan (Financial Plan 2021-2031)
- We will work in collaboration to integrate and align Best Practice Asset Management into Council strategic planning and decision making

Education and Knowledge

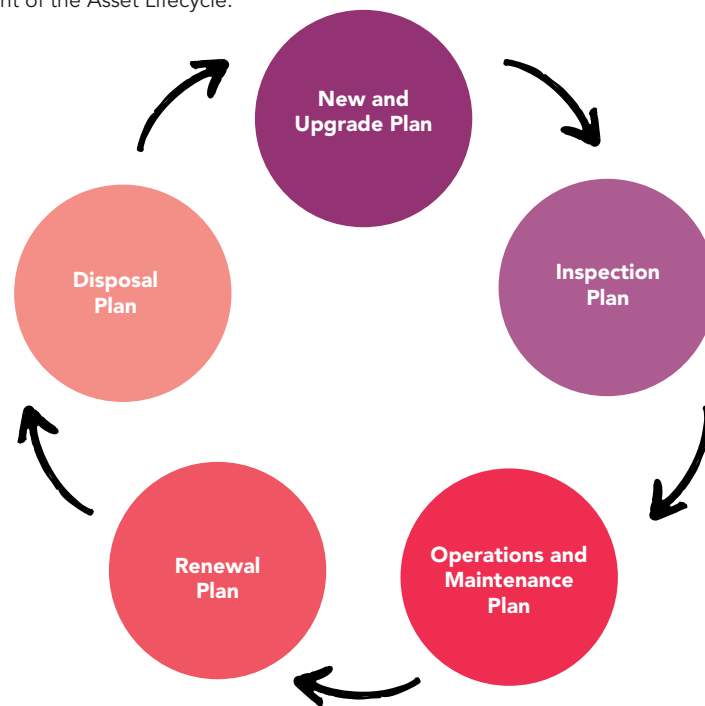
- We will understand our Asset Management roles and responsibilities, and recognise that it is a whole of organisation approach

Service Planning

- We will plan for and provide sustainable services to the community
- We will understand the cost and benefit involved to deliver services to the community
- Service planning will guide and inform our investment decision making

Our Practice

Our Management of the Asset Lifecycle:



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 and typically funded by grants.

“Renew before new” is one of Council’s key asset management principles. 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.

Inspection Plan

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

Council undertakes different types of inspections.

- Reactive inspections are undertaken as the need arises. This is typically when Council has been notified of a risk, defect or hazard by users of the asset or the community.
- Compliance inspections are undertaken on a routine basis to ensure the asset is performing to standard. Each asset type has its own schedule for routine inspections which are typically performed more than once a year.
- Condition assessments are performed on a longer term cycle, approximately every three to five years. These assessments take an in-depth look at the assets to determine their physical condition and when they may need replacing, which informs Council’s Capital Works Program.

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 components 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.

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 condition assessments. Proposed renewals are reviewed to verify when capital intervention is required and to develop cost estimates. The proposals are then ranked by priority along with available funds and scheduled into future capital works programs. Renewal works may be deferred if the cost is higher than the funds available. Although deferred renewal works may not impact significantly on the short-term operation of the assets, repeated deferral increases risk to the service provided through the asset and will create a liability in the longer term.

Disposal Plan

Provides a program of which assets will be disposed of or decommissioned in response to levels of service. Council in conjunction with the community and user groups, is exploring opportunities on disposing / decommissioning redundant or unutilised assets, to mitigate physical and financial risk.



Our Assets

This Asset Plan focuses on infrastructure assets which account for almost 95% of the value of Council's total assets.

Infrastructure assets are represented by four portfolios:



