



Summary Document

*Community Vision 2021-2040
Council Plan 2021-2025*



Mildura Rural City Council

A summary for Mildura Rural City Council staff

This booklet is designed to be a summary of our organisation's two most important strategic documents – the Community Vision 2021-2040 and Council Plan 2021-2025.

It includes key elements of both documents for your reference.

Complete copies of the Community Vision and Council Plan are available on our website and staff intranet The Shed.

Go to mildura.vic.gov.au/CouncilPlan

2021 - 2040



We all have a role to play

Though a workforce of 600+ staff, Mildura Rural City Council delivers more than 100 services, facilities and infrastructure to support the community.

Everything we do as an organisation is underpinned by the Community Vision 2021-2040 and Council Plan 2021-2025.

Together these important strategic documents provide the framework for how we work and what we're working towards. They also highlight how the work of every individual employee contributes to the overall goals of our community.

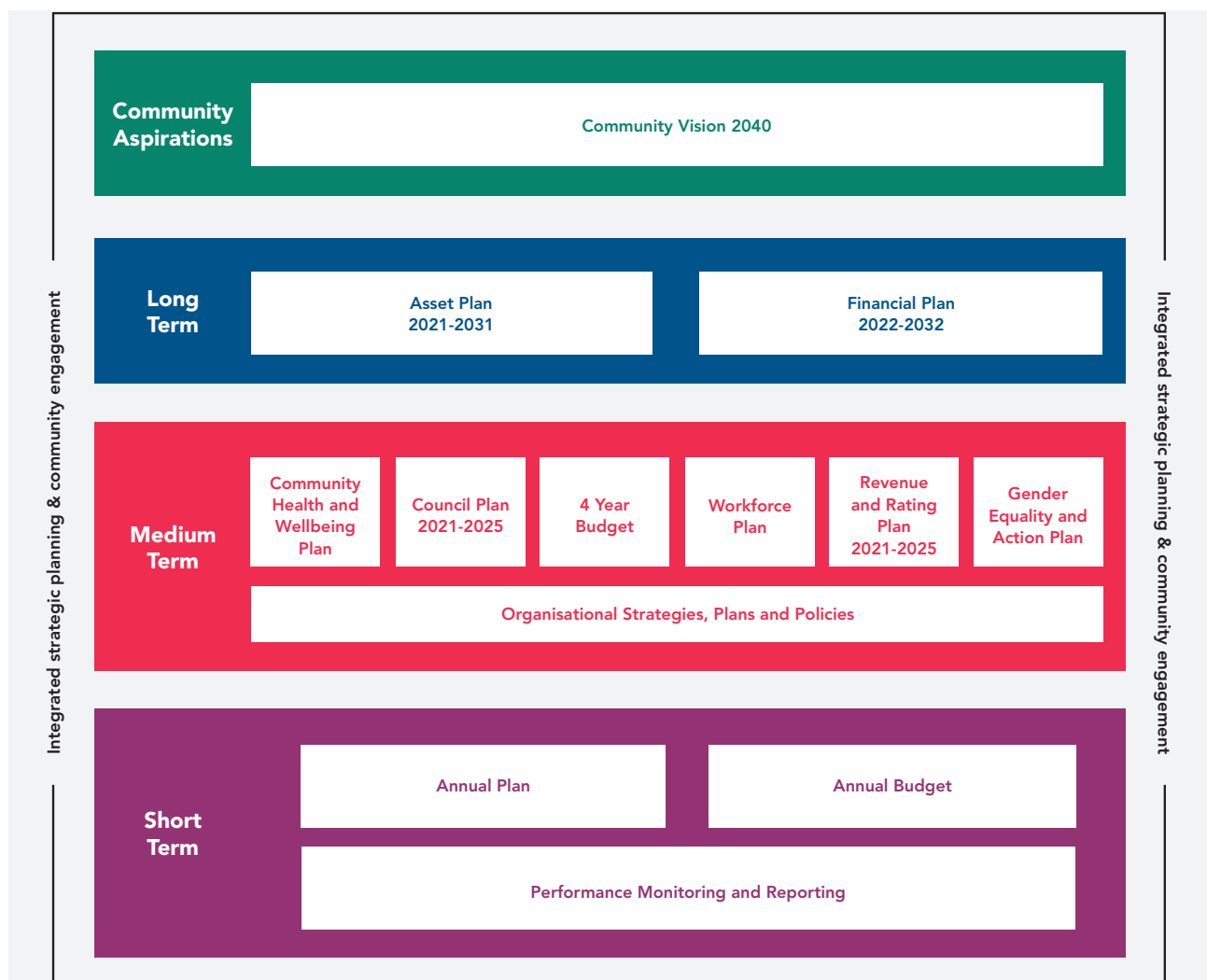
Developed over a six month period, with significant input from the newly-elected Council, Council staff and extensive

community engagement, the Community Vision and Council Plan form part of our Integrated Strategic Planning and Reporting Framework.

