



# Council Plan

## 2025-2029



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.





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# Our Council

Mildura Rural City Council consists of nine wards, with one Councillor elected to each ward.

Overall, our Councillors represent more than 57,000 people across our region. The Councillors work closely with the CEO and Executive Leadership Team to set directions and priorities for the municipality.

The role of Council is to provide good governance for the benefit and wellbeing of the community now, and into the future. All decisions aim to improve our region's social, economic and environmental outcomes.

The community elected nine Councillors for a four-year term in October 2024. The roles of Mayor and Deputy Mayor are nominated by the Council each year at the Annual General Meeting.



**Ian Arney**  
Millewa Ward



**Troy Bailey**  
Lake Ranfurly Ward



**Greg Brown**  
Sunset Country Ward



**Katie Clements**  
City Gate Ward



**Rebecca Crossling**  
Karadoc Ward



**Ali Cupper**  
Mildura Wetlands Ward



**Jodi Ewings**  
Nowingi Place Ward



**Helen Healy**  
Henderson Park Ward



**Glenn Milne**  
Kings Billabong Ward

# From your Mayor and Councillors

**We are delighted to endorse the 2025-2029 Council Plan based on our community's priorities and what they value most.**

This document outlines our focus throughout our four-year Council term, ensuring actions we take today fits with our community's ongoing vision.

We are committed to ensuring residents and businesses are supported and empowered through the outcomes and actions highlighted in this plan.

More than 3,000 people shared their ideas through an extensive consultation process designed to hear from as many community members as possible, capturing the voices of our vast and richly diverse municipality.

We understand that the community continues to face challenges, including cost of living pressures, and it is our goal to present a clear vision for the future – one that ensures everyone has access to opportunities to thrive and enjoy all our region has to offer.

Our Council Plan is structured around five strategic directions across Environment, Community, Place, Economy and Leadership, identifying outcomes, initiatives and strategies along with indicators we will use to measure our success and progress.

With a population of more than 57,000 people, from the Mallee Track to the Murray River, Council works hard to provide the best services, infrastructure and support that we can, and intend to continue this work into the future.

As a regional city, we operate in an environment that requires strong advocacy to other levels of government to ensure our voice is heard and our needs are met to the level our community expects.

Our responsibility as Councillors is not one we take lightly, and we consider it a privilege to serve and represent the interests of our community.

We commit to values-driven leadership underpinned by integrity, trust, respect and genuine collaboration.

We are confident the outcomes and priorities outlined in this plan will successfully guide our decision-making over the next four years and assist us to create stronger communities for generations to come.

**Cr Helen Healy  
Mayor, 2025**



# Community Values

## Diversity, Equity and Inclusion

Our community believes everyone should be able to live healthy, safe and happy lives.

We welcome and celebrate our diversity, believing it helps our region grow.

We value our community's range of identities, lifestyles and experiences, regardless of age, ability, cultural and linguistic background, gender, political perspective or beliefs.

Inclusion and participation remain the key to building a strong community.

We remain committed to preserving people's dignity, while ensuring our services, facilities and public spaces remain open, inviting and accessible.

## Gender equality to prevent family violence

Family violence remains a significant issue in our community.

It stops those affected from fully participating in our region, while also impacting individuals, families, workplaces, the wider community and economy.

We recognise that improving gender equality is key to preventing family violence, and making our community safer, healthy and more prosperous.

We have a zero-tolerance approach to all forms of violence and believe raising awareness and supporting respectful relationships will lead to change and put an end to family violence.

We are committed to people enjoying the same opportunities, rights and obligations, and will continue to work towards a whole of community Gender Equality and Primary Prevention of Family Violence Strategy.

# **"We are a Council of diverse views, but share common values. We believe these outcomes are fundamental to our community's future."**

## **Sustainability**

In March 2020, Mildura Rural City Council declared a state of climate change emergency, while calling for urgent action from all levels of government.

Since declaring a Climate Emergency in 2020, Council has continued to show leadership in this area. We work with the community and a range of partner organisations to find ways to reduce carbon emissions through energy efficiencies and renewable energy technologies. We also continue to support our communities to adapt to a changing climate.

Sustainability is about more than just our natural environment. We value sustainable development, communities and financial sustainability.

Resources remain limited and will be used responsibly to meet our current and future needs. We have reduced our greenhouse emissions by 894 tCO2-e with reductions in buildings and facilities, fleet, landfill and other emissions. We have also installed 890kW of solar panels on Council-owned buildings and facilities.

We will continue to take action to address climate change, using sustainable measures and goals in everything we do.

We aim to leave a positive legacy for future generations.

## **Arts, culture, events and tourism**

Our region is renowned as an arts destination, a drawcard for major events and for its many and varied tourism offerings.

We have a rich cultural history that dates back more than 40,000 years, and we respect the deep and continuing connection Traditional Owners have to the land and water.

And we understand the incredible opportunities that exist to use arts, events, tourism and culture to not just improve wellbeing and social connectedness, but continue to build and grow the local economy.

One example is the Trail of Lights art installation on Lock Island, a project by world-renowned artist Bruce Munro that elevates Mildura's cultural and economic landscape and is expected to attract more than 100,000 visitors within its first two years.

We will leverage off these transformative experiences to continue to drive tourism through our creative campaigns that showcase all the region has to offer and through our support of local businesses, while also growing our vibrant events calendar.

Our community is deeply engaged in arts and culture and we acknowledge that arts, culture, events and tourism help make our towns attractive places to live work and invest.

We are committed to showcasing our region's character, diversity and creative identity, while celebrating our First Nations history and the many wonderful locations and landscapes that make this region so unique.

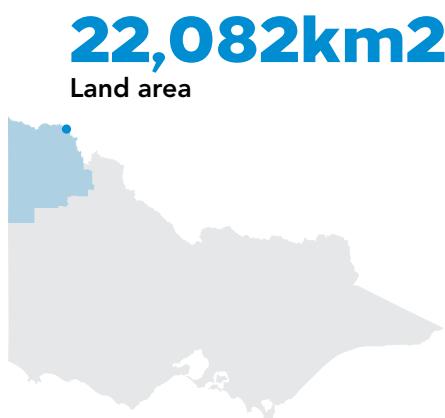
# Our liveable people-friendly region

Mildura Rural City is located in the north-west of Victoria and covers an incredible 10 per cent of the state of Victoria.

The local landscape boasts vegetation unique to the Mallee, while also being famous for broad acre grain properties, fresh fruit production (citrus, avocado, table grapes and wine grapes) and vibrant and welcoming townships.

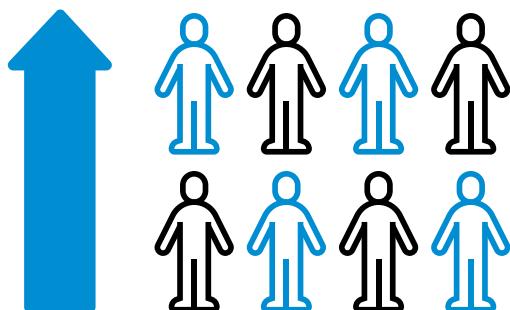
The municipality shares borders with both New South Wales and South Australia, making it a regional service centre for all three states.

The jewel in the municipality's crown is its connection to the mighty Murray River, which winds its way through much of the region. It's a focal point for visitors and those who call the region home.



**57,544**  
2025 estimated resident population

**62,600**  
2031 projected resident population



## Key industries

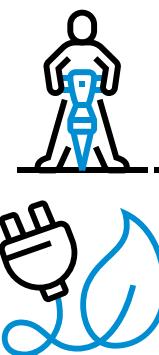
Dryland farming, irrigated horticulture (table grapes, wine grapes, dried grapes, citrus, vegetables and nuts), tourism, food and beverage manufacturing, transport and logistics, retail, health and community services.

