

# **Moe Rail Precinct Revitalisation Project**



## **Strategic Business Case**

**Latrobe City Council**

V2.1 May 2012

## Acronyms/technical terms

Name	Description
CBD	Central Business District
CFA	Country Fire Authority
CSF	Critical Success Factors
DPCD	Department of Planning and Community Development
ERC	Expenditure Review Committee
ESD	Environmentally Sustainable Design
GRP	Gross Regional Product
Latrobe City	Latrobe City Council- The Municipality
Latrobe City Council	Latrobe City Council- The governing body
LBC	Libraries Building Communities
MACP	Moe Activity Centre Plan
MRPRP	Moe Rail Precinct Revitalisation Project
MSS	Municipal Strategic Statement
Project Team	Project team comprising of Council officers responsible for preparing the Business Case with consultants.
RDV	Regional Development Victoria
RIDF	Regional Infrastructure Development Fund
SEIFA	Socio-economic Indexes for Areas

## Version Control

Version Number	Date	Author
V1.0	21 March 2010	Rod Bleathman, Five Consulting
V1.1	31 August 2010	HB
V1.2	13 September 2010	HB
V1.3	24 September 2010	HB
V2.0	22 May 2012	Rod Bleathman, Five Consulting
V2.1	4 June 2012	Adopted by Council

## Table of contents

<b>Acronyms/technical terms.....</b>	<b>2</b>
<b>Version Control.....</b>	<b>2</b>
<b>Table of contents.....</b>	<b>3</b>
<b>1 Executive Summary .....</b>	<b>5</b>
<b>2 Description of Service Requirements .....</b>	<b>9</b>
2.1 Introduction and Context.....	9
2.2 Specific Project Drivers.....	12
<b>3 Investment Overview .....</b>	<b>18</b>
3.1 Investment Logic.....	18
3.2 Project Objectives .....	18
3.3 Critical Success Factors & Performance Indicators.....	18
3.4 Project Benefits.....	19
<b>4 Alignment with Strategic Objectives .....</b>	<b>21</b>
4.1 Latrobe City Council Corporate Objectives.....	21
4.2 Alignment to Government Priorities .....	25
<b>5 Stakeholder Identification .....</b>	<b>27</b>
5.1 Introduction .....	27
5.2 Stakeholder Identification and Communication Matrix.....	28
<b>6 Strategic Options Assessment .....</b>	<b>31</b>
6.1 Options Identified .....	31
6.2 Assessment.....	33
6.3 Preferred Strategic Option .....	37
<b>7 Scope of Works .....</b>	<b>38</b>
<b>8 Risk Identification &amp; Management Plan .....</b>	<b>40</b>
8.1 Corporate Risk Management Approach .....	40
8.2 Project Risk Management Plan.....	40
8.3 Risk Register.....	42
<b>9 Project Delivery Alternatives.....</b>	<b>43</b>
9.1 Approach.....	43
9.2 Assessment.....	44
<b>10 Updated Project Costs &amp; Funding Strategy.....</b>	<b>48</b>
10.1 Staging & Cost Plan.....	48
10.2 Committed Funding.....	49
10.3 Funding Strategy.....	49
<b>11 Implementation &amp; Governance Arrangements .....</b>	<b>51</b>

Business Case

---

11.1	Governance Structure .....	51
11.2	Roles & Responsibilities .....	52
11.3	Monitoring and Reporting Processes.....	53
<b>12</b>	<b>Project Status .....</b>	<b>54</b>
12.1	Actions completed since the Preliminary Business Case.....	54
12.2	Project Status.....	54
<b>13</b>	<b>Next Steps.....</b>	<b>55</b>
<b>14</b>	<b>List of Supporting Documentation .....</b>	<b>56</b>
<b>Appendix 1: Risk Framework .....</b>		<b>57</b>
<b>Appendix 2: Benefits Management Plan .....</b>		<b>68</b>
<b>Appendix 3: Sample Highlights Report.....</b>		<b>75</b>

# 1 Executive Summary

## Background

The former Victorian Government's Transit Cities program sought to create safe, vibrant and accessible communities while building on the Government's investment in Regional Fast Rail services. Moe, Morwell, Traralgon and Warragul were identified as the key population hubs in Gippsland as part of the Latrobe-Warragul Transit City group.

Within this context, Latrobe City Council has identified the following project drivers underpinning the need to invest in the revitalisation of Moe's town centre:

- Moe is increasingly unable to satisfy a range of comparable liveability indicators;
- Moe town centre is failing to attract a proportionate share of public and private investment and regional expenditure;
- Moe residents are dissatisfied with town amenity, connectedness and functionality.

## Project Development

In response to these issues, Latrobe City Council prepared the Moe Activity Centre Plan in 2007 with support from the Transit Cities program. The Moe Activity Centre Plan contains the following projects which when implemented will act as a catalyst for urban revitalisation in the Moe Activity Centre:

- Moe Rail Precinct Revitalisation Project which also includes:
  - Integrated Bus Loop and Street Upgrades
  - Moore Street Shared Zone
  - Roundabout Overpass
- Clifton Street Precinct
- Hasthorpe Place Car Park
- Southern Housing Precinct

Development of the Moe Rail Precinct Revitalisation Project commenced in 2009 and included detailed stakeholder identification and extensive consultation processes. Stakeholder consultations included a context audit, a capacity building program, an intensive "Design In" workshop and a shopfront "Ideas Shop".

An investment logic mapping workshop identified the objectives and critical success factors for the project. The resulting Investment Logic Map identified the following objectives for the project:

- To enable Moe to achieve population growth rates comparable to other regional transit cities;
- To provide the means to attract third party investment in Moe.

The benefits of the successful delivery of the investment are expected to be:

- Population growth in Moe that is greater than or equal to average population growth for provincial Victoria;
- Increased third party investment in Moe Town Centre;

- Improved performance relative to liveability indicators.

These objectives and expected benefits are consistent with the aspirations expressed in Latrobe 2026: The Community Vision for Latrobe Valley, Council Plan 2011-2015 and State Government policies and priorities including the Regional Growth Fund.

### **Scope of Works**

Consistent with the Moe Rail Precinct Revitalisation Plan: Master Plan (MRPRP) (2009), the adopted concept design includes:

- Acquisition and demolition of existing shops along George Street [completed];
- The design includes a new Civic Centre incorporating a Council Service Centre, a new library, community meeting rooms and a café;
- Moe Rest Station Project including public toilet block, town clock, taxi/bus transport shelter and associated works;
- George Street Powerline Relocation Project - Retirement and replacement of all overhead power lines and street lighting with underground power lines and new light poles and fittings;
- Moore Street Shared Zone - includes full upgrade of the Moore Street and George Street intersection and street improvements along Moore Street; and,
- A range of attractive and safe landscaped open spaces will include a youth precinct, green roof, children's play area, picnic and barbecue area, terraced lawns, shade trees and public seating.

An overview of the endorsed design is provided in Figure 1.



**Figure 1:** Overview of the endorsed design for the Moe Rail Precinct Revitalisation Project

## ***Project Management***

Latrobe City Council has extensive experience using the “Construct to Detailed Design” project management method to deliver urban infrastructure projects. Governance of the project will be overseen by a Project Board reporting to the Chief Executive Officer of Latrobe City Council.

Delivery of the project will include a risk management regime based on the Australian/New Zealand Risk Management Standard AS/NZS ISO 31000:2009 and overseen by the Project Board.

## ***Project Funding***

The total capital cost of the project is estimated to be \$28, 377,000.

To date, \$7,577,000 has been committed towards or expended on the Moe Rail Precinct Revitalisation Project leaving a current funding balance of \$20,800,000 (plus cost escalation).

The currently allocated but unspent funds have been allocated as follows (in accordance with funding deeds where appropriate):

- \$1,600,000 to the George Street Powerline Relocation Project (pending approval of Council's 12/13 budget);
- \$645,000 towards the Moe Rest Station Project including public toilet block, town clock, taxi/bus shelter and associated works.

## ***Project Status and Next Steps***

The Moe Rail Precinct Revitalisation Project: Master Plan was adopted by Latrobe City Council in December 2009, and detailed design was subsequently commissioned in mid 2010.

Using funding from the Victorian Government's Regional Infrastructure Development Fund and Latrobe City Council, the Department of Transport has, on behalf of Council, completed the compulsory acquisition of George Street properties. Work is soon to commence on the Moe Rest Station Project using funds secured from the Federal Better Regions Program at an estimated cost of \$645,000.

Following adoption of this Strategic Business Case, Latrobe will continue to actively pursue State and Federal Government funding opportunities to enable the staged delivery of the Moe Rail Precinct Revitalisation Project.



## 2 Description of Service Requirements

### 2.1 Introduction and Context

#### 2.1.1 Overview of the Latrobe City Municipality

With a population of almost 74,000, Latrobe City ranks as the fourth largest municipality in regional Victoria behind only Geelong, Ballarat and Bendigo. Perhaps best known as the powerhouse of the state, around 90% of Victoria's power is generated in the Latrobe Valley. The region also delivers and produces a wide range of goods and services.

Latrobe City is centrally located in eastern Victoria less than two hours drive east of Melbourne along the Princes Freeway. It encompasses a diverse area of 1,422 square kilometres ranging from rich agricultural river flats to the rugged yet picturesque slopes of the Strzelecki Ranges. Underlying the valley floor are vast deposits of brown coal, in many areas just a few metres from the surface.