Roads and Footpaths



Buildings and Facilities



Stormwater Drainage

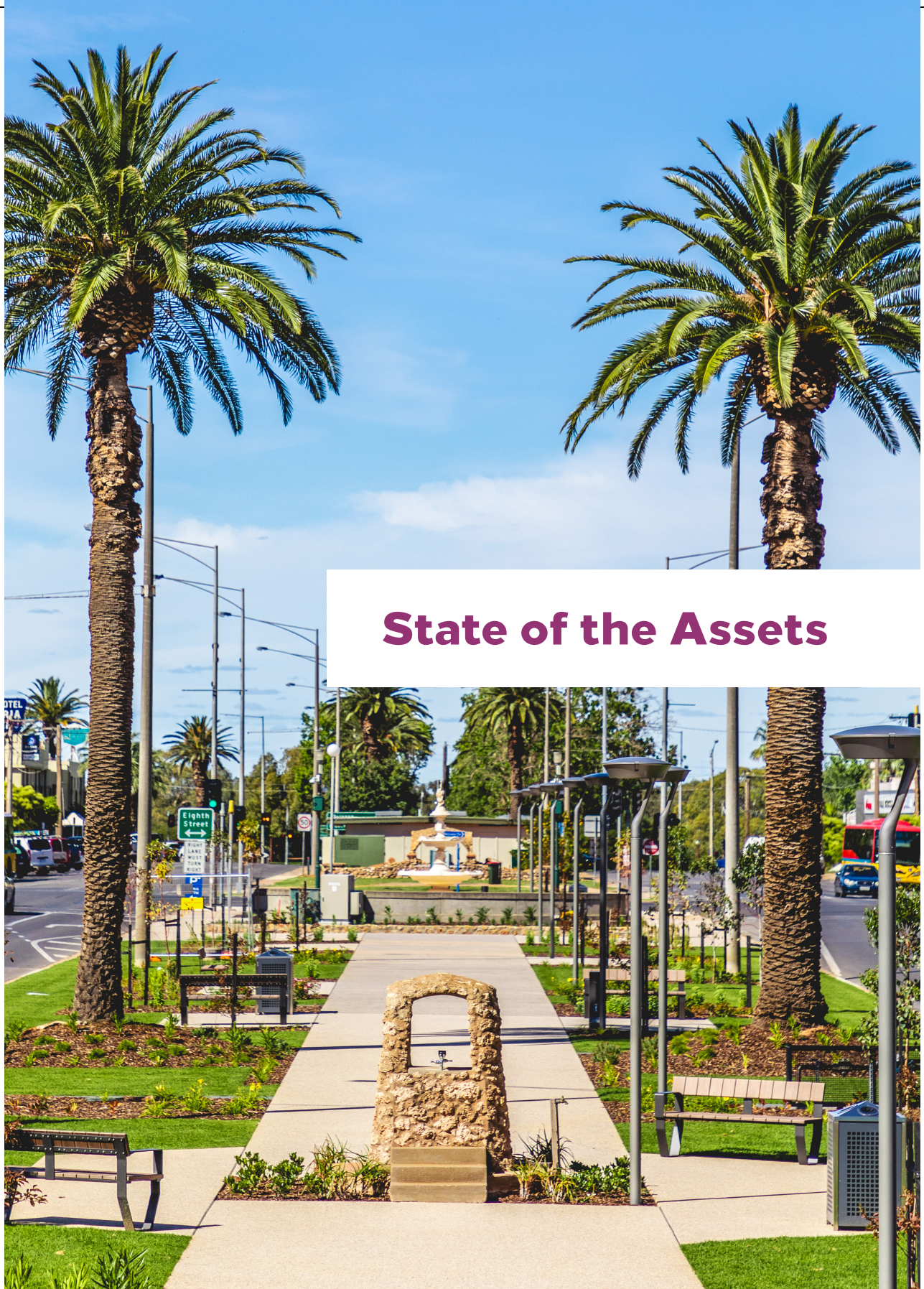


Public Open Space

Asset Value

As at 30 June 2021

Replacement Cost	\$1,053,173,208
Depreciated Value	\$663,165,107
Annual Depreciation Expense	\$14,545,313



State of the Assets

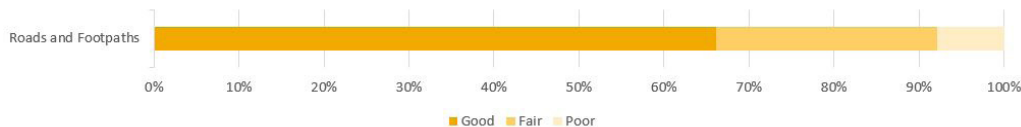


Roads and Footpaths

As at 30 June 2021

5,170 km Roads (1,052km sealed / 4,118km unsealed)
420 km Pathways
483 km Kerb and Channel

Replacement Cost	\$608,090,782
Depreciated Value	\$400,842,304
Annual Depreciation Expense	\$9,238,401