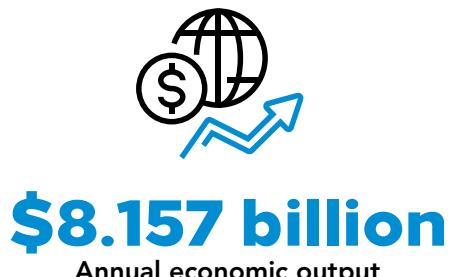
## Our towns

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





**9.4%**  
Born overseas



 **4.6%**  
Aboriginal or  
Torres Strait  
Islander

**5,386**  
Businesses



 **4.1%**  
Unemployment rate

**7.5%**  
Need assistance  
with core  
activities



 **25,016**  
Jobs

**12.3%**  
Speak a language  
other than English  
at home







# From the Chief Executive Officer

It gives my team and I great pleasure to introduce the 2025-2029 Council Plan.

This important strategic document has come together over a 12-month period following significant and valued input from our newly elected Councillors, Council staff and extensive community engagement.

I believe this Plan is both aspirational and achievable. It builds on the Community Vision themes of Environment, Community, Place, Economy and Leadership by focusing on the outcomes we need to strive for to reach our overarching goal of being a liveable and people friendly community.

I have had the personal privilege of being born and bred in Red Cliffs, working and living in our beautiful region. During my time the growth and development of our Local Government Area has been nothing short of phenomenal, with our region transforming into a vibrant regional centre, providing services to a tri-state catchment.

This Plan lays the foundation to continue that growth.

Council staff will use this Plan to guide our work and decision-making for the next four years. It provides a clear roadmap for our work and goals.

As an organisation we face ongoing challenges linked to rising costs, addressing and responding to the impacts of climate change and continuing to deliver on community expectations and needs with limited resources.

We are striving to improve how we operate to ensure we're continuing to deliver infrastructure and services that support our community to live healthy,

happy and safe lives, while maintaining financial sustainability.

During our previous four-year plan, we delivered valuable infrastructure and service improvements while successfully navigating the flow-on effects of the COVID-19 pandemic, followed by the 2022-23 Murray River Flood Event.

Agility, responsiveness and partnerships remain crucial as we look to the future. These attributes enable us to deliver services, programs and facilities that are relevant, inclusive, and accessible to everyone who visits, works, plays and learns in our region.

In more recent times this has included delivering key infrastructure projects like the Red Cliffs Early Years Hub, the upgrade to the Murrayville Recreation Reserve, Powerhouse Place, and most recently the opening of the Trail of Lights installation at Lock Island.

The outcomes and priorities detailed in this document will only continue this trend, ensuring our region, and the people who call it home, continue to thrive.

I look forward to playing a leadership role in an organisation that has such a positive and direct impact on the wellbeing and everyday lives of our community.

Our outstanding workforce remains passionate about where they live and work, and we all look forward to supporting Councillors to deliver this 2025-2029 Council Plan.

**Martin Hawson**  
**Chief Executive Officer**

# Our organisation

Mildura Rural City Council delivers more than 100 services, facilities and infrastructure to support the community thanks to a diverse workforce.

These services cover local roads, parks, waste, land use planning, local laws, urban planning, libraries, community and early years services, recreation, community development, emergency management, building and maintaining assets and advocating for community needs.

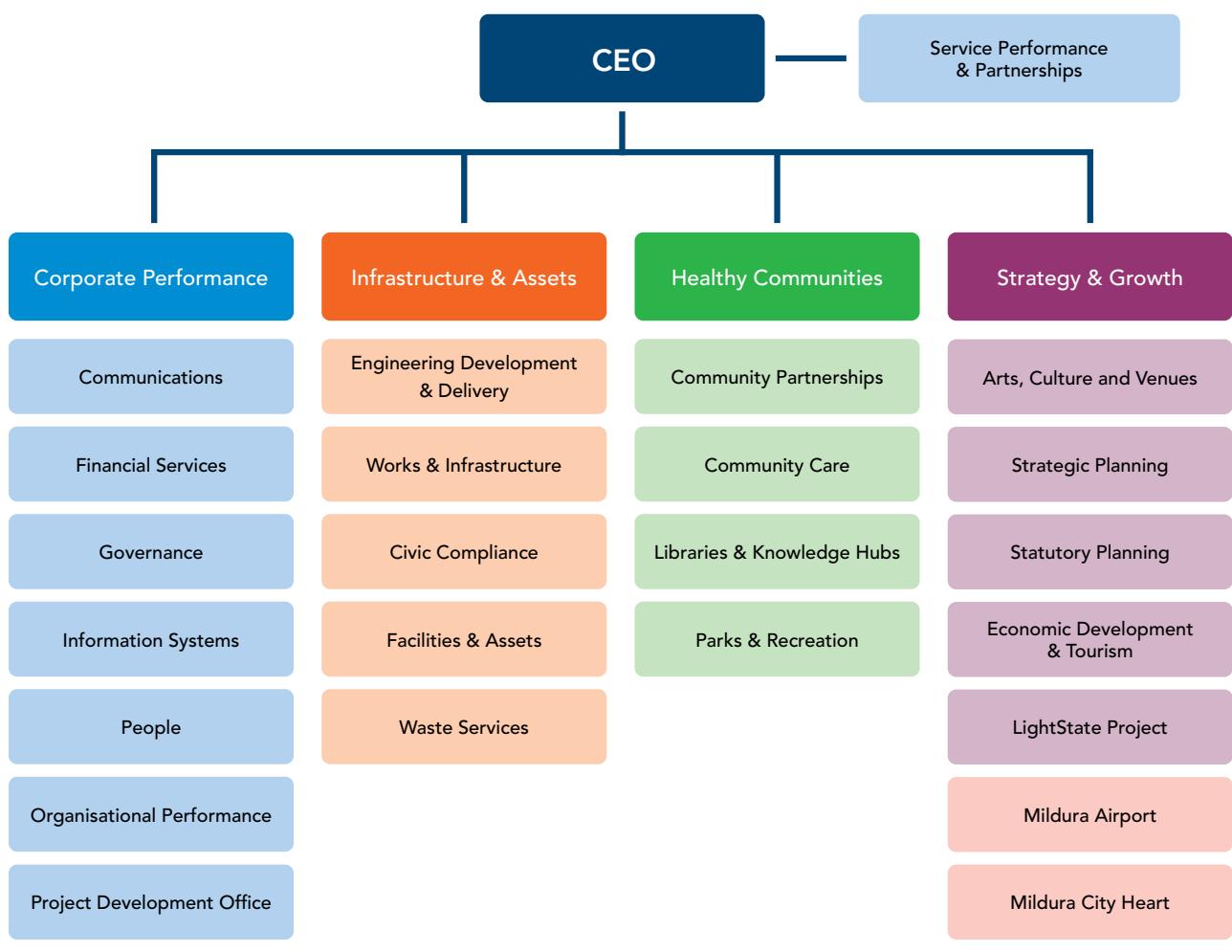
The day-to-day operations of the organisation are managed by the Chief Executive Officer, who is appointed by the Mayor and Councillors. Reporting directly to the Council, the CEO oversees service delivery, implements Council decisions and is responsible for all staffing matters.

The CEO ensures Councillors receive the strategic information they need to make decisions in the best interests of the municipality, while also being in line with state and federal legislation and various funding agreements.

While the CEO operates under the delegation of the elected Council and is responsible for the overall management and performance of the organisation, this can only be achieved with the support and expertise of our people.

The figures on this page provide a snapshot of the different departments in our organisation and the General Managers who lead them.