In indigenous terms, Latrobe City sits within the boundaries of the Braiakaulung Clan of the Gunnai/Kurnai people of Gippsland. Braiakaulung is one of the five major clan groups and occupied the watersheds of the Latrobe, Thompson and Macalister Rivers, accessing the shores of Lake Wellington.

Today the municipality comprises four major towns – Moe, Morwell, Traralgon and Churchill – as well as the smaller townships of Toongabbie, Glengarry, Tyers, Yallourn North, Traralgon South, Yinnar and Boolarra.

Latrobe City is the principal service centre for the Gippsland region. It offers high quality health facilities, including Latrobe Regional Hospital and Maryvale Private Hospital. Latrobe City is also an educational centre for Gippsland. It is home to the fully serviced Churchill campus of Monash University, one of Australia's Group of Eight leading universities, together with GippsTAFE, Apprenticeships Group Australia and the Gippsland Education Precinct. Latrobe City also offers major shopping centres, together with a range of accommodation and entertainment venues.

Latrobe City is one of Victoria's strongest regional economies and home to a diverse mix of industry. The Gross Regional Product (GRP) for Latrobe City is currently \$4.43 billion, and the gross revenue (total output) generated by businesses and organisations in Latrobe City is estimated to be \$10.36 billion.

The main industry sectors in Latrobe City are manufacturing, which accounts for 28% of GRP, electricity, gas and water supply accounting for 18% of GRP, and the construction sector, accounting for 12.5%. These are followed by property and business services and the retail trade. Latrobe City is rich in natural resources and has an emerging advanced manufacturing sector including aircraft construction.

#### 2.1.2 Latrobe – Warragul Transit Cities

The Transit Cities program was an initiative of the former State Government aimed at creating safe, vibrant and accessible communities. The project involves long-term and short-term strategies that promote access to services and opportunities around the town centres of Moe, Morwell and Traralgon.

Latrobe-Warragul was identified as an important location because:

- Moe, Morwell, Traralgon and Warragul are key population hubs in the Latrobe-Warragul area; and,
- The Victorian Government sought to make the most of its investment in Regional Fast Rail links.

Medium to high-density mixed-use development and renewal will be focused in the town centres of Moe, Morwell and Traralgon, and especially around the railway stations. In effect, the three main towns will become major centres for commercial, housing, retail and tourism activity.

### **2.1.3 Moe Activity Centre Plan**

In 2007, with support from the Transit Cities Program, Latrobe City Council led the preparation of the Moe Activity Centre Plan [*Refer Moe Activity Centre Plan (December 2007)*]. The Moe Activity Centre Plan has been identified by Latrobe City Council and the State Government as a regional project of strategic significance with the potential to reinvigorate the Moe town centre, establishing it as a vibrant, dynamic and welcoming centre through implementation of the projects contained within the plan.

The development of the plan incorporated significant public and stakeholder consultation, including a Search Conference, a Design-In and a Speak-Out. The Moe Activity Centre Plan identified seven priority projects for Moe, namely:

1. Moe Train Station Precinct;
2. Integrated Bus Loop and Street Upgrades;
3. Moore Street Shared Zone;
4. Clifton Street Carpark;
5. Hasthorpe Place Precinct;
6. Roundabout Overpass; and,
7. Southern Precinct Housing.

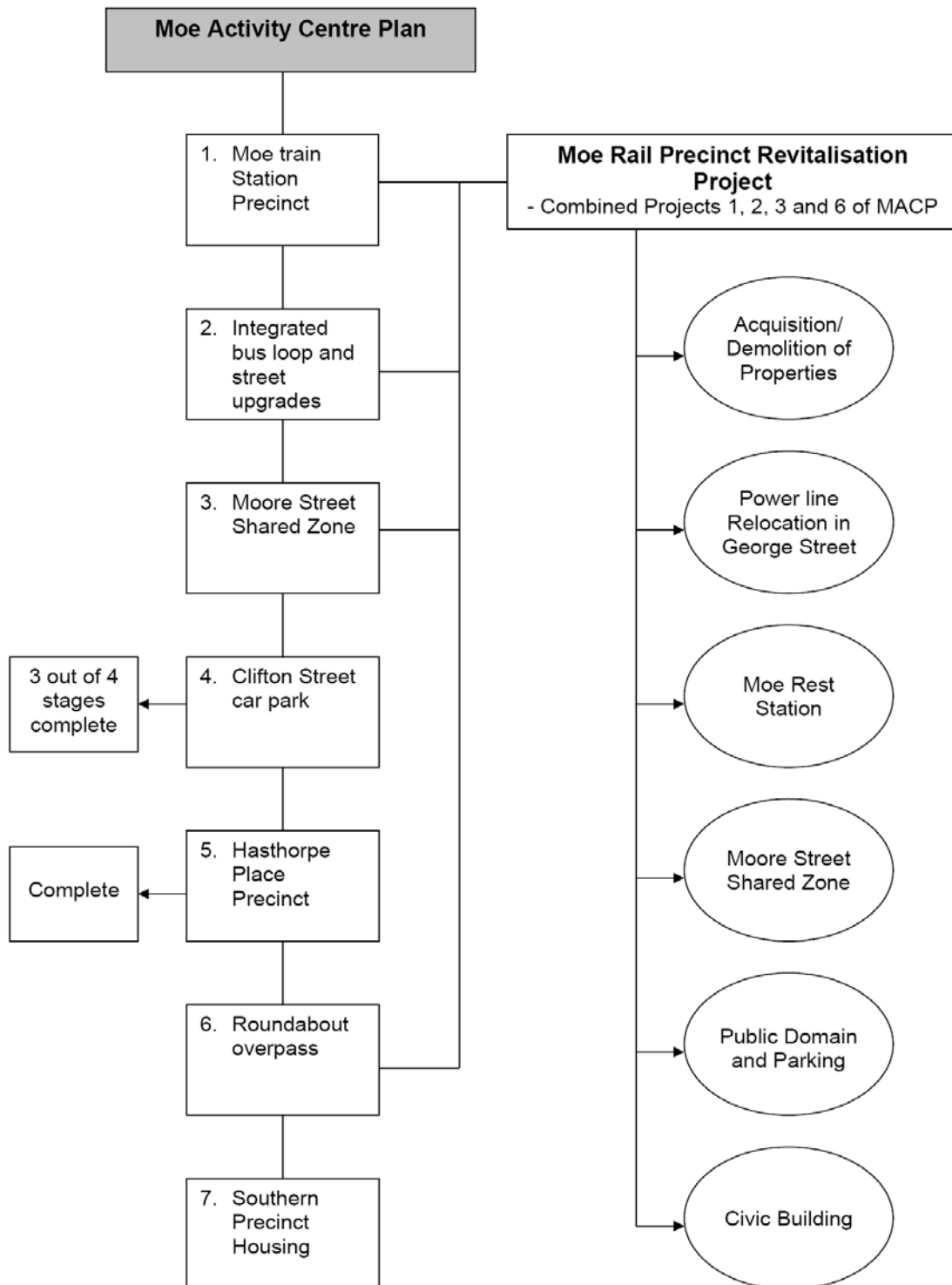
### **2.1.4 Moe Rail Precinct Revitalisation Project**

In 2009, Latrobe City Council engaged SJB Urban, together with SJB Architects, McCormick Rankin Cagney (Transport Planning) and Slattery Australia (Quantity Surveying) to prepare a Master Plan for the future redevelopment of the Moe Rail Precinct with supporting concept plans for key elements of the Master Plan and post-design analysis.

The MRPRP incorporates a number of urban design initiatives and proposals aimed at revitalising the centre of Moe [*refer Moe Rail Precinct Revitalisation Project - Final Report (November 2009)*]. The projects combined include:

- Project 1 – Moe Train Station Precinct
- Project 2 – Integrated Bus Loop and Street Upgrades
- Project 3 – Moore Street Shared Zone, and,
- Project 6 – Roundabout Overpass

The projects and their interrelationships are detailed in the following diagram:



The Master Plan provided the basis for the Moe Rail Precinct Revitalisation Project (*Refer Section 6*).

## 2.2 Specific Project Drivers

In accordance with the Victorian Government's Investment Management Standard, Latrobe City Council completed problem definition, benefits management and investment logic mapping workshops which identified the following three drivers underpinning the project need:

1. Moe is increasingly unable to satisfy a range of comparable liveability indicators;
2. Moe town centre is failing to attract a proportionate share of public and private investment and regional expenditure; and,
3. Moe residents are dissatisfied with town amenity, connectedness and functionality.

Each of the Project Drivers, and the supporting evidence, is detailed as follows.