Our Integrated Strategic Planning and Reporting Framework

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

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



Environment We will sustain and enhance our natural environment and resources for current and future generations	Value, protect and sustain the river, natural resources and unique environments
	Reduce waste and enhance resource recovery
	Actively address the causes and impacts of climate change
	Increase community knowledge, skills and action to live sustainably
Community We will be a healthy, respectful and connected community	Access to quality local health services to support physical, mental and emotional wellbeing
	A community where people feel safe
	Arts, culture, heritage and activities that connect families, community and improve health and wellbeing
	Health and wellbeing is promoted for everyone that lives, learns, works and plays in our community
	Social and cultural diversity is respected, supported and celebrated
	Youth are supported to reach their full potential
	Respect Aboriginal culture, connection to country and Traditional Owners of the land
Place We will be a place to live, belong and visit with infrastructure and development that enhances our lifestyle	Well planned development that considers the diverse and changing needs of our community
	Outdoor spaces, green spaces and public facilities where people of all ages and abilities can exercise and relax
	Adequate and sustainable infrastructure to meet future demand
	Accessible and connected transport options within and to our region
	Affordable housing and a range of options to suit community needs
	Friendly places and towns recognised for their individual strengths and unique communities
Economy We will have a thriving economy that harnesses our strengths and capitalises on opportunity	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
	Equitable access to digital infrastructure to support education, health and economy
Leadership We will have responsible, collaborative leadership that puts community wellbeing at the heart of decision-making	Community is engaged in decision making with opportunities to share their views on things that affect them
	Keep the community informed to build a relationship of transparency, understanding and trust
	Accountable, trustworthy and efficient governance and operations that serve the interest of community
	Serve the community by providing great customer experience, value for money and quality services
	Strong and consistent advocacy for local needs and priorities
	Collaborative partnerships that build capacity and increase opportunities

Community Vision 2021-2040

Developed with the input of almost 2,000 people, the Community Vision describes what the most liveable, people-friendly community in Australia looks like for them over the next two decades. Council uses the Community Vision to guide all planning, decision-making, programs, services and advocacy.

Themes

Almost 2,000 people contributed their ideas to the development of our Community Vision. All their feedback was analysed and five key themes emerged.

Vision Statements

A Vision Statement accompanies each of the five key themes. The five Vision Statements describe the long-term aspirations everyone has for our community by 2040.

Goals

Our community developed a set of Goals to accompany each Vision Statement. The Goals describe what our community believes has to be achieved in order to make each Vision Statement a reality by 2040.

A summary of the Community Vision is outlined on the previous page.

Council Plan 2021-2025

The Council Plan is Mildura Rural City Council's response to the Community Vision. It details what the organisation will do over the next four years to achieve the long-term aspirations our community has for the region. The community's aspirations are at the very heart of our Council Plan and its structure reflects the five themes and Vision Statements of the Community Vision.

Strategic directions

These reflect the five themes of our Community Vision and are what the community identified as being really important in our 2040 Community Vision. They are also Council's high-level priority areas; and set the strategic direction for Council over the next four years.

Strategic outcomes

The results that Council will work towards achieving in response to the Community Vision, aspirations and goals for each strategic direction. The outcomes describe the future state we are aiming for in four years.

4-year priorities

These are the strategic actions and initiatives Council will focus on to help achieve our outcomes.

Strategic indicators

These are how we will monitor our progress towards achieving the outcomes.

Supporting Policies, Plans and Strategies

These are the documents that contain the specific actions, measures and timeframes to achieve desired outcomes.

Each year we develop Annual Action Plans which detail what the organisation plans to achieve for the coming 12 months and how it relates to the Community Vision and Council Plan.

You can read our Annual Action Plans online.