■ External Organisation Reporting Lines



## Our Council vision

**We are a liveable, people friendly community.**

## Our values

All staff and Councillors commit to our organisational values and principles.  
This guides how we work, the decisions we make and everything we do to serve the community.

**Respect** - We will be respectful towards others and value differences

**Honesty** - We will be ethical and open

**Integrity** - We will be reliable and trustworthy

**Transparency** - We will be objective and fair in our communications and decisions

**Accountability** - We will be consistent and responsible for our actions



## Our principles

**Leadership** - By providing clear direction through strategies and plans Council will achieve agreed outcomes for our community.

**Customers** - Council is here to provide services to the whole region, and therefore our community should have a say in what we do and how we do it.

**Systems Thinking** - Council recognises that achieving excellent outcomes for our community is done when all areas of the organisation work together effectively, and with other levels of government and the wider community.

**People** - By involving and developing people, Council enhances commitment, performance and working relationships to improve outcomes.

**Continuous Improvement** - To remain relevant and capable of producing excellent results our organisation needs to learn and adapt.

**Information & Knowledge** - Council will make informed decisions, utilising and presenting all relevant data and information.

**Variation** - By addressing circumstances that cause processes to deliver inconsistent or unpredictable outcomes (variation), our community will receive the highest standard of service.

**Corporate & Social Responsibility** - Council will manage its operations to comply with law and ethical standards and to produce an overall positive impact on our community.

**Sustainable Results** - To deliver sustainable results Council must have a culture that promotes accountability.



# Our role

Local government forms an important part of the Australian federal system of government and is recognised in the Victorian Constitution as a distinct and independent tier of government.

It is the level of government closest to the people and gives people a say in matters affecting them. All Victorian councils are required to provide leadership for the good governance of the municipality and the local community.

Council also provides valuable support to key partner organisations and advocates for projects, programs and initiatives that benefit our region. To understand more about the services Council provides, refer to the Our Organisation on page 12 and the Glossary of Services on page 46.



## 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 local laws and governance practices are carried out in a way to supports our Community Vision.



## Partner

Council partners with service providers, agencies, businesses and community groups across the community to deliver services, infrastructure and events.



## Facilitator

Council brings groups of people and organisations together to form partnerships, create opportunities and solve problems for the community.



## Advocate

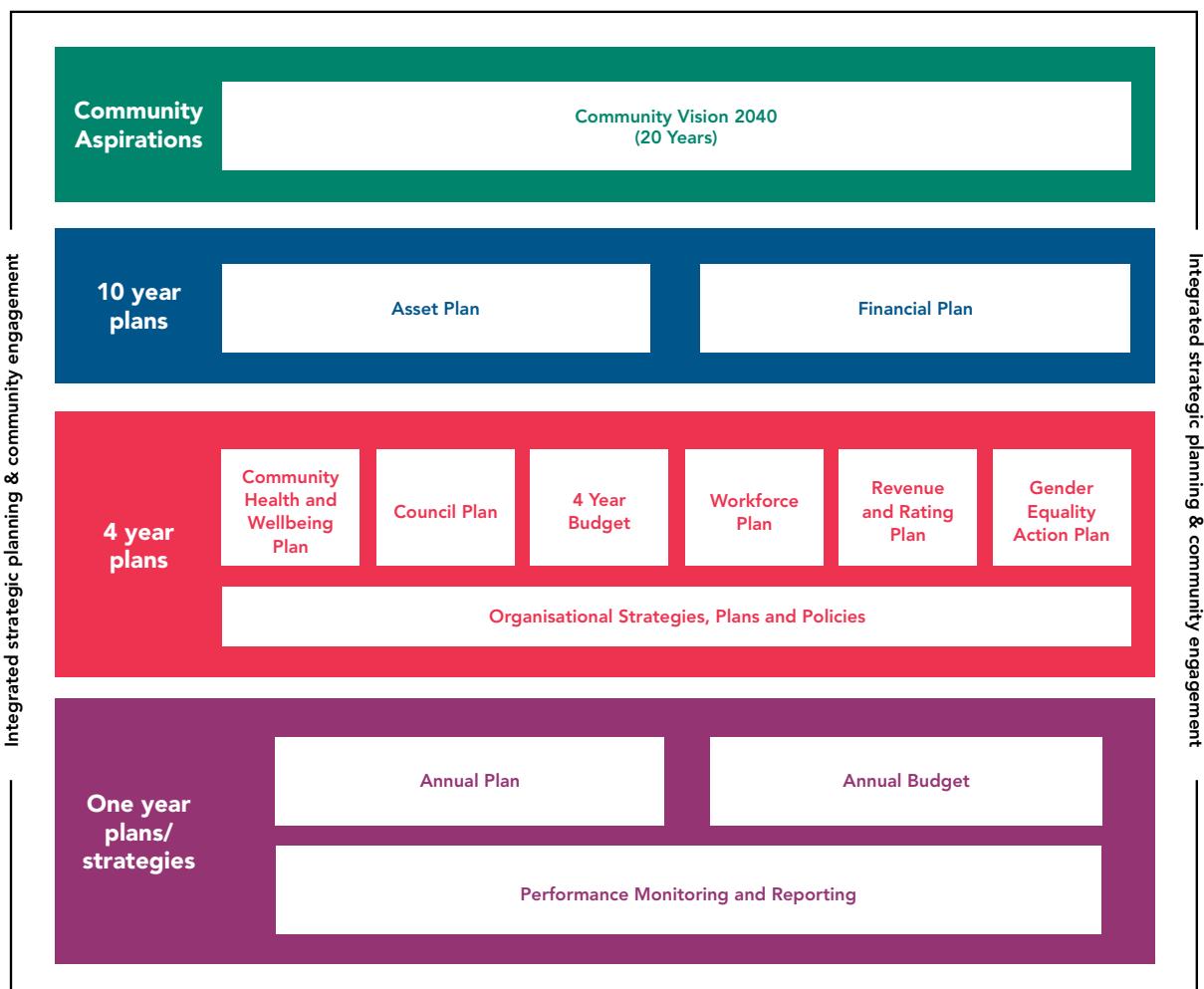
Council advocates to government and other decision-makers on behalf of the community to deliver the best possible outcomes for the community.

# Integrated Strategic Planning and Reporting Framework

Our Integrated Strategic Planning and Reporting Framework guides how Mildura Rural City Council will work towards achieving the long-term goals of our community.

This framework consists of long, medium and short-term plans that consider the priorities and resources needed to achieve our objectives.

As demonstrated in the figure below, each document and plan should outline how they support and contribute to the delivery of the Community Vision, and are underpinned by our values and principles.



## Community Vision

The Community Vision describes what everyone wants for the future of our region and community across a 20-year period. It highlights what the community values most and sets out its long-term vision and key priorities.

The 2040 Community Vision is driven and owned by our community, with Council facilitating its development, and is underpinned by five Vision Statements (refer to page 21).

In 2024 Council launched the *Towards 2040* campaign, which aimed to check in with the community to ensure the Vision Statements and Goals outlined remained relevant.

The 2025 Community Vision Update was adopted in line with this new Council Plan.

## Asset Plan

This Plan provides a long-term (10+ years) strategic and financial plan of how Council proposes to manage its \$1.1 billion asset portfolio. This includes how we will maintain and upgrade existing assets, or renew, expand or purchase new assets, or decommission or dispose of assets which are no longer required.

## Financial Plan

This outlines financial resources, decisions and assumptions required to support the delivery of the Council Plan and other strategic plans. The Financial Plan defines fiscal (monetary) boundaries for the Council Plan, Asset Management Plan, other policies and strategies and budget processes over a 10-year period.

## Community Health and Wellbeing Plan

The Community Health and Wellbeing Plan aims to protect, improve and promote public health and wellbeing across the region

It is developed every four years, in collaboration with local health and wellbeing partners to create a healthy environment for a thriving community – consistent with the direction of the Council Plan and Community Vision.