### 2.2.1 Driver 1: Moe is increasingly unable to satisfy a range of comparable liveability indicators

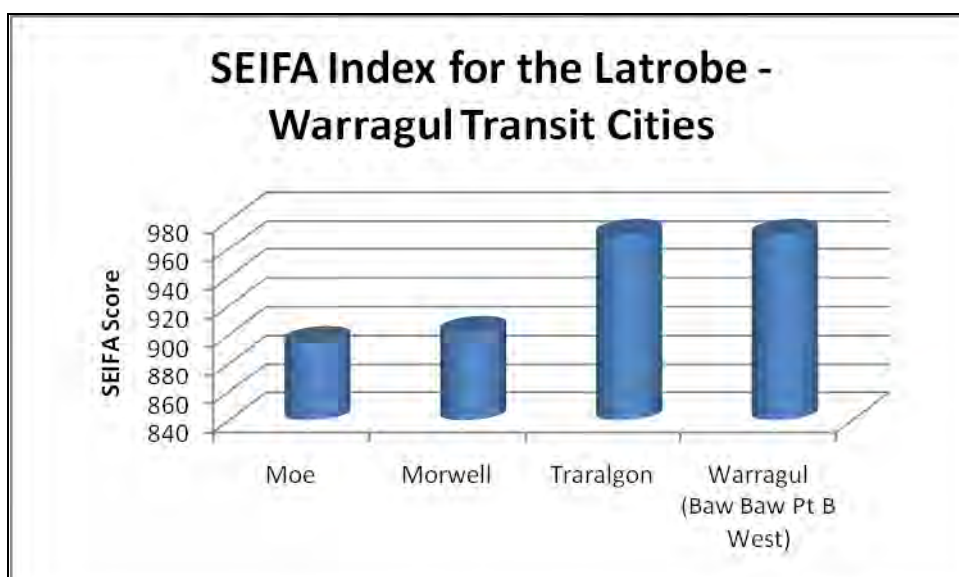
#### *Index of Relative Socio-Economic Disadvantage*

The Index of Relative Socio-Economic Disadvantage is derived from attributes such as low income, low educational attainment, high unemployment, jobs in relatively unskilled occupations and variables that reflect disadvantage rather than measure specific aspects of disadvantage.

High scores on the Index of Relative Socio-Economic Disadvantage occur when the area has few families of low income and few people with little training and in unskilled occupations. Low scores on the index occur when the area has many low income families and people with little training and in unskilled occupations. It is important to understand that a high score here reflects lack of disadvantage rather than high advantage, a subtly different concept.

To maintain consistency with the other indexes, the higher an area's index value for the Index of Relative Socio-Economic Disadvantage, the less disadvantaged that area is compared with other areas. For example, an area that has a Relative Socio-Economic Disadvantage Index value of 1200 is less disadvantaged than an area with an index value of 900.

The scores for the Latrobe – Warragul Transit Cities are presented in Figure 2.

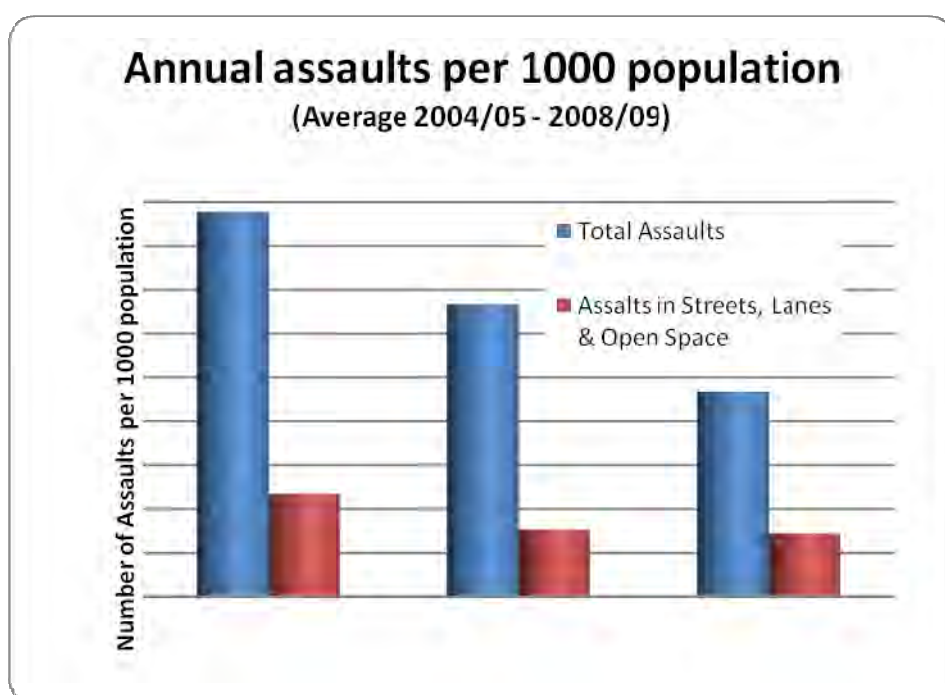


**Figure 2:** SEIFA Index for the Latrobe – Warragul Transit Cities (ABS, 2006)

Figure 1 illustrates that Moe has a lower SEIFA (Socio-economic Indexes for Areas) score than comparable Latrobe City townships, and considerably lower than Warragul and Traralgon. The score of 895 places Moe within the 15% most disadvantaged regions in Australia.

### **Crime Rates**

There has been anecdotal evidence that Moe, and in particular the railway precinct, experience a disproportionate level of crime against persons. As a result, Latrobe City Council has analysed crime data provided by Victoria Police within its Local Government Area (Figure 3). While the analysis does not specifically examine the railway precinct, the number of assaults generally and in public areas such as streets, lanes and open space is higher (adjusted for population) in Moe than the other major townships of Morwell and Traralgon.



**Figure 3:** Victoria Police assault statistics in major Latrobe City townships over the period 2004-09.

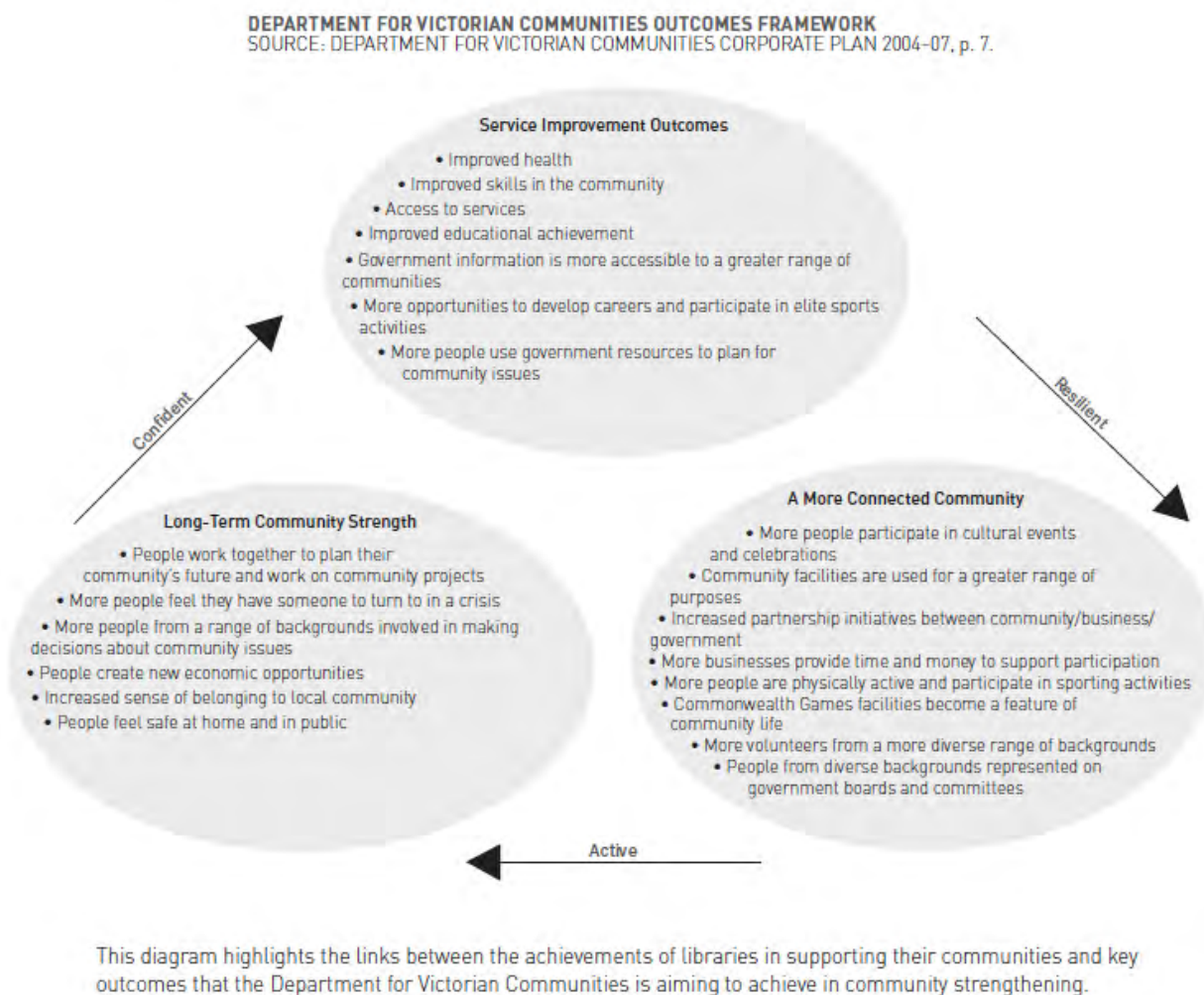
### **Library Facilities**

The public library is an important cultural, economic and social institution for the community. Libraries collect and disseminate information; they provide comfortable and convenient places for people to read and learn; their physical spaces form meeting places for community groups. They are highly valued by the communities they serve, and are uniquely placed to draw a diverse range of people and groups together (Library Strategy Plan 2006-11; *Refer Supporting Documentation*).

In this vital community building role, public libraries need to be supported, both politically and financially. This is the principal message of the Libraries Building Communities (LBC) project (A research report for the library board of Victoria and the Victorian public library network, 2005).

The LBC data shows that public libraries play a crucial role in building social capital, bringing people together from across the social strata, forging greater understanding of other perspectives and other cultures, offering a safe space that embraces diversity; and providing connection into the community for people who are otherwise excluded.