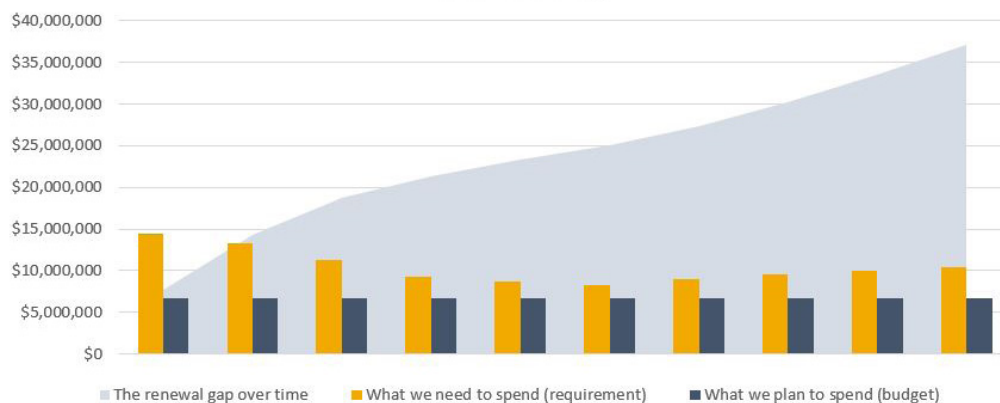


Network growth:

2.72 km pa roads (historical 5-year average)
2.97 km pa pathways (historical 5-year average)
5.26 km pa kerb and channel (historical 5-year average)

72% Asset Sustainability Ratio
(Renewal Spend / Annual Depreciation)
64% Asset Renewal Funding Ratio
(over 10 years)

Renewal funding



Reflections:

- Changes in farming practices and the climate, impacts on the need to upgrade or downgrade roads in some outlying locations.
- As a consequence of the permission to use the entire road network, heavy vehicle requirements need to be applied.
- To cater for mobility devices, bicycle and pedestrian use, shared paths are required.
- Road safety devices and design should be applied to relieve traffic issues / congestion in areas of concern.

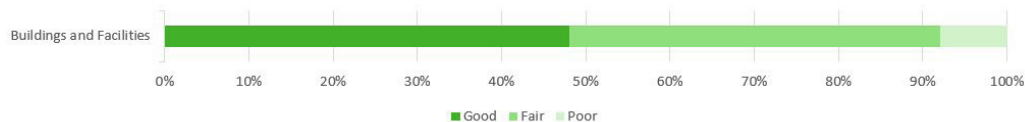


Buildings and Facilities

As at 30 June 2021

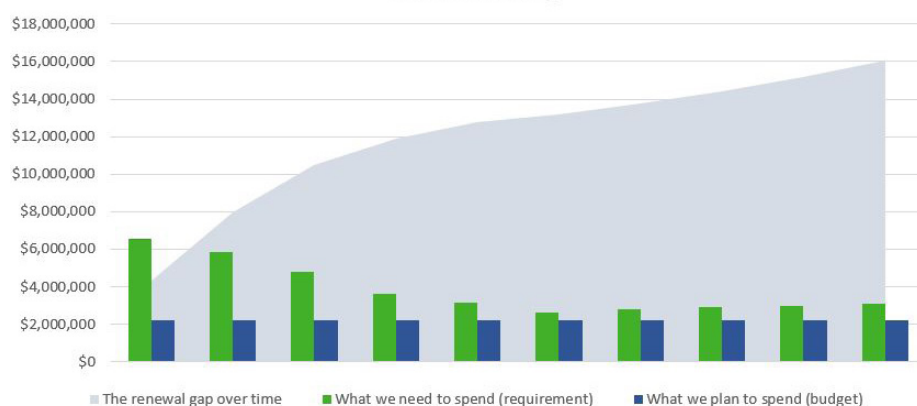
533 Buildings
213 Structures and Shelters
9 Pools and Water Play

Replacement Cost	\$208,308,738
Depreciated Value	\$96,874,435
Annual Depreciation Expense	\$2,215,263



79% Asset Sustainability Ratio
(Renewal Spend / Annual Depreciation)
58% Asset Renewal Funding Ratio
(over 10 years)

Renewal funding



Reflections:

- Over 50% of existing buildings are over 50 years old.
- Understanding whether a building is operating at, above or below capacity is important in managing the building network, which may lead to acquisitions or disposals. A capacity audit has been undertaken in some service areas but not others.
- There is an identified capacity issue in our Early Years infrastructure due to the introduction of the State Government's funded three-year old kindergarten program.
- Gender equity and disability access considerations should be included in the planning of Buildings and Facilities.