## Council Plan (this Plan)

A new Council Plan is developed every four years following Local Government elections. It sets out the strategic direction of Council and the organisation for the next four financial years. Informed by the Community Vision, it details key strategies and initiatives that will be delivered.

## Workforce Plan

The Workforce Plan maps out Council's staffing needs to achieve the Council Plan, including ensuring gender equality, diversity and inclusiveness.

## 4-Year Budget

Council is required to develop a four-year budget under the Local Government Act 2020. This medium-term Budget sets the directions and priorities for the next four years. It includes things like managing waste, upgrading our infrastructure, community facilities and parks, operating our libraries, recreation centres, events and festivals, and services to people.

## Revenue and Rating Plan

The four-year Revenue and Rating Plan outlines the most appropriate and affordable revenue and rating approach for Mildura Rural City Council, which in partnership with other income sources will finance the objectives in the Council Plan.

## Organisational Strategies, Plans and Policies

Council services are delivered thanks to a range of adopted policies, plans and strategies. Developed with input from the public, these documents are reviewed on an ongoing basis.

## Council Action Plans

Annual Action Plans outline what Mildura Rural City Council plans to achieve during the coming 12 months, ensuring it aligns to our Community Vision and Council Plan.

## Annual Budget

The Annual Budget details Council's planned income and expenditure over a 12-month period. It outlines how we will use our resources to deliver strategies and plans. This includes capital works programs, services and operational spending.

## Performance monitoring and reporting

The Local Government Performance Reporting Framework improves transparency and accountability of Council's performance to ratepayers. It provides meaningful information to the public, and is currently made up of 58 measures, and a governance and management checklist of 27 items. Mildura Rural City Council reports on these measures annually in line with State Government legislation. Council also utilises the services of internal and external Audit and Risk Committees, who oversee and monitor Council's operations and responsibilities. This includes reviewing our financial management and governance processes, checking our internal controls and risk management strategies, and ensuring Council operates in an ethical manner.

# Our Community Vision

In 2020 almost 2,000 people took the opportunity to *Imagine 2040* and help develop our Community Vision. In 2024, another 1,300 people reviewed and reconfirmed the intent of the Community Vision. The Vision describes what everyone wants for our region and community into the future, with five important pillars supporting this direction.

## Environment

We will sustain and enhance our natural environment and resources for current and future generations

## Community

We will be a healthy, respectful and connected community

## Place

We will be a place to live, belong and visit with infrastructure and development that enhances our lifestyle

## Economy

We will have a thriving economy that harnesses our strengths and capitalises on opportunity

## Leadership

We will have responsible, collaborative leadership that puts community wellbeing at the heart of decision-making



# From Community Vision to Organisational Results

Council is in the process of adopting a strategic measurement framework which aims to align organisational goals with the Community Vision.

The framework connects strategic, operational, and process-level goals, clarifying the relationship between our strategic direction and the results required to achieve the Community Vision.

The new framework will see Council move away from primarily measuring activities, and towards outcome-based measurements that demonstrate the value our work is creating for the community.





## Community Consultation

In late 2024 and into 2025 we undertook community consultation to help inform this new Council Plan. More than 3,000\* individual statements and comments were received in relation to what the community would like Council to focus on over the next four years.

We would like to thank everyone who helped inform the development of this Plan by taking part in online surveys, attending in-person workshops, contributing to vision boards and providing children's drawings. Your contribution has been valuable in determining our priorities for the next four years.



The above consultation figures were captured as part of the final round of consultation in early 2025.

\*This figure includes total feedback received during all rounds of consultation.

# How to read this document

Our initiatives and projects for the next four years have been divided across the five Community Vision themes: Community, Place, Economy, Environment and Leadership. Each section details key strategic outcomes the plan aims to achieve, the strategies and services that will support these outcomes, and when Council expects to deliver on the projects outlined.

## How

The strategic outcomes we are aiming for.

## What

The major initiatives we will drive.

## When

Timelines for completion of our initiatives.

### How we'll measure our progress

The indicators show if our work is positively impacting the community. Some indicators are managed by Mildura Rural City Council while others are collected and informed by other agencies or government departments. We try to use a mix of qualitative and quantitative measures, so we have a balanced view of both what the data tells us and what the perceptions are in the community.

### Our supporting services

These are the services we provide that contribute to the success of each pillar through their day-to-day efforts.

### Other strategic and reference documents

These are some of key strategies and plans in place or being developed to support the aims of the key result areas. Please refer to page 50 of this document for more detail.





# Environment

**We will sustain our natural environment and resources for current and future generations**

## **The key outcome we're working towards**

The natural environment is thriving.

## **How Council will support success**

We will work in ways that preserve and enhance our natural environment, reduce waste and work with our community to ensure they are ready for future environmental impacts.

“

*Council should publish a guide for locals to plant natives local to this area, and what residents can do to give those natives the best conditions they can for success.*

Woman, 55-59, Mildura (January 2025)

”

<b>HOW</b> (The strategic outcomes we are aiming for)	<b>WHAT</b> (The major initiatives we will implement)	<b>WHEN</b> (The proposed timelines for completion of our initiatives)
<b>Our resources are used sustainably</b> <ul style="list-style-type: none"> <li>• Our environment is cooler and greener</li> <li>• We produce less waste</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the Mildura Waste &amp; Resource Recovery Strategy</li> <li>• Develop and implement a program to educate the community about recycling for kerbside bins.</li> <li>• Implement the Urban Forest Strategy</li> <li>• Implement a system to improve management of urban street trees</li> <li>• Deliver the 'Cool It' Street Tree Program to increase tree canopy cover in residential areas</li> <li>• Purchase additional water share to increase water security</li> </ul>	2025-2026 2025-2027 2025-2029 2025-2029 Annually 2025-2029
<b>We live sustainably</b> <ul style="list-style-type: none"> <li>• Biodiversity is protected</li> <li>• We take action to address climate change</li> <li>• We produce less waste</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the Towards Zero Emissions Strategy</li> <li>• Expand PV Solar across Council sites</li> <li>• Complete the electrification of key Council-owned buildings</li> <li>• Implement the Native Vegetation and Pest Management Plan</li> <li>• Support the community to implement the Community Climate Response Plan</li> <li>• Continue to activate and promote the Mildura Eco Village for community environmental sustainability activities</li> <li>• Review and implement the Litter and Illegal Dumping Strategy</li> </ul>	2025-2029 2025-2029 2026-2027 2025-2028 2025-2028 2025-2029 2025-2029

## How we'll measure our progress

Below are the indicators that will help us understand if we're making a difference.

STRATEGIC INDICATORS
Community engagement with sustainability education activities
Tonnes of waste going to landfill
Kerbside waste diverted from landfill
Community Water Consumption
Council Water Consumption
Community Energy Consumption
Council Energy Consumption
Council Greenhouse Gas Emissions
Community satisfaction with protection of natural bushland
Community satisfaction with management of wetlands
Net increase in trees
Community satisfaction with waste management
Community satisfaction with environmental sustainability

## Our supporting services:

- Community Partnerships
- Emergency Management
- Environmental Sustainability
- Parks and Recreation
- Strategic Planning
- Waste Services





# Community

**We will be a healthy, respectful and connected community**

## **The key outcome we're working towards**

We are a healthy community

## **How Council will support success**

We will partner with others to champion inclusivity, accessibility and support actions to ensure our community is healthy, safe and nurturing.