The LBC report found that Libraries are an important community and cultural resource and contribute to the idea that ‘this community is a good place to be’. The contribution of libraries toward Government outcomes was illustrated in the LBC, and reproduced here as Figure 4.



**Figure 4:** Links between the achievements of libraries and State Government outcomes (Source: Library Building Communities Study)

The popularity of public libraries has been acknowledged by the continuing and expanding level of financial and policy support provided by governments for libraries as places. The increased use of information technology within public libraries has enabled remote access to information within a particular community, nationally and internationally. Libraries are seen to be vital elements in extending information literacy and increasing the skills of individuals.

The LBC identified that facility size and layout is a major limitation in achieving the maximum community benefits from libraries, particularly with expanding IT related services.

Moe’s library is undersized and was last renovated in 1983. The formula from *People Places: A Guide for Public Libraries in NSW* suggests a library in excess of 800m<sup>2</sup> for a community like Moe, some 60% more than the current 495m<sup>2</sup> facility.

The Moe community does not currently have access to contemporary library facilities and hence the benefits of social cohesiveness and wellbeing, literacy, skills development and liveability are not being fully realised.

## 2.2.2 Driver 2: Moe town centre is failing to attract a proportionate share of public and private investment and regional expenditure

### Population Trends

Latrobe City Council has completed an analysis of population growth for its Transit Cities, namely Moe, Morwell and Traralgon in comparison with the neighbouring Transit City of Warragul (Baw Baw Shire). The analysis, summarised in Table 1, illustrates that population growth in Moe is significantly lower than Warragul and Traralgon.

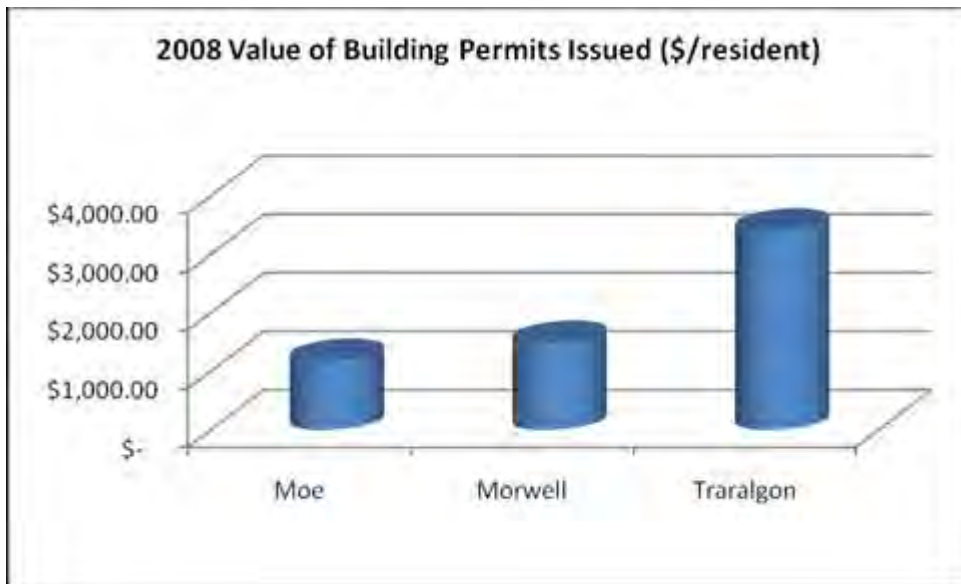
**Table 1:** Population in Moe, Morwell, Traralgon and Warragul for the period 2001-08

Statistical Local Area	Estimated Residential Population at 30 June 2008								Change		
	2001	2002	2003	2004	2005	2006	2007r	2008p	2003-2008p(a)	2007r-2008p	
	no.	no.	no.	no.	no.	no.	no.	no.	%	no.	%
<b>Latrobe Valley</b>											
Moe	18775	18755	18747	18779	18564	18642	18887	18987	0.3	100	0.5
Morwell	23031	22814	22552	22368	22349	22411	22554	22765	0.2	211	0.9
Traralgon	26201	26314	26546	26944	27543	28283	28956	29532	2.2	576	2.0
<b>West Gippsland</b>											
Baw Baw (S) - Pt B West (Warragul)	28041	28190	28454	28918	29492	30302	30864	31469	2.0	605	2.0

In comparison to Traralgon, Moe is closer to Melbourne, has significantly lower median house prices and is recognised in the Municipal Strategic Statement (MSS) as a town with adequate land supply to enable further residential development. Yet, Moe's population growth has been lagging behind Traralgon, with a consequent reduction in investment and regional expenditure.

### Construction Activity

Latrobe City Council has also reviewed the value of building permits issued during 2008 across the main townships of Moe, Morwell and Traralgon. Adjusted for population size, the results show a significantly lower expenditure per resident in Moe than Morwell and Traralgon respectively (Figure 5).



**Figure 5:** Dollar value of building permits issued in Moe, Morwell and Traralgon in 2008

The disproportionately lower spend has the effect of contributing to fewer jobs and higher local unemployment - in July 2009, the unemployment rate in Moe was 7.4% compared with Victoria at 4.4% and regional Victoria at 4.7%.

### **2.2.3 Driver 3: Moe residents are dissatisfied with town amenity, connectedness and functionality**

A detailed community consultation process to inform the Moe Activity Centre Plan was coordinated by Red Road Consulting in 2007. A broad range of consultation and engagement tools and activities were employed to appreciate the attitudes towards, and aspirations for, Moe.

A “Search Conference” was held in the early stages of the project to identify the community’s attributes, gain an understanding of all relevant issues and allow participants adequate time to develop and refine ideas.

1. The brainstorming process identified a number of issues related to town amenity, connectedness and functionality. A selection of responses is provided as follows with full details of the consultation process and responses generated available in the Consultation Transcripts [*Refer Supporting Documentation: Moe Rail Precinct Revitalisation Project: Community Engagement and Consultation Activities – Addendum: Consultation Transcripts (July 2009)*]:

- “Change the way public transport works – into a hub”
- “South side and north side of train station connection”
- “About time we had a new library in Moe. Good location.”
- “Streets are dirty, more pride in front of the shops (improve streetscapes)”
- “There isn’t a central meeting place like a town square or centre with shade, toilets”
- “Connectivity of Station Hub to Coles Hub”



- *“Moore Street needs beautification”*
- *“Central Park needed”*
- *“More links and connected/integrated planning”*

## 3 Investment Overview

### 3.1 Investment Logic

In accordance with the Victorian Government's Investment Management Standard, Latrobe City Council has completed an investment logic mapping workshop. The Investment Logic Map for the Moe Rail Precinct Revitalisation Project is provided in Figure 6.

### 3.2 Project Objectives

Based upon the service requirements established in Section 2, the Project Team has identified the following specific Project Objectives for the project:

1. To enable Moe to achieve population growth rates comparable to other regional transit cities; and,
2. To provide the means to attract third party investment in Moe.

### 3.3 Critical Success Factors & Performance Indicators

The Critical Success Factors (CSFs) and their alignment to the Project Objectives are detailed in Table 2. The CSFs were identified by the Project Team as the most critical for enabling the Project Objectives to be met. Key Performance Indicators have been developed and are included in the Benefits Management Plan (Appendix 2).