Environment

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

Outcomes

- | | |
|-----|--|
| 1.1 | Protected and enhanced natural environment |
| 1.2 | Reduced waste to landfill and enhanced resource recovery |
| 1.3 | A community that actively addresses the causes and impacts of climate change |
| 1.4 | Increased community knowledge, skills and action to live sustainably |
| 1.5 | Access to a secure and high-quality water supply |

Our 4-year priorities

- | | |
|-------|---|
| 1.1.1 | Protect and enhance native vegetation within Murray Riverfront Reserves, lakes, wetlands, roadside reserves and parks |
| 1.1.2 | Reduce illegal dumping and littering in our natural and urban environment |
| 1.2.1 | Advocacy for waste reduction at the source |
| 1.2.2 | Reduce waste to landfill and increase waste diversion |
| 1.3.1 | Achieve net zero emissions for Council operations, services and infrastructure by 2040, and 2050 for landfill |
| 1.3.2 | Support our community to reduce emissions and address the causes and impacts of climate change |
| 1.3.3 | Partner with organisations to advocate for further development in sustainable agriculture and horticulture |
| 1.4.1 | Increase environmental awareness and education about energy efficiency, waste management, biodiversity, climate change and water conservation |
| 1.5.1 | Advocacy for a sustainable Murray Darling Basin that supports the human, social, economic and environmental wellbeing of our community |

Strategic indicators

Community satisfaction with protection of natural bushland

Community satisfaction with management of wetlands

Net increase in trees

Community satisfaction with waste management

Waste diverted from landfill

Community satisfaction with environmental sustainability



Supporting Strategies and Plans

- Native Vegetation Plan
- Invasive Plants and Animals Plan
- Sustainable Water Use Guidelines*
- Waste Resource and Recovery Strategy
- Litter and Illegal Dumping Strategy
- Towards Zero Emissions Strategy
- Climate Change Mitigation and Adaptation *
- Community Climate Emergency Plan #
- Environmental Sustainability and Climate Change Policy
- Environmental Education Plan
- Advocacy Plan *#

* denotes internal strategy/plan/policy

denotes strategy/plan/policy under development or to be developed



Community

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

Outcomes

- | | |
|-----|--|
| 2.1 | Access to quality local health services to support physical, mental and emotional wellbeing |
| 2.2 | A community where people feel safe |
| 2.3 | A resilient community that is able to respond to and recover from emergencies |
| 2.4 | Arts, culture and heritage that connect community and improve health and wellbeing |
| 2.5 | Health and wellbeing is promoted for everyone that lives, learns, works and plays in our community |
| 2.6 | Social and cultural diversity is respected, supported and celebrated |
| 2.7 | Youth are supported to reach their full potential |
| 2.8 | Respect Aboriginal culture, connection to country and Traditional Owners of the land |

Our 4-year priorities

- | | |
|-------|--|
| 2.1.1 | Advocate for equitable, affordable and flexible health and education services across our region based on community need |
| 2.1.2 | Improve service integration and coordination in partnership with community and service providers |
| 2.2.1 | Reduce the incidence of fatalities and serious injuries on our roads |
| 2.2.2 | Provide safe public spaces and facilities |
| 2.2.3 | Work with our partners to prevent family violence |
| 2.2.4 | Work with other agencies to maintain public health and safety |
| 2.3.1 | Build community resilience and support recovery from the COVID-19 pandemic and its emotional, social and economic impacts |
| 2.3.2 | Partner with other agencies to ensure our community and organisation are well-prepared for emergency response and recovery |
| 2.4.1 | Enhance, promote and provide access to a diverse range of arts and culture experiences to inspire our community and beyond. |
| 2.4.2 | Value and embrace our history and heritage |
| 2.4.3 | Build and promote the Mildura Arts Centre Collection on a local, national and international level and manage and conserve items to ensure the Collection is available for future generations |
| 2.4.4 | Support quality and diverse community events |
| 2.5.1 | Improve community and health and wellbeing outcomes, reduce health inequalities and create healthy environments for all stages of life |
| 2.5.2 | Increase participation rates in sport and recreation |
| 2.5.3 | Shape a community in which children and their families can reach their full potential |

Our 4-year priorities *cont.*

2.6.1	Promote gender equality
2.6.2	Foster a broader level of social inclusion and active participation in the community
2.6.3	Reduce barriers and increase access for people with a disability to promote inclusion and participation
2.6.4	Develop partnerships to support culturally diverse communities to transition, settle and actively participate in community life
2.7.1	Promote youth engagement, participation and development
2.8.1	Work with Aboriginal community members and organisations towards reconciliation, self-determination and closing the gap