“

*We need more cultural events to support inclusion, diversity and awareness, and more access to sport and facilities, and more youth-based events..*

Woman, 50-54, Nichols Point

”

<b>HOW</b> (The strategic outcomes we are aiming for)	<b>WHAT</b> (The major initiatives we will implement)	<b>WHEN</b> (The proposed timelines for completion of our initiatives)
<b>Everyone can reach their full potential</b> <ul style="list-style-type: none"> <li>Everyone has opportunities to participate in the community</li> <li>Everyone belongs</li> <li>Our youngest residents have the best start in life</li> </ul>	<ul style="list-style-type: none"> <li>Implement the Gender Equality and Preventing Family Violence Strategy</li> <li>Implement the Youth Engagement Strategy</li> <li>Develop and implement a Volunteering Action Plan</li> <li>Review, develop and implement the Municipal Early Years Plan</li> <li>Develop and implement a Middle Years Strategy to support and engage with our young people aged 9 to 12</li> <li>Develop and implement an Anti-Racism Strategy</li> </ul>	2025-2029 2025-2029 2025-2029 2026-2029 2027-2029 2026-2029
<b>People are physically, mentally and emotionally well</b> <ul style="list-style-type: none"> <li>People are safe</li> <li>We have diverse community and recreation services</li> <li>We have a vibrant arts and culture community</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement the Community Health and Wellbeing Plan</li> <li>Review and implement the new Healthy Ageing Action Plan</li> <li>Review and implement the new Disability Action Plan</li> <li>Develop and implement a Rainbow Ready Action Plan</li> <li>Implement the Recreation Strategy</li> <li>Establish the Social Inclusion Action Group</li> <li>Develop and implement a new Library Strategy</li> <li>Review the Municipal Emergency Management Plan</li> <li>Advocate for the expansion of the public CCTV network</li> <li>Develop and implement the Domestic Animal Management Plan</li> </ul>	2025-2029 2025-2029 2025-2029 2025-2029 2025-2029 2026-2029 2026 2026 Annually 2025-2029

## How we'll measure our progress

Below are the indicators that will help us understand if we're making a difference.

STRATEGIC INDICATORS
Community perception of personal safety
Community satisfaction with emergency and disaster management
Community satisfaction with arts and cultural programs
Participation in the Maternal and Child Health Service
Level of participation in sport and physical recreation activities
Library visits (physical and virtual)
Library loans
Immunisation rates for our LGA
Recreation and Aquatic facilities utilisation rates
Youth unemployment within our LGA
Volunteering participation rate

## Our supporting services:

- Arts, Culture & Venues
- Community Development
- Community Health
- Community Wellbeing
- Early Years
- Environmental Health
- Engineering Development and Delivery
- Libraries and Knowledge Hubs
- Local Laws
- Youth Engagement
- Works and Infrastructure Services



# Place

**We will be a place to live, belong and visit with infrastructure and development that enhances our lifestyle**

## **The key outcome we're working towards**

People love being here

## **How Council will support success**

We will have a well-planned and maintained municipality with transport options, public spaces and community assets that are valued, well-used and which support active and inclusive lifestyles.

“

*Continue current works on roads and more trees. Better footpaths. More bike paths... Trees and footpaths should be important parts of the planning.*

Woman, 35-39, Mildura (January 2025)

”

<b>HOW</b> (The strategic outcomes we are aiming for)	<b>WHAT</b> (The major initiatives we will implement)	<b>WHEN</b> (The proposed timelines for completion of our initiatives)
<b>We are a well-planned community</b> <ul style="list-style-type: none"> <li>Planning supports progress</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement the Stormwater Drainage Strategy</li> <li>Undertake strategic land purchases to enable the implementation of the Stormwater Drainage Strategy</li> <li>Develop and implement the Integrated Transport Land Use Strategy</li> <li>Advocate for funding to enable the Benetook Freight Link</li> <li>Advocate for funding to enable the construction of a new bridge at Monak</li> <li>Develop a business case for intermodal facilities</li> <li>Develop a High Productivity Freight Vehicle (HPFV) network plan for the municipality</li> <li>Develop and implement an Industrial Land Use Strategy</li> <li>Review the Mildura Planning Scheme and implement recommended actions</li> <li>Implement the Mildura East Growth Area Framework Plan</li> <li>Develop township structure plans in accordance with the Planning Scheme</li> <li>Partner with town advisory groups to support the review and development of new community plans</li> <li>Review the Tracks and Trails Strategy</li> <li>Implement the Public Open Space Strategy</li> <li>Review the Aquatic Facilities Redevelopment Strategy</li> <li>Support the activation of the Mildura Central Business District through the implementation of the CBD Strategy</li> <li>Improve town entrances by implementing the Tourism Signage Strategy</li> </ul>	2025-2029 2026-2029 2025-2027 2026-2028 2026-2028 2025 - 2028 2025 - 2028 2025 - 2029 2025-2029 2025-2027 2026-2027 2025-2029 2028 2025-2029 2028 2025-2029 2025-2026

Table continued on following page

<b>HOW</b> (The strategic outcomes we are aiming for)	<b>WHAT</b> (The major initiatives we will implement)	<b>WHEN</b> (The proposed timelines for completion of our initiatives)
<b>Infrastructure meets Community needs</b> <ul style="list-style-type: none"> <li>• We have diverse community, recreation and arts facilities</li> <li>• Council assets are fit for purpose</li> <li>• Planning supports progress</li> </ul>	<ul style="list-style-type: none"> <li>• Determine the future of Development Contribution Plans beyond 2030</li> <li>• Engage with the community to support delivery of projects within their community plans</li> <li>• Maintain the sealed and unsealed road network across the municipality in accordance with the Road Management Plan</li> <li>• Deliver the Nichols Point Early Years Hub</li> <li>• Deliver the Murrayville Multi-Purpose Centre upgrade</li> <li>• Advocate for the upgrade of the Underbool Pool</li> <li>• Progress the Mildura Riverfront Adventure Playground</li> <li>• Deliver the Sunraysia Hockey Pitch upgrade</li> <li>• Deliver the Kenny Park Off Leash Dog Park</li> <li>• Review and continue implementation of the Early Years Infrastructure Plan</li> <li>• Undertake Gender Impact Assessments on community infrastructure projects</li> <li>• Review and implement the Public Toilet Strategy</li> <li>• Complete the implementation of the online planning and building permit application process</li> </ul>	2026-2029 2025-2029 Annually 2025-2027 2025-2027 2025-2026 2025-2028 2025-2027 2025-2026 2025-2029 Annually 2027 -2029 2025

## How we'll measure our progress

Below are the indicators that will help us understand if we're making a difference.

### STRATEGIC INDICATORS

Community Satisfaction with the condition of sealed local roads

Community satisfaction with the maintenance of unsealed roads

Community satisfaction with the condition of local streets and footpaths

Community satisfaction with recreation facilities

Progress against milestones for strategic land use projects

Percentage of Capital Works program delivered

Utilisation rates of key community facilities

Population data

Road accidents (crashes) in our LGA

Condition of community assets

Flood-related drainage incidents

Residential building approvals

## Our supporting services:

- Asset Preservation
- Building and Enforcement
- Community Development
- Engineering Development and Delivery
- Facility Services
- Parks and Recreation
- Strategic Asset Management
- Inspection and Reporting
- Project Development Office
- Statutory Planning
- Strategic Planning
- Works and Infrastructure Services





# Economy

**We will have a thriving economy that harnesses our strengths and capitalises on opportunity**

## **The key outcome we're working towards**

The economy is thriving

## **How Council will support success**

We will support and partner with businesses and industry bodies to grow our local economy and work to ensure we have the workforce, infrastructure and investors ready for new opportunities.