**Table 2:** *Critical Success Factors*

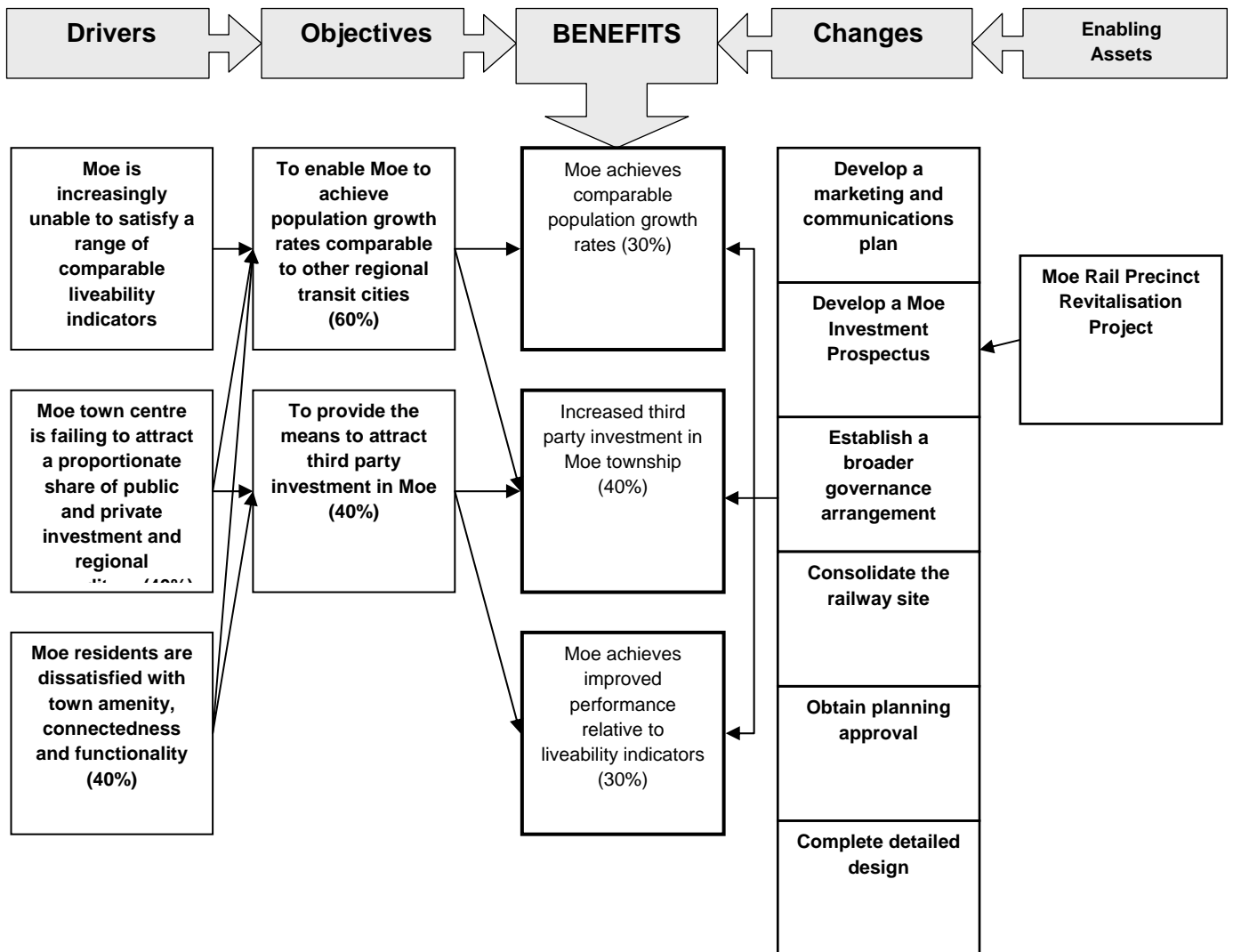
<b>Project Objective</b>	<b>Critical Success Factors</b>
To enable Moe to achieve population growth rates comparable to other regional transit cities	<ul style="list-style-type: none"><li>• Complete consultation with Moe user groups during design development</li><li>• Create sense of arrival, sense of place at Moe rail precinct</li><li>• Complete the acquisition process for the George Street shops</li><li>• Attract funding to implement the Moe Rail Precinct Revitalisation Project</li><li>• Continue implementation of the Moe Activity Centre Plan</li><li>• Obtain and retain appropriately skilled and experienced resources to deliver the project</li><li>• Prepare a realistic delivery program to drive the project as part of an implementation plan</li></ul>
To provide the means to attract third party investment in Moe	<ul style="list-style-type: none"><li>• Confirm appropriateness of planning/zoning for Rail Precinct</li><li>• Develop Moe Investment Prospectus</li><li>• Create sense of arrival, sense of place at Moe rail precinct</li><li>• Complete the acquisition process for the George Street Shops</li><li>• Attract funding to implement the Moe Rail Precinct Revitalisation Project</li><li>• Continue implementation of the Moe Activity Centre Plan</li><li>• Obtain and retain appropriately skilled and experienced resources to deliver the Project</li><li>• Prepare a realistic delivery program to drive the project as part of an implementation plan</li></ul>

### **3.4 Project Benefits**

The Investment Logic Mapping process identified the following benefits arising from the successful implementation of the Project:

- Moe achieves comparable population growth rates;
- There is increased third-party investment in Moe; and,
- Moe achieves improved performance relative to the Latrobe City Council liveability indicators.

Latrobe City Council has completed a Benefits Management Plan which identifies the Key Performance Indicators for each of the stated benefits (Refer Appendix 2). Latrobe City Council is confident that the identified benefits are measurable, achievable and attributable to the Project.



Key Performance Indicators
Benefit 1: Moe achieves comparable population growth rates KPI 1: Population growth in Moe is greater than or equal to average population growth for provincial Victoria.
<b>Benefit 2: Increased third party investment in Moe Town Centre</b> KPI 1: Increase in building approvals compared to the previous year for the Moe township. KPI 2: Annual increases in building approval dollar value compared to the previous year. KPI 3: Increase in public transport usage in Moe.
<b>Benefit 3: Moe achieves improved performance relative to liveability indicators</b> KPI 1: Meets a minimum level of liveability indicators.

Document Control	
Version	1.4
Original ILM Workshop Version	
Date	3/2/2009
Facilitator	Rod Bleathman
Investor	Paul Buckley
Last Modified	
Date	18/03/2009
By	Rod Bleathman
Template Version	3.00

Figure 6: Investment Logic Map

## 4 Alignment with Strategic Objectives

### 4.1 Latrobe City Council Corporate Objectives

The investment proposal is assessed against the Latrobe City Council Corporate Objectives in Table 3, as follows.

**Table 3:** Assessment of the proposal against the Latrobe City Council Corporate Objectives

Policy/Plan	Overarching Goals/Vision	Specific Objectives/Actions	Project Alignment
<b>Council Plan 2011 – 2015 (Latrobe City’s response to Latrobe 2026): Strategic Directions</b>		<ul style="list-style-type: none"> <li>Pursue government funding opportunities to progress construction of the Moe Rail Precinct Revitalisation Project community precinct to stimulate activity in the Moe Central Business District in accordance with the Moe Activity Centre Plan.</li> </ul>	<p>The Project will:</p> <ul style="list-style-type: none"> <li>Implement key projects identified in the Moe Activity Centre Plan to stimulate additional activity and investment</li> </ul>
<b>Latrobe 2026</b>	<p><b>Economy:</b> In 2026, Latrobe Valley has a strong and diverse economy built on innovative and sustainable enterprise. As the vibrant business centre of Gippsland, it contributes to the regional and broader economies, whilst providing opportunities and prosperity for our local community.</p>	<ul style="list-style-type: none"> <li>Promote and support the development of existing and new infrastructure to enhance the social and economic well-being of the municipality.</li> <li>Ensure well planned infrastructure that enhances the marketability of the municipality to industries, residents and investors.</li> </ul>	<p>The Project will:</p> <ul style="list-style-type: none"> <li>Provide public realm improvements adjacent to an area earmarked for future commercial development</li> <li>Improve the gateway to Moe from the station, improving the marketability of the town to prospective residents and investors</li> <li>Deliver high quality urban design outcomes</li> <li>Improve integration between public transport options and the town centre</li> <li>Is wholly consistent with the principles of Transit Cities to enhance investment in the vicinity of rail stations</li> <li>Deliver a new community hub and library facilities that meet</li> </ul>
	<p><b>Built Environment:</b> In 2026, Latrobe Valley benefits from a well planned built environment that is complementary to its surroundings and which provides for a connected and inclusive community.</p>	<ul style="list-style-type: none"> <li>Develop high quality community facilities that encourage access and use by the community.</li> <li>Promote and support private and public sector investment in the development of key infrastructure within the municipality.</li> <li>Utilise place management principles in planning, developing and promoting localities within the Latrobe City.</li> <li>Promote and support high quality urban design within the built environment.</li> </ul>	

Policy/Plan	Overarching Goals/Vision	Specific Objectives/Actions	Project Alignment
		<ul style="list-style-type: none"> <li>Promote the integration of roads, cycling paths and footpaths with public transport options and public open space networks to facilitate passive recreation and enhance the liveability and connection of Latrobe City.</li> <li>Support and advocate for integrated transport solutions that improve accessibility to and within Latrobe City.</li> <li>Support development of infrastructure within small town communities across the municipality.</li> <li>Ensure proposed developments enhance the liveability of Latrobe City, and provide for a more sustainable community.</li> <li>Integrate transit cities principles in the development of Moe, Morwell and Traralgon activity centres.</li> <li>Ensure proposed developments and open space areas are complimentary to their surrounds.</li> <li>Encourage environmentally sustainable design principles, including water sensitive urban design in proposed public and private developments.</li> <li>Enhance the quality and sustainability of streetscapes and parks across the municipality through the provision and maintenance of trees that are appropriate to their surroundings.</li> </ul>	<p>contemporary standards;</p> <ul style="list-style-type: none"> <li>Provide space for youth and public events</li> </ul>
	<p><b>Our Community:</b> In 2026, Latrobe Valley is one of the most liveable regions in Victoria, known for its high quality health, education and community services, supporting communities that are safe, connected and proud.</p>	<ul style="list-style-type: none"> <li>Provide access to information, knowledge, technology and activities that strengthens and increases participation in community life.</li> </ul>	
	<p><b>Culture:</b> In 2026, Latrobe Valley celebrates the diversity of heritage and cultures that shape our community, with activities and facilities that support the cultural vitality of the region.</p>	<ul style="list-style-type: none"> <li>Plan, facilitate, develop and maintain public infrastructure and assets that strengthens the cultural vitality of the municipality.</li> </ul>	
	<p><b>Recreation:</b> In 2026, Latrobe Valley encourages a healthy and vibrant lifestyle, with diversity in passive</p>	<ul style="list-style-type: none"> <li>Foster the health and well-being of the community by promoting active living and</li> </ul>	