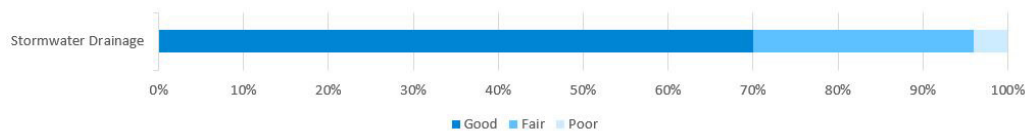


Stormwater Drainage

As at 30 June 2021

343 km Drainage Pipes
11,639 Drainage Pits
117 Stormwater Management Areas

Replacement Cost	\$172,604,732
Depreciated Value	\$138,682,041
Annual Depreciation Expense	\$1,243,332

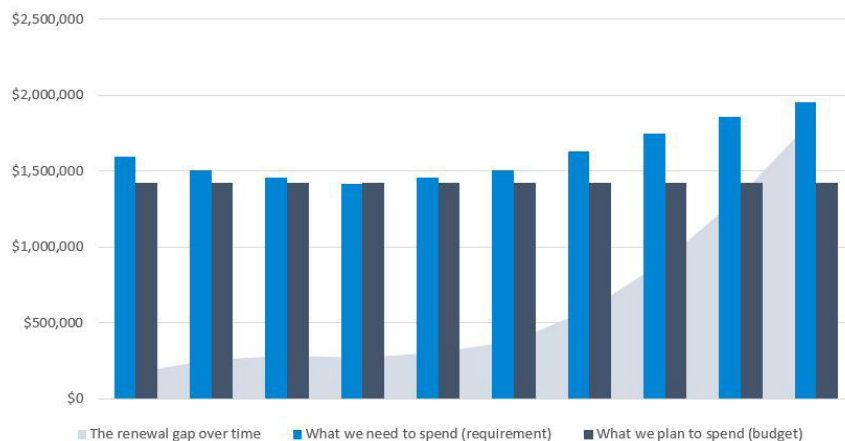


Network growth:

4 km pa stormwater pipes
(historical 5-year average)
137 stormwater pits
(historical 5-year average)

115% Asset Sustainability Ratio
(Renewal Spend / Annual Depreciation)
88% Asset Renewal Funding Ratio
(over 10 years)

Renewal funding



Reflections:

- Whilst the majority of the drainage network is in adequate condition, there are known hot spot areas where the drainage capacity will not cater for the design storm event.
- There must be careful consideration of the network's capacity in planning for developing areas as expansion may put strain on the existing drainage system.
- Water may pool on a road for a period of time in a functional drainage network.
- Obstructions in drainage pipes i.e. roots, rubbish, will result in the network not performing at capacity. Regular monitoring of the pipe network through closed-circuit television (CCTV) and fixed zoom camera technology will mitigate risk caused by these defects.

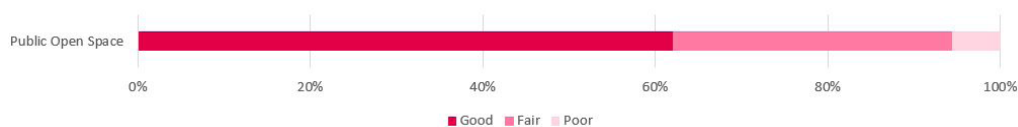


Public Open Space

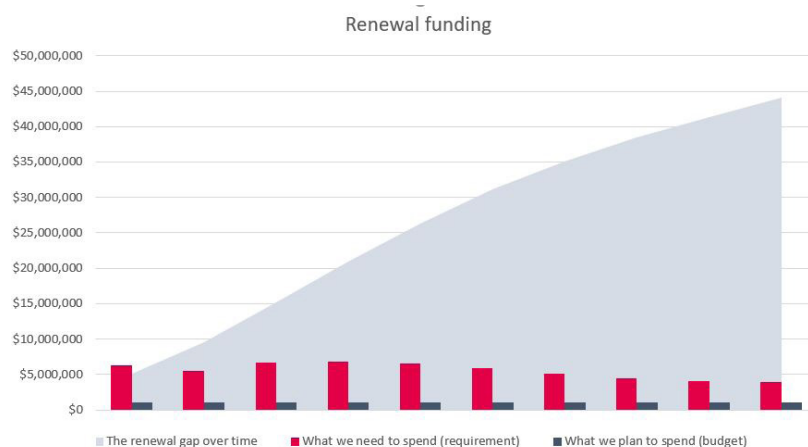
As at 30 June 2021

Over 4,100 items of Outdoor Infrastructure
 273 Playgrounds and Fitness Equipment
 135 Playing Surfaces
 114 Recreation Structures
 4 Skate Parks

Replacement Cost	\$64,168,956
Depreciated Value	\$26,766,327
Annual Depreciation Expense	\$1,848,317



60% Asset Sustainability Ratio
 (Renewal Spend / Annual Depreciation)
 20% Asset Renewal Funding Ratio
 (over 10 years)



Reflections:

- While overall in good condition, the Asset Renewal Funding Ratio is low with respect to the target of 100%. This is likely due to many assets being replaced through operational budgets or community grants.
- There are some open space provision gaps in developed areas identified in Council's Public Open Space Strategy.
- An infrastructure audit based on the classification in Council's Public Open Space Strategy will determine whether there is over-servicing or under-servicing of the network occurring.