Strategic indicators

Community perception of personal safety
Community satisfaction with emergency and disaster management
Community satisfaction with community and cultural activities
Active library borrowers in the municipality
Community satisfaction with arts and cultural facilities
Community satisfaction with arts and cultural programs
Community satisfaction with Council support to arts and cultural groups
Percentage of Community Health and Wellbeing Plan actions completed
Participation in the Maternal and Child Health Service
Level of participation in sport and recreation activities
Percentage of Reconciliation Action Plan actions completed



Supporting Strategies and Plans

- Advocacy Plan # *
- CCTV Governance Framework
- Domestic Animal Management Plan
- Public Lighting Strategy #
- Road Safety Strategy
- COVID-19 Community relief and Recovery Plan
- Municipal Emergency Management Plan
- Arts, Culture and Heritage Strategy
- Mildura Arts Centre Loans Policy
- Mildura Arts Centre Collections Policy
- Library Services Strategy
- Community Health and Wellbeing Plan
- Healthy Aging Action Plan
- Municipal Early Years Plan
- Playground Strategy
- Recreation Strategy
- Disability Action Plan
- Gender Equality Action Plan #
- Social Inclusion Policy
- Workforce Plan # *
- Youth Engagement Strategy
- Aboriginal and Torres Strait Islander Recognition Policy
- Reconciliation Action Plan
- Community Local Law No 2

* denotes internal strategy/plan/policy

denotes strategy/plan/policy under development or to be developed



Place

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

Outcomes

- | | |
|-----|---|
| 3.1 | A well-developed long-term land use vision |
| 3.2 | Diverse open spaces and public facilities that are well-connected, accessible, resilient and promote active healthy lifestyles |
| 3.3 | Sustainable infrastructure that meets the current and future community needs |
| 3.4 | Improved transport services for our region |
| 3.5 | A transport network that is fit-for-purpose |
| 3.6 | Access to affordable housing, including social housing, that is appropriate for the housing needs of very low, low and moderate income households |
| 3.7 | Enable projects that enhance and activate our community |
| 3.8 | Vibrant, prosperous and activated CBD and town centres |

Our 4-year priorities

- | | |
|-------|--|
| 3.1.1 | Ensure long-term land supply to enable future growth |
| 3.2.1 | Create and maintain welcoming open spaces that are accessible and connected |
| 3.2.2 | Continue developing the Mildura Riverfront Precinct |
| 3.2.3 | Provide access to a diverse range of quality sporting and recreation facilities and programs |
| 3.2.4 | Ensure long-term water security for Council facilities |
| 3.3.1 | Use innovative design to provide buildings and facilities that are sustainable and fit-for-purpose to meet community needs |
| 3.4.1 | Advocate for better transport services for our municipality |
| 3.5.1 | Develop an Integrated Transport and Land Use Strategy to plan future transport network requirements |
| 3.6.1 | Advocate for the development of a Murray River trail |
| 3.7.1 | Advocate for funding to support projects that benefit our communities |
| 3.8.1 | Communities are supported to determine their own vision and priorities |

Strategic indicators

Number of strategic land use projects completed
Percentage of Asset Management Strategy and Plan actions implemented
Percentage of Capital Works program delivered
Community satisfaction with the condition of sealed local roads in your area
Community satisfaction with maintenance of unsealed roads in your area
Community satisfaction with the condition of local streets and footpaths in your area
Community satisfaction with recreation facilities
Activation of the Mildura Riverfront Precinct
Activation of Mildura Sporting Precinct
Number of Community Plans developed and reviewed



Supporting Strategies and Plans

- Mildura Planning Scheme
- Mildura South Urban Design Plan
- Asset Management Strategy
- Asset Management Plan
- Aquatic Facilities Redevelopment Strategy
- Mildura CBD Access and Mobility Strategy #
- Deakin Avenue Master Plan
- Sustainable Landscape Guidelines
- Playground Strategy
- Public Open Space Strategy
- Tracks and Trails Strategy
- Urban Tree Strategy
- Vegetation Management Plan
- Native Vegetation Plan
- Towards Zero Emissions Strategy
- Environmental Education Plan
- Mildura CBD Plan
- Mildura Riverfront Masterplan
- Recreation Strategy
- Road Hierarchy Plan
- Municipal Road Management Plan
- Road Safety Strategy
- Integrated Transport and Land Use Strategy #
- Mildura Airport Master Plan
- Advocacy Plan # *
- Mildura Housing and Settlement Strategy
- Community Plans
- Public Toilet Strategy
- Community Local Law No.2