Policy/Plan	Overarching Goals/Vision	Specific Objectives/Actions	Project Alignment
	<p>and active recreational opportunities and facilities that connect people with their community.</p> <p><b>Governance:</b> In 2026, Latrobe Valley has a reputation for conscientious leadership and governance, strengthened by an informed and engaged community committed to enriching local decision making.</p> <p><b>Advocacy and Partnerships:</b> In 2026, Latrobe Valley is supported by diversity of government, agency, industry and community leaders, committed to working in partnership to advocate for and deliver sustainable local outcomes.</p>	<p>participation in community life.</p> <ul style="list-style-type: none"> <li>• Assess and evaluate recreational trends and opportunities to address community aspirations for passive and active recreational activities.</li> <li>• Align open space requirements of the community with useable public open space.</li> <li>• Promote and maximise the utilisation of recreational, aquatic and leisure facilities and services to ensure they meet the needs of the community.</li> <li>• Provide diverse and accessible recreational, leisure and sporting facilities, that are financially sustainable.</li> </ul> <ul style="list-style-type: none"> <li>• Support effective community engagement to increase community participation in Council decision making.</li> <li>• Build a strong image for Latrobe City which emphasises prosperity, liveability and a sense of self confidence and resilience within the community.</li> </ul>	
<b>Moe Activity Centre Plan 2007</b>	Strategic planning and urban design for the development of the Moe town centre.	<p>The Moe Activity Centre Plan outlined seven projects, as follows:</p> <ol style="list-style-type: none"> <li>1. Moe Train Station Precinct;</li> <li>2. Integrated Bus Loop and Street Upgrades;</li> <li>3. Moore Street Shared Zone;</li> <li>4. Clifton Street Carpark;</li> <li>5. Hasthorpe Place Precinct;</li> <li>6. Roundabout Overpass; and,</li> <li>7. Southern Precinct Housing.</li> </ol>	<p>The Project will:</p> <ul style="list-style-type: none"> <li>• Deliver the Moe Train Station Precinct Project and contribute to the Integrated Bus Loop/Street Upgrades, Moore Street Shared Zone and Roundabout Overpass.</li> </ul>
<b>Positioning Latrobe City for a Low carbon Emissions Future</b>		<p>Work to lift the profile of the Latrobe Valley in the broader community.</p> <p>Build on existing programs to attract new residents to Latrobe City, including progress planned</p>	<p>The Project will:</p> <ul style="list-style-type: none"> <li>• Improve the gateway to Moe from the station, improving the marketability of the town to</li> </ul>

Policy/Plan	Overarching Goals/Vision	Specific Objectives/Actions	Project Alignment
		<p>infrastructure programs including identified upgrades to town centre.</p> <p>Progress infrastructure projects and investments in Latrobe City.</p>	<p>prospective residents and investors;</p> <ul style="list-style-type: none"> <li>• Improve public transport connectivity to enable the Latrobe Valley to relieve Melbourne of some of its urban development and transport pressures</li> <li>• Provide public realm improvements adjacent to an area earmarked for future commercial development to stimulate construction and ongoing employment</li> </ul>
<p><b>Securing Our Future: Low Carbon Transitional Immediate Opportunities</b></p>	<p>Gippslands Regional City – A destination of Choice</p>	<p><i>The Moe Activity Centre and Railway Precinct Project</i> will provide improved public facilities and services and a more accessible activity centre for pedestrians and cyclists</p>	<p>The Project will:</p> <ul style="list-style-type: none"> <li>• Improve the gateway to Moe from the station, improving the marketability of the town to prospective residents and investors;</li> <li>• Improve public transport connectivity to enable the Latrobe Valley to relieve Melbourne of some of its urban development and transport pressures</li> <li>• Provide public realm improvements adjacent to an area earmarked for future commercial development to stimulate construction and ongoing employment</li> </ul>



## 4.2 Alignment to Government Priorities

The investment proposal is assessed against State Government policies & priorities in Table 4, as follows.

**Table 4:** Assessment of the proposal against Government Objectives

Policy or Statement	Overarching Goals/Vision	Specific Objectives/Actions	Project Alignment
Regional Settlement Framework	The Government has developed a long-term Regional Settlement Framework to manage sustainable growth and create 'a state of many choices', with thriving regional centres and towns offering people more choices about where to live and work.	<p>The framework has five key features:</p> <ul style="list-style-type: none"> <li>• Recognising and facilitating sustainable development in Victoria's large regional centres of Ballarat, Bendigo, Geelong and the cluster of towns in the Latrobe Valley</li> <li>• Recognising and encouraging sustainable development in the regional cities / centres of Swan Hill, Hamilton, Bairnsdale, Sale, Shepparton, Warrnambool, Mildura, Horsham, Wangaratta and Wodonga</li> <li>• Strengthening thriving district centres like Ararat and Colac and smaller towns, helping them to retain their character and important economic and social roles</li> <li>• Supporting small towns undergoing transition to adapt to their changing circumstances</li> <li>• Managing growth in Melbourne's hinterland settlements such as Bacchus Marsh, Wallan, Gisborne, Warragul-Drouin and Torquay and encouraging growth only in places that are able to cope with development.</li> </ul>	<p>The Project will:</p> <ul style="list-style-type: none"> <li>• Improve the gateway to Moe from the station, improving the marketability of the town to prospective residents and investors;</li> <li>• Improve public transport connectivity to enable the Latrobe Valley to relieve Melbourne of some of its urban development and transport pressures</li> </ul>
Regional Growth Fund	The Regional Growth Fund will support major strategic infrastructure and community-led local initiatives that improve both the competitiveness and livability of regional and rural Victoria, creating more jobs and better career opportunities.	<p>The Fund will:</p> <ul style="list-style-type: none"> <li>• provide better infrastructure, facilities and services;</li> <li>• strengthen the economic, social and environmental</li> <li>• base of communities;</li> <li>• create new jobs and improve career opportunities;</li> </ul>	<p>The Project will:</p> <ul style="list-style-type: none"> <li>• Provide public realm improvements adjacent to an area earmarked for future commercial development to stimulate construction and ongoing employment opportunities</li> <li>• Improve the gateway to Moe from the station, improving the</li> </ul>

Policy or Statement	Overarching Goals/Vision	Specific Objectives/Actions	Project Alignment
		<ul style="list-style-type: none"> <li>• support the planning and development of projects; and,</li> <li>• leverage increased investment.</li> </ul>	<p>marketability of the town to prospective residents and investors</p> <ul style="list-style-type: none"> <li>• Deliver high quality urban design outcomes</li> <li>• Improve integration between public transport options and the town centre</li> <li>• Deliver a new community hub and library facilities that meet contemporary standards;</li> <li>• Provide space for youth and public events</li> </ul>

## 5 Stakeholder Identification

### 5.1 Introduction

Latrobe City Council has undertaken a detailed stakeholder identification process for the Moe Precinct Revitalisation Project (*refer Stakeholder Mapping Process*) and commenced engagement, including two rounds of public consultation as part of the Moe Activity Centre Plan (MACP) and more recently the Moe Rail Precinct Revitalisation Project: Master Plan [*refer Moe Rail Precinct Revitalisation Project - Final Report (November 2009)*].

As part of the MACP, community and stakeholder consultation exercises were carried out, coordinated by Red Road Consulting. Consultation included a targeted stakeholder “Search Conference” and the community-wide “SpeakOut” consultation activities, in March and August 2007, involving approximately 200 Moe stakeholders and residents.

This work was expanded to the Moe Rail Precinct Revitalisation Project consultation process, which involved a context audit, a capacity building program, an intensive “Design In” workshop, and a shopfront “Ideas Shop”. The outcomes of this process are detailed in the Consultation Findings Report by Red Road Consulting [*refer Moe Rail Precinct Revitalisation Project: Community Engagement and Consultation Activities - Consultation Findings Report (July 2009)*].

Following adoption of the concept plan for the MRPRP by Council in May 2011, the concept design was released to the community.

Table 5 identifies the key stakeholders and includes a summary of the key issues or interests and key messages or actions. A full list of identified stakeholders is provided as an attachment.

## 5.2 Stakeholder Identification and Communication Matrix

The communications plan, detailed in Table 5, has been developed around each stakeholder group's communications needs:

**Table 5:** Communications Plan

Stakeholder	Project Interest, objectives, conflict or opportunities	Key Messages &/or Actions
General Community	<p>Widespread community support for revitalisation &amp; development</p> <p>Mixed response regarding relocation, configuration &amp; size of new library facilities</p> <p>Mixed response to relocated skate park – youth very supportive of provision of youth spaces, others seek it to remain at current location</p>	<p>The Project will assist in overcoming the comparative disadvantage of Moe vis a vis other regional centres and across a range of liveability indicators.</p> <p>The Project will become a catalyst for third party investment in Moe.</p>
Local Traders (Including the Moe Traders Assoc. Inc)	<p>Generally support development in Moe and the principles of the project</p> <p>Some traders have expressed a willingness to collaborate to inform their future expansion plans</p> <p>Some have raised concerns regarding reduction, configuration and/or relocation of car parking</p> <p>Some concerns raised with Moore Street shared zone and loss of passing traffic past traders</p>	<p>The Project will be a short term disruption in order to achieve long term benefits for the entire Moe community.</p> <p>Affected businesses will be adequately compensated, the funding of this compensation has been provided for in Latrobe's budget.</p> <p>The Project should have a beneficial impact on their business.</p>
Past Library Staff & Friends of the Libraries	<p>Concern raised regarding size of building, lack of parking, supervision etc.</p>	<p>The new facility will encompass contemporary library design enabling a much broader range of services and programmes to be delivered</p>
George Street Traders	<p>Latrobe City Council has completed all necessary acquisitions</p>	<p>The Economic Development Unit of Latrobe is assisted businesses find alternative premises where they wish to continue business operations.</p> <p>Compensation was paid to affected landowners</p>
<p>Local Politicians</p> <p>Federal Members:</p> <ul style="list-style-type: none"> <li>• Russell Broadbent</li> </ul>	<p>Support for funding applications is sought from local members</p>	<p>The Project is consistent with Government policy and will help stimulate population growth and economic development in Moe</p> <p>Local Politicians have been regularly briefed on the Project</p> <p>Latrobe City Council will provide regular updates as the Project progresses,</p>