Financial Sustainability

The main principle of this Asset Plan and broader asset management planning is ensuring responsible stewardship of our assets to meet the needs of our community now and into the future.

Spending Categories

Expenditure Type	Funding Type	Activity	Description	Examples
Recurrent	Operational/ Non-Discretionary	Maintenance	Work required to keep an asset performing at the required level of service.	Maintenance and repairs to roads such as patching potholes, crack sealing etc. Minor repairs to building components due to failure, vandalism etc. Replacement of park furniture and playgrounds
		Operations	Expenditure that is continuously required to provide a service.	Street sweeping Inspections Utility charges (electricity, water etc.) Mowing, vegetation/weed control Litter collection and facility cleaning
Renewal	Capital / Non-Discretionary	Renewal	Returns the service capability of the asset to its original capability.	Resurfacing of existing roads Replacement of sections of kerb and channel in poor condition
Growth	Capital / Discretionary	Upgrade	Enhancements to an existing asset to provide a higher level of service.	Widening existing roads and footpaths Sustainability improvements to a building Replacement of pipes to a higher hydraulic capacity
		Expansion	Extends the capability of an existing asset to provide benefits to new users, at the same standard it currently provides.	Building extensions Extension of the pathway network to address gaps in connectivity
		New	Creates a new asset that provides a service that does not currently exist.	Construction of a new building to cater for increased or changing demand Development of a new park or reserve

Capital Investment Evaluation

Capital investments must have demonstrated a clear business case to be considered in the Capital Works Program.

The Capital Works Program will be developed within the parameters of Council's capacity to fund works.

Projects will be prioritised based on the following criteria:

- Alignment with strategic direction
- Readiness of project to commence
- Addressing renewal requirements
- Demonstrated consultation with community / key stakeholders
- Level of risk associated with not doing the project
- Level of external funding

Financial Projections

This section outlines the projected expenditure requirements (\$'000) for our assets over the next 10 years.

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Recurrent	\$15,627	\$16,277	\$16,277	\$16,277	\$16,277	\$16,277	\$16,277	\$16,277	\$16,277	\$16,277	\$162,120
Renewal	\$28,752	\$26,193	\$24,117	\$21,176	\$19,903	\$18,384	\$18,452	\$18,628	\$18,911	\$19,292	\$213,808
Growth	\$21,482	\$8,091	\$7,719	\$7,563	\$8,845	\$7,702	\$8,036	\$8,263	\$8,455	\$9,651	\$95,807
Total	\$65,861	\$50,561	\$48,113	\$45,016	\$45,025	\$42,363	\$42,765	\$43,168	\$43,643	\$45,220	\$471,735

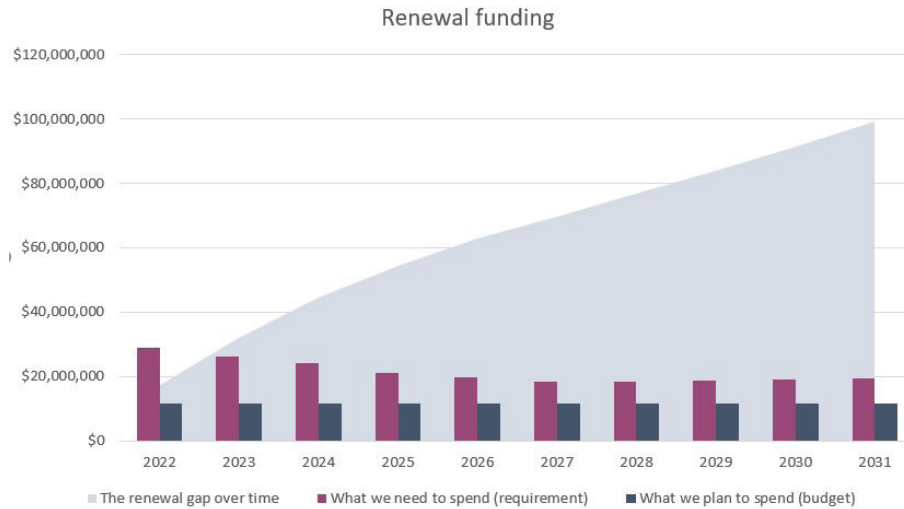
The total expenditure (\$'000) over the 10 year planning period, by asset portfolio, is summarised in the table below.