“

*Promote our arts and culture sector.  
Offer incentives for new businesses  
and developments. Improve transport,  
logistics, and connectivity.*

Man, 40-44, Red Cliffs (January 2025)

”

<b>HOW</b> (The strategic outcomes we are aiming for)	<b>WHAT</b> (The major initiatives we will implement)	<b>WHEN</b> (The proposed timelines for completion of our initiatives)
<b>We have economic growth</b> <ul style="list-style-type: none"> <li>• We attract investment to the region</li> <li>• Balanced growth between key industries</li> <li>• Our natural and built assets are an economic contributor</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the Economic Development and Tourism Framework</li> <li>• Develop and implement an Economic Development Strategy</li> <li>• Implement the Mildura Rural City Council Advocacy Framework</li> <li>• Develop a Workforce Accommodation Framework</li> <li>• Advocate for a regional workforce plan that considers education, training and skills</li> </ul>	2025-2029 2025-2029 2025-2029 2026-2027 2026-2027
<b>We are a visitor destination</b> <ul style="list-style-type: none"> <li>• We offer diverse tourism services and experiences</li> <li>• We have a vibrant arts and culture community</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement a Tourism Strategy</li> <li>• Capitalise on the economic benefits from Trail of Lights and Fibre Optic Symphony Orchestra (FOSO)</li> <li>• Implement the Mildura RV, Caravan &amp; Camping Strategy</li> <li>• Develop and implement an Arts &amp; Culture Strategy to drive community and economic outcomes</li> <li>• Complete the Mildura Arts Centre Master Plan review</li> <li>• Seek opportunities to deliver the Mildura Arts Centre Masterplan</li> <li>• Review and implement the Mildura Riverfront Precinct Activation Plan to increase visitation</li> <li>• Support implementation of the Regional Motorsport Strategy</li> <li>• Support the next stage of advocacy for the Kittyhawk Project</li> </ul>	2025-2029 2025-2028 2025-2027 2026-2029 2025-2026 2025-2029 2025-2029 2025-2029 2025-2029 2025-2026

## How we'll measure our progress

Below are the indicators that will help us understand if we're making a difference.

STRATEGIC INDICATORS
Gross Regional Product trends
Visitation to the region
Visitor spend in region per night
Net skilled work migration to our LGA
Vacancies in key strategic industries
Return on investment for our strategic tourism marketing
Riverfront Precincts and Mildura Arts Centre utilisation rates
Community satisfaction with arts and cultural facilities
Visitation numbers to Mildura Arts Centre
Attendance numbers to Mildura Arts Centre Theatre
Trends in business closures and new openings
Key industry export trends
Return on investment for events that Council financially supports

## Our supporting services:

- Arts, Culture and Venues
- Communications
- Economic Development
- Events
- LightState Project
- Strategic Planning
- Tourism and Visitor Servicing



# Leadership

**We will have responsible, collaborative leadership that puts community wellbeing at the heart of decision-making**

## **The key outcome we're working towards**

The community trusts us

## **How Council will support success**

We will make decisions transparently and offer diverse community consultation opportunities. Collaborating with other agencies, we will champion our community's interests. Our staff will uphold expected customer experience standards, striving for continuous improvement through efficient, innovative processes and systems.

“

*Make sure that Council includes all stakeholders in initial set up of all programs, review, request feedback and ensure quality assurance continues.*

Non-binary or gender diverse, 60-64, Merbein (January 2025)

”

<b>HOW</b> (The strategic outcomes we are aiming for)	<b>WHAT</b> (The major initiatives we will implement)	<b>WHEN</b> (The proposed timelines for completion of our initiatives)
<b>We are a high performing organisation</b> <ul style="list-style-type: none"> <li>• We have agreed plans for the future</li> <li>• Our customers have a great experience</li> <li>• Our employees are proud to work here</li> <li>• We have a skilled workforce</li> </ul>	<ul style="list-style-type: none"> <li>• Review and maintain the Workforce Plan to meet the requirements of the Local Government Act 2020</li> <li>• Develop an AI Strategy to respond to emerging technologies</li> <li>• Develop and implement an Organisational Measurement Framework to standardise and improve measurement of our outcomes</li> <li>• Develop and implement a new Gender Equality Action Plan</li> <li>• Retain White Ribbon Workplace accreditation</li> <li>• Implement the Customer Experience Framework to improve customer outcomes</li> <li>• Provide progress reports to the community on the implementation of the Council Plan</li> <li>• Finalise and implement a Council Recruitment and Retention Strategy</li> <li>• Undertake a Business Excellence Evaluation of organisational performance and implement the subsequent improvement plan</li> </ul>	Annually 2026 2027-2028 2026-2029 2025-2029 2025-2027 Annually 2025-2029 2025-2029
<b>We have good governance</b> <ul style="list-style-type: none"> <li>• We meet legal and statutory obligations</li> <li>• We manage organisational risk</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the Information Systems Business Applications strategy</li> <li>• Implement the Risk Management Strategy</li> <li>• Implement the annual Audit Programs to manage organisational risk</li> <li>• Implement the new Victorian State Government Model Governance Rules</li> <li>• Manage integrity and compliance in accordance with our Compliance Framework</li> <li>• Implement the Councillor Induction and Professional Development Program to meet the requirements of the Local Government Act 2020</li> </ul>	2025-2029 2025-2029 Annually 2025-2029 2025-2029 Annually

Table continued on following page

<b>HOW</b> (The strategic outcomes we are aiming for)	<b>WHAT</b> (The major initiatives we will implement)	<b>WHEN</b> (The proposed timelines for completion of our initiatives)
<b>We understand the needs of the community</b> <ul style="list-style-type: none"> <li>Our advocacy produces positive results</li> <li>We are dedicated to reconciliation</li> <li>Community has influence in decision making</li> <li>We work in partnership with others</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement a new Community Engagement Strategy</li> <li>Implement the Communication Strategy</li> <li>Develop and implement a Social Media Strategy</li> <li>Develop and implement a new Reconciliation Action Plan</li> <li>Provide opportunities for community engagement throughout the municipality in accordance with the Community Engagement Strategy</li> <li>Foster partnerships with key organisations and agencies to progress community outcomes</li> </ul>	2026-2029 2025-2029 2025-2029 2025-2028 Annually Annually
<b>We are financially sustainable</b> <ul style="list-style-type: none"> <li>Our services provide value for money</li> <li>We review our services</li> <li>We use resources efficiently</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement a Service Management Framework to strategically plan and improve our services</li> <li>Implement a structured program to review the performance, value and efficiency of our services</li> <li>Develop and implement a Financial Sustainability Strategy</li> <li>Develop and implement 10-year Asset Plan outlining funding required to manage Council assets</li> <li>Advocate to state and federal governments for more equitable local government funding and support</li> <li>Develop and implement a long-term financial plan</li> <li>Develop a new Revenue and Rating plan</li> </ul>	2025-2029 Annually 2026-2029 2025-2029 Ongoing 2025-2029 2028-2029

## How we'll measure our progress

Below are the indicators that will help us understand if we're making a difference.

STRATEGIC INDICATORS
Community satisfaction with community consultation and engagement
Our community is informed
Community satisfaction with value for money in services and infrastructure
Community satisfaction with the overall performance of Council
Community satisfaction with customer service
Community satisfaction with lobbying on behalf of the community
Australian Business Excellence Assessment Score
Percentage of service review program completed
Gender Equality Pay gap within Mildura Rural City Council
Percentage of Council Plan completed
Adjusted underlying surplus
Current assets compared to current liabilities
Asset renewal funding

## Our supporting services:

- Communications
- Community Partnerships
- Customer Experience
- Executive Services
- Financial Services
- Governance
- Human Resources, OH&S and Payroll
- Information Systems
- Organisational Performance
- Project Development
- Strategic Asset Management
- Service Performance



# Implementation, monitoring and reporting

The Council Plan will be delivered through the Annual Plan and the Annual Budget. Performance against the Council Plan is checked every three months and is reported to our community through the Annual Report at the end of each financial year.