Stakeholder	Project Interest, objectives, conflict or opportunities	Key Messages &/or Actions
<ul style="list-style-type: none"> <li>• Darren Chester</li> </ul> State Members <ul style="list-style-type: none"> <li>• Peter Hall</li> <li>• Johan Scheffer</li> <li>• Matt Viney</li> <li>• Phil Davis</li> <li>• Edward O'Donohue</li> <li>• Russell Northe</li> <li>• Peter Ryan</li> <li>• Gary Blackwood</li> </ul>		including details of any funding applications submitted to State or Federal Government programs.
VicTrack & V/Line	Member of the Project Control Group VicTrack own property on and adjoining the project site Provided \$5,000 in funding towards the Moe Rail Precinct Revitalisation Project. Provided a letter of Support for the Project.	Project will accommodate future expansion requirements and interchange as per DOT advice Latrobe City Council seek to acquire part of VicTrack's land The works will be integrated with VicTrack land to improve their opportunities to pursue commercial development Regular reporting as part of Project Control Group meetings
Department of Transport (DOT)	DOT has advised that future expansion of the railway will be to the south side of the existing track with long-term provision of a platform on the north side. Are managing the George Street Land acquisition process then vest to council.	Project will accommodate future expansion requirements and interchange as per DOT advice Regular updates provided by DOT regarding the acquisition process Regular reporting as part of Project Control Group meetings
Department of Planning & Community Development	Participated on a stakeholder mapping exercise for the Project with Latrobe in April 2008. Managed the Transit Cities Program Member of the Project Control Group	Regular reporting as part of Project Control Group meetings

Stakeholder	Project Interest, objectives, conflict or opportunities	Key Messages &/or Actions
VicRoads	Member of the Project Control Group VicRoads has provided written support for the project received	VicRoads technical specifications will be adhered to at the detailed design stage Regular reporting as part of Project Control Group meetings
Regional Development Victoria (RDV)	Member of the Project Team Will be responsible for managing a \$2m funding commitment toward the purchase of George Street properties.	A funding agreement from the Regional Infrastructure Development Fund has been executed as part of future programme funding strategy. Regular reporting in line with funding deed – acquisitions and detailed design have been completed Regular briefings of RDV staff, supply of preliminary business case
Gippsland Institute of TAFE	GippsTAFE have expressed an interest in acquiring space in the Community Hub building for community interface opportunities	Latrobe City Council will maintain communication regarding timeframes and gain appreciation of space requirements

## 6 Strategic Options Assessment

### 6.1 Options Identified

In response to the service needs detailed in Section 2 and the recommendations of the Moe Activity Centre Plan, the Project Team completed an options assessment process which identified the following options for consideration:

- Do Nothing – Business as Usual (Base Case): There would be no upgrade to the environment surrounding the Moe Railway Station;
- Option 1: Landscape the old rail yards (owned by VicTrack) which currently comprise an informal gravel car park, to improve amenity. The location of the rail yards is shown in Figure 7.



**Figure 7:** Aerial photo of the Moe rail precinct highlighting the VicTrack rail yards

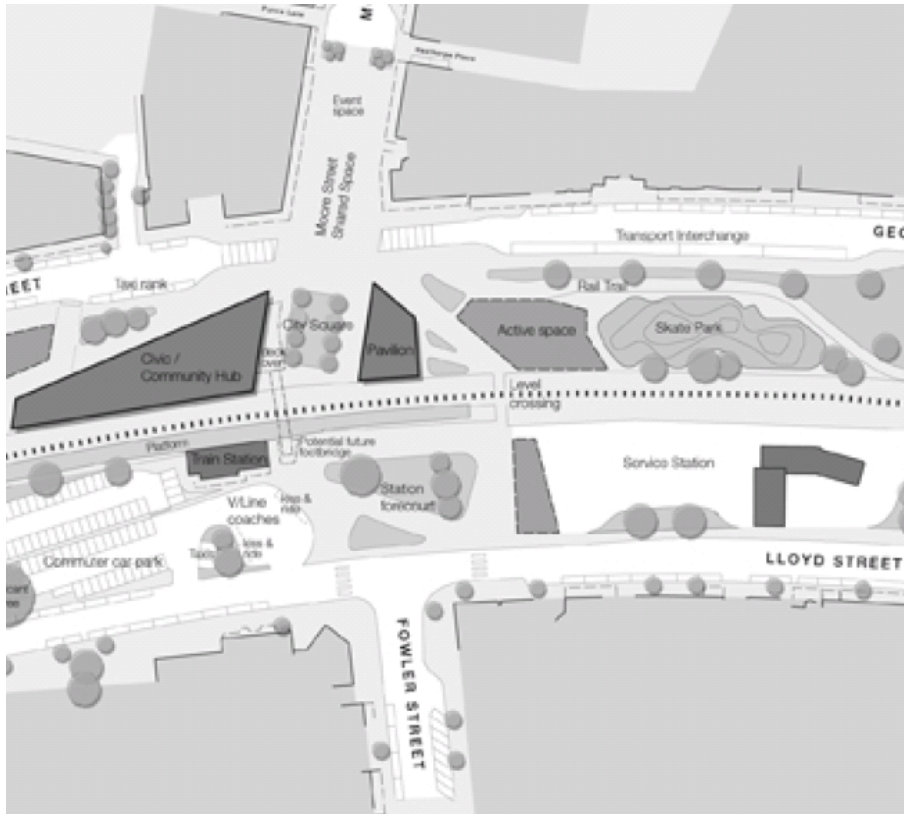
- Option 2: Purchase the shops on George Street and demolish the shops and landscape to improve the gateway between the station precinct and the main street. The location of works is shown in Figure 8.



**Figure 8:** Aerial photo of the Moe rail precinct highlighting the George Street Shops which would be acquired and demolished.



- Option 3: Purchase the shops on George Street and demolish the shops. Undertake an integrated urban renewal project incorporating public space, a community hub, cafe and youth spaces. A concept plan is provided in Figure 9.



**Figure 9:** Plan showing the urban renewal concept adjacent to the Moe Rail Station

Each of the options have been assessed in the following sections.

## 6.2 Assessment

The Project Team adopted a four step assessment of options in order to identify a preferred option. The four steps are as follows:

- **Step 1:** Assess the degree to which each of the identified options can satisfy the Project Objectives;
- **Step 2:** High level cost assessment of options;
- **Step 3:** Qualitative Triple Bottom Line analysis; and,
- **Step 4:** High level risk identification.

The assessment is summarised in Table 6, as follows:

**Table 6: Strategic Options Assessment**

Assessment Criteria	Base Case: Do Nothing	Option 1 – Acquire & Landscape VicTrack yards	Option 2 – Acquire, demolish and landscape the George Street Shops	Option 3 – Integrated Urban Renewal Project
<b>Assessment Against the Project Objectives</b>				
To enable Moe to achieve population growth rates comparable to other regional transit cities	As detailed in Section 2, Moe is suffering from growth rates lower than comparable townships along the Traralgon rail line. A failure to act will result in this trend continuing <b>DOES NOT satisfy the Objective</b>	Improving the amenity of the VicTrack carpark will not deliver an integrated transport hub, community facilities and a gateway to the main city which improve liveability and would assist in attracting growth <b>DOES NOT satisfy the Objective</b>	Improving the access and gateway between the rail station and main shopping precinct will somewhat improve the liveability of Moe, but does not deliver any additional commercial opportunities, employment and population growth <b>PARTIALLY satisfies the Objective</b>	Improving the Gateway to the main shopping precinct, providing accessible centrally located community facilities and public open space for recreation will significantly improve the liveability of Moe and contribute to population growth <b>FULLY satisfies the Objective</b>
To provide the means to attract third-party investment in Moe	The Moe township current suffers from lower investment, in part due to the lower visitation and growth rates. Without intervention, this trend is likely to continue. <b>DOES NOT satisfy the Objective</b>	Improving the amenity of the VicTrack carpark will not attract any new investment, as it will not integrate effectively with either the station precinct or the main shopping precinct. In fact, it could be counterproductive as the site could be better used for private sector development. <b>DOES NOT satisfy the Objective</b>	Improving the access and gateway between the rail station and main shopping precinct will somewhat improve the access and amenity of the area, and may leverage some local third-party investment. Without the community hub, fewer people will utilise the area hence reduce the attraction for investment <b>PARTIALLY satisfies the Objective</b>	Urban renewal projects have a successful track record in leveraging third-party investment. For example, the redevelopment of public space and buildings in Market Square in Castlemaine encouraged an investor to renovate and extend a nearby former school building to become one of the most profitable supermarkets in Central Victoria. Within a few years new business were created in old retail sites, disused buildings were reopened and a second major new commercial building was constructed on a redevelopment site in the vicinity. <b>FULLY satisfies the Objective</b>
<b>Order of Magnitude Cost</b>				
Capital Cost (\$M)	Minimal	\$0.5 – 0.75M	\$3.5M	\$25.7M
<b>Environmental Effects</b>				
Key Environmental Advantages (relative to Base Case)		<ul style="list-style-type: none"> <li>Increase in green space</li> </ul>	<ul style="list-style-type: none"> <li>Increase in green space</li> <li>Improved connectivity should increase public transport use (reducing car related GHG emissions)</li> </ul>	<ul style="list-style-type: none"> <li>Increase in green space</li> <li>Improved connectivity should increase public transport use (reducing car related GHG emissions)</li> </ul>