	Recurrent	Renewal	Growth	Total
Roads and Footpaths	\$56,070	\$104,058	\$53,172	\$213,300
Stormwater Drainage	\$3,070	\$16,116	\$12,442	\$31,628
Buildings and Facilities	\$69,880	\$38,375	\$20,843	\$129,098
Public Open Space	\$33,100	\$55,259	\$9,350	\$97,709
Total	\$162,120	\$213,808	\$95,807	\$471,735

The spending on our assets represents a significant investment by the community and is fundamental in enabling us to meet ever changing demands and to safeguard a vibrant and sustainable future for generations to come.

Our Renewal Gap

The renewal gap represents the funding shortfall associated with the renewal of our existing asset network. It is determined by comparing what we need to spend (based on our service levels for the existing asset network), with what we have available to spend on renewals (guided by the annual depreciation expense), with the difference being the renewal gap. If we continue to manage assets the way we do currently, the renewal gap will grow up to \$100m over the next 10 years.



\$'000	Renewal Required	Renewal Available	Shortfall
Roads and Footpaths	\$104,058	\$66,936	\$37,122
Stormwater Drainage	\$16,116	\$14,251	\$1,865
Buildings and Facilities	\$38,375	\$22,323	\$16,052
Public Open Space	\$55,259	\$11,127	\$44,132
Total	\$213,808	\$114,637	\$99,171

What can we do to reduce the gap?

There are many factors contributing to the growing renewal gap. Some of these factors include the age and condition of our infrastructure, funding limitations, service levels and risk management.

Through engagement with our community, we can work on strategies that will reduce the gap. These may include reviewing existing service levels and intervention levels, useful lives, accepting a higher level of risk, closure or decommissioning assets. These considerations will need to be made for each service that utilises assets in its delivery.

Sustainability Indicators

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.

<p>Asset Renewal Funding Ratio 54% Target 100%</p> <p>Capital Renewal Planned Budget for a period / Capital Renewal Forecast Outlays for the period</p>	<p>The Asset Renewal Funding Ratio (ARFR) represents how close we are to meeting our renewal requirement. The ratio is calculated by comparing how much is being spent on renewals versus how much needs to be spent. 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.</p>
<p>Depreciation Indicator 84% Target 100%</p> <p>(S2.1 Financial Plan 2021-22 – 2030-31) Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life. Measure: Asset renewal and upgrade expenses / Depreciation above 100%</p>	<p>Comparing asset renewal and upgrade expenditure against the depreciation expense is also another way we can determine how financially sustainable we're operating. This indicator is still below target but not as much as the ARFR. The key differences with these indicators is the ARFR is based on the physical condition of the assets, whereas Depreciation is calculated based on age, and the Depreciation Indicator also factors in upgrade expenditure which is not classed as renewal expenditure in the ARFR.</p>



Our Challenges and Opportunities

Affordability: The financial sustainability of Council is directly linked to the ability to successfully navigate a range of challenges that increase the pressure on the community's capacity to pay. Demographic factors, large geographical area and sparse population, impacts on the how much revenue a council can raise to support its delivery of services to the community, now and into the future.

Rate Capping: In 2016, the Victorian Government introduced rate capping to restrict the amount that councils can raise their rates each year. As rates are the largest single source of income for council, the inability to match revenue with demand adds pressure on Council to identify alternative means of achieving financial sustainability.

The challenge of doing more with less, places Council in a position that requires careful consideration of the services it provides and the infrastructure required to do this adequately.

Opportunity: Strategically analyse each service and understand the costs associated with providing them at their current service level to determine whether efficiencies such as co-location of some services can be found.

Intergenerational equity: Balancing the community's current and future requirements against available resource requires leadership and planning that doesn't burden future generations, but instead contributes to supporting community aspirations and quality of life.

Opportunity: A long-term, integrated focus on managing the municipality's assets is required in order for council to meet the need of the present without compromising future.

Ageing infrastructure: The issues surrounding the municipality's ageing infrastructure increases the risks associated with the failure of assets and the impact on services to the community. The organisation has an increasing renewal gap that requires a long-term financial and operational commitment to improve.