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Economy

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

Outcomes

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

Our 4-year priorities

- 4.1.1 Support local businesses to recover from the COVID-19 pandemic
- 4.1.2 Partner with State and Federal government to advocate and implement support to recover from the COVID-19 pandemic
- 4.2.1 Support quality tourism services and experiences
- 4.2.2 Attract and support major events and conferences
- 4.2.3 Collaborate with regional and state tourism bodies
- 4.3.1 Support the sustainability of our region's agricultural and horticultural sectors
- 4.3.2 Implement place-based initiatives that create opportunities for improved amenity, economic growth and tourism
- 4.3.3 Advocacy for infrastructure and services needed to attract investment and stimulate economic growth
- 4.5.1 Work with government and partners to address skill and workforce shortages across the region
- 4.6.1 Advocacy for access to high quality digital infrastructure
- 4.7.1 Maintain Mildura Airport as a critical regional asset

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



Supporting Strategies and Plans

- COVID-19 Community Relief and Recovery Plan
- Loddon Mallee COVID-19 Economic Recovery Plan
- Visitor Servicing Strategy
- Events Strategy
- Mildura Airport Master Plan
- Mildura Regional Development Strategic Plan
- Mildura City Heart Strategic Plan
- Mildura Retail Strategy
- Tourism (Recreational Vehicles, Caravan and Camping) Strategy #
- Transient Accommodation Strategy #
- Industrial Strategy Review
- Mildura CBD Plan
- Regional Workforce Plan
- Advocacy Plan # *

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Leadership

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

Outcomes

- 5.1 The community has a voice through inclusive engagement and participation
- 5.2 Trust, respect and understanding between community and Council
- 5.3 A workplace and culture that is healthy, safe, inclusive and diverse
- 5.4 A high performing organisation
- 5.5 A financially sustainable organisation
- 5.6 Effective governance to deliver results in line with community expectations
- 5.7 Serve the community by providing great customer experience, value for money and quality services
- 5.8 Advocate on behalf of the community to address needs and priorities
- 5.9 Collaborative leadership and partnerships that build capacity and increase opportunities

Our 4-year priorities

- 5.1.1 Provide the community opportunity for input into decisions that affect them through good governance and meaningful community engagement
- 5.2.1 Create opportunities for Councillors and staff to listen and connect with the community
- 5.2.2 Regularly communicate information about Council decisions, projects, services, strategies, and performance
- 5.3.1 Maintain a workplace culture where staff and Councillors are healthy and safe
- 5.3.2 Ensure Council's workforce reflects the principles of diversity, inclusion and gender equality in our day-to-day leadership and workforce planning
- 5.4.1 Utilise the Business Excellence Framework to maintain a high performing customer driven organisation that provides value for money
- 5.6.1 Implement an integrated approach to planning, monitoring and performance reporting to ensure Council is accountable to the community
- 5.7.1 Seek customer feedback on a regular basis about our services
- 5.8.1 Work with our community to advocate for local needs and on key issues including prevention of family violence, gender equality, climate change, water security, health and wellbeing, equitable rating system
- 5.9.1 Work in partnership with other organisations to actively seek opportunities to address community needs

Strategic indicators

Community satisfaction with community consultation and engagement

Community satisfaction with decisions made in the interest of the community

Community satisfaction with informing the community

Percentage of Gender Equality Action Plan actions implemented

Community satisfaction with value for money in services and infrastructure

Financial and Sustainable Capacity Indicators

Community satisfaction with overall Council direction

Community satisfaction with the overall performance of Council

Community satisfaction with customer service

Community satisfaction with lobbying on behalf of the community

Percentage of advocacy plan actions completed / number of representations



Supporting Strategies and Plans

- Community Engagement Strategy
- Community Engagement Policy
- Integrated Marketing and Communications Strategy * #
- Human Resources Strategy *
- Occupational Health & Safety Strategy *
- Workforce Plan *#
- Gender Equality Action Plan #
- Organisational Development Strategy *
- Information Systems Strategy *
- Procurement of Goods, Services and Works Policy
- Financial Plan
- Revenue and Rating Plan
- Asset Management Strategy #
- Public Transparency Policy
- Freedom of Information Policy
- Open Data Policy *
- Business Continuity and Disaster Recovery Strategy *
- Risk Management Strategy *
- Customer Experience Strategy # *
- Advocacy Plan # *
- Mildura Future Ready Funding and Advocacy Strategy

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