The Council Plan is reviewed on an annual basis to ensure it continues to reflect the needs of Council and our community. We will engage the community as needed to make changes to this Plan as required.

# Glossary of services

## Arts and Culture

Manages the Mildura Arts Centre (MAC) and supports the local community's cultural and artistic initiatives. MAC offers a variety of experiences, including an art gallery, a performing arts theatre, and Rio Vista Historic House. MAC also features a Sculpture Park and the Vista Cafe Bar for social gatherings. This branch oversees management of our Permanent Collection, heritage conservation, event and venue services, community engagement, education programs, customer service, box office, marketing and technical production services. It also oversees venue services and precinct management at Powerhouse Place and Mildura Station Homestead. Additionally, this branch plays a key role in supporting the creative industries and Mildura Arts and Culture Advisory Committee.

## Building and Enforcement

Undertakes the processing of building permits, emergency management activities, fire safety inspections of existing buildings, audits of swimming pool barriers and investigations of complaints and illegal works under the Building Act.

## Chief Executive Office

Coordinates meetings, appointments, community and organisational requests and other tasks for the CEO, Mayor and Councillors. Plays a key role in preparing for and facilitating civic type events/functions including civic receptions and ministerial visits.

## Community Development

Supports and develops community initiatives listed in township-based community plans and strengthens the local community's capacity to drive its own growth and economic, social and physical development.

## Communications

Provides communications planning, media relations, digital media management, website and intranet management, videography/photography, graphic design, script writing, media releases, promotional material and professional advice.

## Community Health

Provides family-oriented support services including universal and enhanced maternal and child health and immunisations.

## Community Wellbeing

Responsible for the delivery of a variety of services and projects, including capacity building, as detailed in the Community Health and Wellbeing Plan and related documents. This includes community events such as NAIDOC Week, Seniors Week, 16 Days of Activism, citizenship ceremonies and many other events. Also leads Council involvement of the Disability Access Advisory Committee, Ngiwa Yarna (Aboriginal Advisory) Committee, the CCTV Steering Committee, Gender Equity Action Sunraysia committee, Disability Action Network, and the Mildura Reconciliation Action Plan community of practice.

## Customer Support

Often the first point of contact the public has with Council, acting as the interface between the organisation and the community. This service provides face-to-face service in three Council service centres and call centre operations. It also processes customer requests and payments and issues permits and receipts. Customer support staff also provide internal administrative support to the whole organisation.

## Early Years

Provides Family Day Care, centre-based childcare, Kindergarten central enrolment and other early years planning and programs such as Best Start and supported playgroups.

## Economic Development and Tourism

Maximises economic development within the region through advocacy and delivery of specialised projects and initiatives, facilitates growth by working with industry and business to support and expand existing business and develops new investment opportunities. Encourages and builds strategic alliances with key stakeholders in industry and government to help foster a vibrant and sustainable community.

Provides visitor services that enhance guest experiences, destination information, ticketing, tour, transport and accommodation bookings, as well as promoting and marketing the region and local events. Provision of retail facilities and conferencing/business events capabilities. This branch is also responsible for the operation and delivery of the Trail of Lights exhibition on Lock Island, a project by world-renowned artist Bruce Munro.

## **Engineering Development and Delivery**

Undertakes design and project management of various infrastructure works within Council's capital works program. Reviews engineering plans for subdivisions and development plans. Responsible for road safety outcomes, transport planning and engineering strategy development.

## **Environmental Health**

Protects the community's health and wellbeing by encouraging behavioural change through the delivery of regulation and education for food safety, minimum public health standards including infection prevention and control for prescribed accommodation and caravan parks, businesses that conduct hair, beauty and skin penetration, mosquito surveillance and control, tobacco retailers and smoke free areas and onsite wastewater disposal. Investigate complaints of public health nuisances such as unreasonable noise, air quality, hoarding, and odour issues. Assists in supporting Council and other agencies during emergencies.

## **Environmental Sustainability**

Develops, coordinates and implements environmental policy, plans, strategies and works on initiatives in partnership with other areas in Council. Key focus areas include reducing energy and water usage within Council operations, protecting and enhancing Council managed natural areas and roadsides, and community environmental education.

## **Events**

Supports community and other events through a grants funding program, partnerships, logistical support, sponsorship, information provision and promotions.

## **Facility Services**

Undertakes planned and reactive maintenance on buildings and facilities as well as the delivery of small projects relating to buildings and facilities. The service also provides support for Council events and emergency management.

## **Finance**

Oversees the preparation, monitoring and reporting of Council's Budget as well as developing and updating the Long-Term Financial Plan. Undertakes grants acquittals, and manages creditors/debtors, accounts payable, procurement and purchase card processing. Administers Council's property and rates databases, property management services, issues rates notices and deals with customer enquiries and issues related to rate collection.

## **Fleet**

Manages and administers all aspects of the purchase/replacement of fleet and equipment items including registration and insurance. Provides a workshop repair and service function for heavy fleet vehicles and some equipment.

## **Governance**

Provides a range of governance and statutory services including legislative compliance, maintenance of public registers and coordination of Council meetings. Coordinates legal services, insurance, business risk management, business continuity services and cemetery operations. The service also leads the emergency management planning sector by facilitating multi-agency collaboration for disaster preparedness, relief, and recovery coordination. It also provides planning and coordination of Council's response in supporting emergency services and support agencies when required.

## **Information Systems**

Manages communications networks, safeguards data and information, administers platforms and applications and helps employees troubleshoot problems with their computers or mobile devices. The service also administers Council's record management system and provides training to staff in using the system. The service also archives records, provides advice on managing/accessing records and undertakes research.

## **Libraries & Knowledge Hubs**

Operates libraries at five locations plus outreach library services to four remote locations. Provides a customer-focused service that caters for the cultural, educational and recreational needs of residents and visitors, as well as a focal point for the community where they can meet, relax and enjoy the facilities, programs and services offered.

## **Local Laws**

Provides education, regulation and enforcement of the general local law and relevant state legislation. Delivers animal management services including pet registration and operation of an animal pound facility, coordinates the School Crossing Supervisor Program, undertakes traffic management services, unsightly land inspections, issues permits to burn (outside of the fire danger period), inspects and investigates illegal dumping and littering, issues trade parking permits, footpath trading permits and community signboard approval.

# Glossary of services

## Organisational Development

Facilitates the Corporate Planning and Reporting Framework that produces the Community Vision and Council Plan, and monitors progress in delivering outcomes to the community. Provides leadership and management systems and processes for the organisation to continuously improve the services provided to the community.

## Parks and Gardens

Creates, maintains and enhances township parks, gardens and open space, along with sports field/turf management, including management of the Mildura Sporting Precinct. This service also undertakes tree management on public land, maintains natural areas across the municipality and operates a plant nursery.

## People

Administers recruitment, performance review, corporate training, induction processes and provides human resources advice to managers and staff. Also develops, reviews and communicates a significant number of employee-related policies. Implements organisational gender equity initiatives including White Ribbon Accreditation and facilitates enterprise bargaining negotiations and performance management processes. In addition, this area undertakes risk assessments, incident reporting and investigation, worksite inspections, health and wellbeing programs, induction, return to work programs, the employee assistance program (EAP), Workcover administration and an occupational health and safety (OHS) training program. Also ensures employees are paid as per their employment conditions and superannuation and tax liabilities are met.

## Procurement

Provides the organisation with policy and guidelines, systems and processes to undertake procurement activities. Provides support and training for staff in undertaking procurement activities, and guidance and support for external suppliers in responding to quotes, tenders and expressions of interest.

## Project Development Office

Manages and coordinates delivery of the annual Capital Works Program. Provides guidance, governance, standardised processes and project management best practices, tools and techniques. Administration of project management software.