Currently it is a challenge for council to keep running existing infrastructure. Decisions on constructing new assets need to consider that the initial construction or acquisition cost is typically 20-30% of the total cost of managing the asset over its life, the ongoing affordability of an asset will directly affect the sustainability of a service.

Opportunity: Acquisitions need to be carefully considered in the terms of long-term benefit and future operational impacts.

Global economic instability: Globally the impacts of the pandemic, political unrest etc. on the economy has created an unstable and uncertain environment for the provision and management of assets by further affecting affordability, impacting supply chains and creating instability in accessing materials. The ongoing influence of the pandemic is still unknown with further challenges emerging that could have a direct or indirect impact on the infrastructure.

Climate Change: The increasingly extreme environmental conditions experienced across the municipality has resulted in the need to provide infrastructure that is more resilient and sustainable.

Opportunity: Council has made significant a commitment to enhance and sustain the natural resources of the municipality while actively addressing the causes and impacts of climate change. This challenges the organisation to provide and manage infrastructure that supports this commitment while maintaining value for money.

Our Improvements and Monitoring

Monitoring and Review

A full review of this Asset Plan in accordance with Council's Community Engagement Policy and practices will be completed every four years, in line with Council elections.

The Asset 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).

The asset and financial data in the Asset Plan will be reviewed annually. Subsequent updates to the Asset Plan which include the review of this data, will be approved by the Chief Executive Officer if resulting changes are immaterial to the delivery of the service, standards and specifications. If the change significantly impacts the service, standards and specifications, it must follow the process of a full review.

Improvement Plan

The following table lists the actions necessary to improve the Asset Plan.

The primary focus over the next four years will be to establish robust mechanisms of community engagement (deliberative) to develop the next Asset Plan, and to build on our integrated approach to strategic planning and reporting under the Local Government Act 2020.

Outcome	Action
Better community engagement	Develop Community Engagement Plan for the Asset Plan
Integrated strategic planning and reporting across Council enabling more informed decision making	Support the activation of the Integrated Planning and Reporting Framework across the organisation
Accountable and Financially Sustainable Asset Management	Implement Asset Management Strategy 2020

References

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Reference: INT-202013564

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Reference: INT-20163076 [July 2020]



14.15 ADOPTION OF S11A INSTRUMENT OF APPOINTMENT AND AUTHORISATION

Summary

The *Planning and Environment Act 1987* requires Council to appoint authorised officers by way of a S11A Instrument of Appointment and Authorisation. This report seeks Councils adoption of a new S11A Instrument. This instrument also allows the officer to commence legal proceedings in Councils name.

Cr Milne and Cr Reynolds both stated they had not had time to consider this item before the meeting, and moved to vote the item into the meeting. It is noted that the supplementary agenda had been released prior to 48 hours before the meeting, therefore it is not considered an urgent business item.

Moved: Cr Jason Modica

Seconded: Cr Helen Healy

That Council admit to business the supplementary item titled “Adoption of S11A Instrument of Appointment and Authorisation” to be dealt with as item 14.15 in Ordinary Business.

CARRIED

2022/0100

Moved: Cr Jason Modica

Seconded: Cr Mark Eckel

That Council adopt the S11A Instrument of Appointment and Authorisation document as presented for Andrea Collins, Principal Statutory Planner.

CARRIED

***S11A. Instrument of Appointment and Authorisation
(Planning and Environment Act 1987)***



Mildura Rural City Council

Mildura Rural City Council

**Instrument of Appointment and Authorisation
(*Planning and Environment Act 1987* only)**

for

**ANDREA COLLINS
PRINCIPAL STATUTORY PLANNER**

MAY 2022

Instrument of Appointment and Authorisation

In this Instrument "**officer**" means -

Andrea Collins

By this Instrument of Appointment and Authorisation **Mildura Rural City Council** –

1. under section 147(4) of the *Planning and Environment Act 1987* – appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the Regulations made under that Act; and
2. under section 313 of the *Local Government Act 2020* authorises the officer either generally or in a particular case to institute proceedings for offences against the Acts and Regulations described in this Instrument.

It is declared that this Instrument –

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied or revoked; and
- (c) until the Officer ceases to be employed by Council.

This Instrument is authorised by a resolution of the Council on 26 May 2022.

THE COMMON SEAL of the **MILDURA RURAL CITY**)
COUNCIL was affixed hereto by authority of the)
Council in the presence of:)
)

..... **COUNCILLOR**

..... **COUNCILLOR**

..... **CHIEF EXECUTIVE OFFICER**

DATE: 26 May 2022

S11A – Instrument of Appointment and Authorisation
Planning and Environment Act 1987

15 URGENT BUSINESS

Nil

16 COMMUNITY QUESTIONS

16.1 DEAKIN AVENUE CENTRE MEDIAN REDEVELOPMENT STAGE 2

File Number: 02/01/13

A question was raised by a community member about the progress of this project that commenced according to the Council website in May 2021 and should have been completed as anticipate by September 2021.

Why then is the George V fountain on Deakin Avenue still covered by scaffolding and why is there a delay in project completion?

This is of great concern as the fountain is a prime tourist attraction and local and international; tourists come from all States to view the fountain among other attractions, and are disappointed at being unable to see it first hand.

*An explanation for the delay will be appreciated.
Thank you.*

Daryl Morgan, Acting General Manager Development advised that the Stage 2 works Council works for Deakin Avenue from Eight to Ninth Street were signed off as completed in October 2021. Other than the underground electrical works, the fountain and rotunda restoration were not in the initial scope of works, so this is essentially a separate project that did not commence until the redevelopment works were completed. The stripping back and painting of the fountain was intended to take approximately two weeks, however the basin of the fountain was found to be badly in need of further repair, which has extended that work another week. In total the scaffolding will be in place for approximately three weeks. This treatment has been subject to oversight by our Heritage Advisor, and unfortunately due to some Covid restrictions, there has been some delays in him being able to visit the region. In regards to the rotunda, this also is unable to be restored without the guidance of our Heritage Advisor, however there has been a meeting scheduled in the coming weeks. Once that has occurred, the works should take place in the next financial year.

16.2 MILDURA EAST GROWTH AREA STRATEGIC FRAMEWORK ALLOWANCES

File Number: 02/01/13

In regards to item 14.2 from April's MRCC Council agenda, how can Council and Councillors justify the allowance of this plan with so much land dedicated to a green wedge, (when we are encircled by a green wedge already zoom out on google maps) considering the housing shortage, rental home shortage in Mildura and surrounding areas, with not enough homes for singles, couples and families?

Mark Jenkins, Acting General Manager Community advised that the Mildura East Growth Area Strategic Framework provides long term direction for the provision of land for residential development. The framework proposes land for region development, and land that would remain farming zone and that's the reference to the Green Wedge. Councils role in this project is to ensure adequate supply of developable land, and there are various other factors that affect housing supply. The responsibilities associated with provision of housing reside with both state and federal government, a council can play an important advocacy role to the various levels of Government regarding the provision of housing for all sectors of our community.

16.3 MILDURA EAST GROWTH AREA STRATEGIA FRAMEWORK

File Number: 02/01/13

In regards again to Item 14.2, Why isn't the Mildura East project being utilised for much needed semi-rural or residential housing according to similar plans on the other side of town, why is it being treated differently in regards to town planning? Example such housing developments of Walnut and Ontario Avenue which is balance of parks and wetlands, residential living, its beautiful. Especially during a housing shortage for this community.

Mark Jenkins, Acting General Manager Community advised that the Mildura East Growth Area proposes a mix of larger and smaller residential format development, and the thorough town planning process is being undertaken. Mildura South, although not identical, involved a similar development approach as does to Mildura East. Like Mildura South, Mildura East proposes various parks, wetlands and open space for local residents to enjoy. I would like to refer the author of this question and anyone else interested to the Mildura East Growth Area Strategic Framework documents which are available online for further information.

17 CONFIDENTIAL BUSINESS

Moved: Cr Jason Modica

Seconded: Cr Glenn Milne

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 AIRPORT PTY LTD - LOAN REFINANCING

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, may release private commercial information of the business subject to this report..

17.2 TENDER AWARD - VICTORIAN TELECOMMUNICATIONS SERVICES (VTS) STATE PURCHASE CONTRACT

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 provided by a business, commercial or financial undertaking that: relates to trade secrets; or if released, would unreasonably expose the business, commercial or financial undertaking unreasonably to disadvantage..

17.3 CEO MATTERS

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

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

17.4 APPOINTMENT OF CONSULTANT FOR MILDURA HERITAGE STUDY PART B STAGE 2

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..

CARRIED

18 CLOSURE

There being no further business the meeting closed at 7:46pm.

Date of Confirmation: 23 June 2022

Signed: _____


Chairperson