## Recreation Development

Plans for and provides sporting and recreation infrastructure and manages the occupancy of sporting and recreational facilities as well as providing support to user groups and volunteer community recreational organisations. This service also promotes available recreation opportunities to encourage people to participate and be active.

## Statutory Planning

Provides systems, processes and advice for the submission of town planning applications and undertakes the assessment of applications. This service also provides an enforcement function to ensure people adhere to the conditions of the planning permits that are issued.

## Strategic Asset Management

Responsible for implementing the Asset Management Framework across the organisation. Administers Council's asset management system and manages data collection and provision relating to Council's assets including condition assessments, renewal requirements, long-term modelling, and cost estimates.

## Statutory Planning

Undertakes the development of long-term strategic plans, amendments, and reviews to inform and update the planning scheme.

## Waste Management

Provides landfill sites and transfer stations where people can take their rubbish and recycling, as well as the delivery of kerbside collection for garbage, recycling, organics and glass. Undertakes street sweeping and public litter bin collection to keep our outdoor areas clean and reduce litter and offers waste education to help the community learn how to reduce waste and recycle.

## Works and Infrastructure Services

Undertakes maintenance, design and construction of Council's road, path and stormwater drainage assets in a sustainable and prioritised manner to a defined service level.

## Youth Engagement Services

Offers a range of services, programs, development opportunities, events and activities to support the health and wellbeing of local youth.



# Other strategic and reference documents

The Council Plan highlights several key initiatives and high-level strategies. The following documents contribute to the success of these initiatives and provide supporting information.

Many of these documents are available from our website at [mildura.vic.gov.au](http://mildura.vic.gov.au)

- Advocacy Plan
- Alfresco dining policy
- Asset Plan
- Asset Management Strategy
- Buildings and Facilities Asset Management Plan
- Communications Strategy
- Community Plans
- Compliance Framework
- Deakin Avenue Master Plan
- Environmental Education Plan
- Information Systems Business Applications Strategy
- Integrated Open Space and Drainage Policy / Design Guidelines
- Integrated Planning and Reporting Framework
- Invasive Plants and Animals Plan
- Irymple Structure Plan
- Local Law No 2
- Merbein Cliffs Walking and Cycling Plan

- Mildura & District Heritage Study
- Mildura Airport Masterplan
- Mildura CBD Access and Mobility Strategy
- Mildura City Heart Strategic Plan
- Mildura Drainage Basins Review & Amendment C120
- Mildura East Growth Area Strategic Framework Plan
- Mildura Housing and Settlement Strategy
- Mildura Planning Scheme
- Mildura RV, Caravan & Camping Strategy
- Mildura South Urban Design Plan & Precinct Structure Plan
- Mildura Station Homestead Plan
- Municipal Road Management Plan
- Public Lighting Strategy
- Public Open Space Asset Management Plan
- Red Cliffs Walking and Cycling Plan
- Road Safety Strategy
- Roads and Footpaths Asset Management Plan
- Short Term Budget Accommodation Strategy
- Stormwater Drainage Asset Management Plan
- Sustainable Water Use Guidelines
- Vegetation Management Plan
- Waste Water Strategy



*Scan here to view Council's current plans and strategies*

### **Acknowledgements**

Thank you to the community members who shared their ideas and feedback as part of our formal consultation process to review the 20-year Community Vision and develop this Council Plan.

We also acknowledge the contributions of Councillors and Council staff involved in this project and their ongoing efforts to implement this Plan over the next four years.

### **Photography**

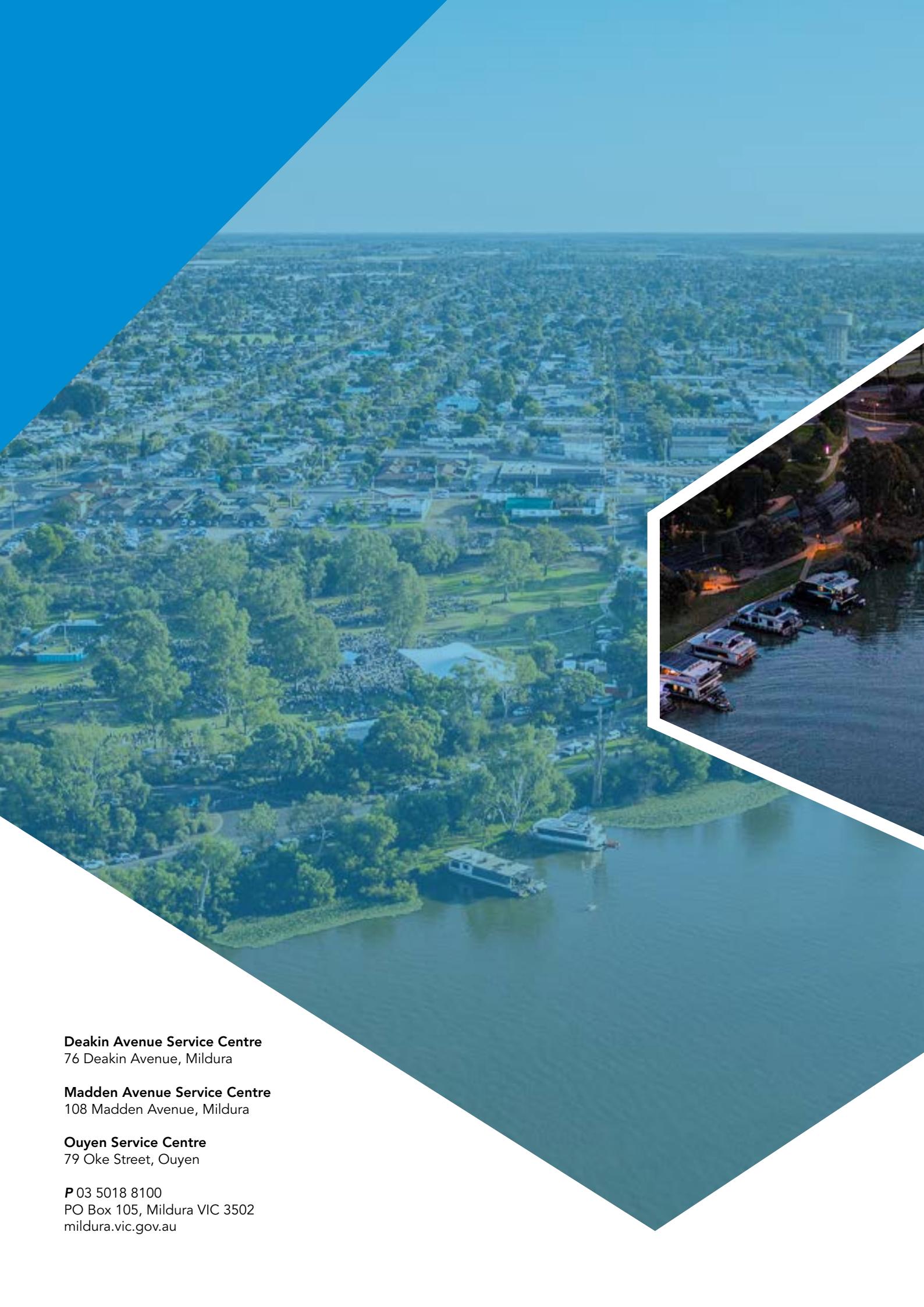
All images used showcase people and settings from the Mildura Rural City Local Government Area. All photos were captured by local photographers.

### **Alternative formats**

This publication is available online at [mildura.vic.gov.au](http://mildura.vic.gov.au) and in large text format. If you would like this publication in an alternative format, please contact us.

### **Disclaimer**

Information contained in this publication was correct at the time of printing. Every effort has been made to ensure its accuracy, however no liability is accepted for any inclusions, advice given or omissions.



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