Assessment Criteria	Base Case: Do Nothing	Option 1 – Acquire & Landscape VicTrack yards	Option 2 – Acquire, demolish and landscape the George Street Shops	Option 3 – Integrated Urban Renewal Project
				<ul style="list-style-type: none"> <li>Demonstration of ESD design principles, and reduced energy &amp; water consumption in delivering community services</li> </ul>
Key Environmental Disadvantages (relative to Base Case)		Nil	Nil	Nil
<b>Social Effects</b>				
Key Social Advantages (relative to Base Case)		<ul style="list-style-type: none"> <li>Some improved public open space to provide opportunity for social interaction</li> <li>Improved visual amenity</li> </ul>	<ul style="list-style-type: none"> <li>Some improved public open space to provide opportunity for social interaction</li> <li>Improved visual amenity</li> <li>Improved accessibility between public transport and the town centre</li> <li>Improved natural surveillance</li> </ul>	<ul style="list-style-type: none"> <li>Significantly improved public open space to provide opportunity for social interaction</li> <li>Youth spaces to discourage anti-social behaviour</li> <li>Improved visual amenity</li> <li>Improved accessibility between public transport and the town centre</li> <li>Improved accessibility to community services (Council, Library, CFA, TAFE etc.)</li> <li>Improved natural surveillance</li> <li>Increased investment generating employment opportunities</li> </ul>
Key Social Disadvantages (relative to Base Case)		<ul style="list-style-type: none"> <li>Moe will continue to receive less investment compared with other towns reducing social pride and causing disenchantment</li> <li>Could generate anti-social behaviour as there would be a congregation point with low natural surveillance</li> </ul>	<ul style="list-style-type: none"> <li>Moe will continue to receive less investment compared with other towns reducing social pride and causing disenchantment</li> <li>Businesses on George Street would need to relocate</li> </ul>	<ul style="list-style-type: none"> <li>Businesses on George Street would need to relocate</li> </ul>

Assessment Criteria	Base Case: Do Nothing	Option 1 – Acquire & Landscape VicTrack yards	Option 2 – Acquire, demolish and landscape the George Street Shops	Option 3 – Integrated Urban Renewal Project
<b>Key Risks</b>				
Key Risks	<ol style="list-style-type: none"> <li>1. Reputation of Council and Government not delivering on Transit City goals</li> <li>2. Continued socio-economic disadvantage</li> <li>3. Continued public safety risks in rail precinct</li> </ol> <p>Council cannot effectively and efficiently deliver community services</p>	<ol style="list-style-type: none"> <li>1. Site Acquisition Risks (from VicTrack) as there would be less of an incentive for VicTrack to participate in project</li> <li>2. Unforeseen site conditions (latent conditions) and contamination</li> <li>3. Continued public safety risks in rail precinct</li> <li>4. Council cannot effectively and efficiently deliver community services</li> </ol>	<ol style="list-style-type: none"> <li>1. Reputation if local businesses are displaced for minor urban upgrade works</li> <li>2. Unforeseen site conditions (latent conditions) and contamination</li> <li>3. Council cannot effectively and efficiently deliver community services</li> </ol>	<ol style="list-style-type: none"> <li>1. Managing the expectations of a diverse range of stakeholders</li> <li>2. Unforeseen site conditions (latent conditions) and contamination</li> <li>3. Obtaining Project Funding</li> </ol>

## 6.3 Preferred Strategic Option

On the basis of the strategic options assessment, the Project Team recommended Option 3: Integrated Urban Renewal Project as the preferred strategy to address the service requirements detailed in Section 2.

The Preferred Option:

- Fully satisfied the Project Objectives;
- Delivers positive social and environmental outcomes for the Moe community; and,
- Was assessed as having risks that can be effectively managed to ensure the project benefits can be realised.

A concept master plan was subsequently prepared for the preferred strategy by SJB Urban Pty Ltd (*Refer Supporting Documentation*). Council adopted the Preferred Strategic Option and Master Plan on 7 December 2011, resolving that:

1. *That Council, having given consideration to submissions received following the community consultation period on the Moe Rail Precinct Revitalisation Project: Master Plan, Draft Report September 2009, adopts the Moe Rail Precinct Revitalisation Project: Master Plan, as detailed in the Final Report November 2009.*
2. *That the Mayor writes to all who made a submission to thank them for their contribution and advise of Councils decision to adopt the Moe Rail Precinct Revitalisation Project: Master Plan, as detailed in the Final Report November 2009.*
3. *That Council authorises the Chief Executive Officer to undertake the detailed design of all project components included in the Moe Rail Precinct Revitalisation Project: Master Plan, as detailed in the Final Report November 2009.*
4. *That Council authorises the Chief Executive Officer to prepare a business case incorporating a proposed funding model for all project components included in the Moe Rail Precinct Revitalisation Project: Master Plan, as detailed in the Final Report November 2009.*
5. *That the business case and proposed funding model be presented to Council for consideration prior to construction of any project components included in the Moe Rail Precinct Revitalisation Project: Master Plan, as detailed in the Final Report November 2009 commencing.*

This May 2012 Update of the Business Case incorporates the updated design and costs estimates and current funding strategy to support implementation of the Preferred Option.

## 7 Scope of Works

At its ordinary Council meeting on 3 May 2010, Council awarded Francis-Jones Morehen Thorp Architects (FJMT) to undertake the detailed design for the Rail Precinct Revitalisation Project based upon the endorsed Master Plan.

Consistent with MRPRP (2009), the concept design included:

- Acquisition and demolition of existing shops along George Street [complete];
- The design includes a new Civic Centre incorporating a Council Service Centre, a new library, community meeting rooms and a café;
- Moe Rest Station Project including public toilet block, town clock and associated services enabling works;
- George Street Powerline Relocation Project - Retirement and replacement of all overhead power lines and street lighting with underground power lines and new light poles and fittings;
- Moore Street Shared Zone - includes full upgrade of the Moore Street and George Street intersection and street improvements along Moore Street; and,
- A range of attractive and safe landscaped open spaces will include a youth precinct, green roof, children's play area, picnic and barbecue area, terraced lawns, shade trees and public seating.

An overview of the endorsed design is provided in Figure 10, with further details in the supporting documentation.



Figure 10: Overview of the adopted concept design for the Moe Rail Precinct Revitalisation Project

## **8 Risk Identification & Management Plan**

### **8.1 Corporate Risk Management Approach**

The Risk Management Plan (2011-2014) aims to manage those risks that threaten to adversely impact upon Latrobe City, its customers, staff, assets, functions, objectives, operations and its citizens. Latrobe understands the significant contribution that Risk Management can provide to align strategy, processes, people, technology and knowledge for the purpose of effectively delivering the Latrobe 2026 vision and Council Plan 2011-2015.

It is recognised that for risk management to be truly effective, it must be embedded into the way that Latrobe City Council does business and conducts its operations. To achieve this, a corporate wide approach to Risk Management has been adopted.

Through the policy, Latrobe City Council commits to:

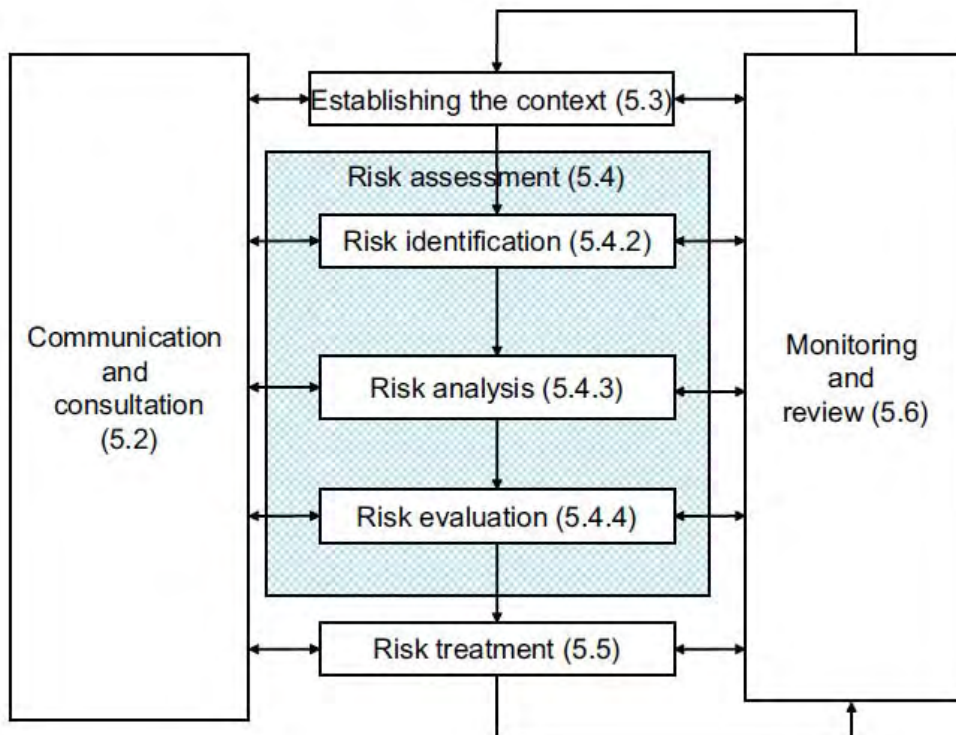
- Identify and implement an ongoing process to evaluate and prioritise Latrobe City's risk associated opportunities and threats that may impact on the wellbeing of the organisation;
- Base its risk management program on the Australian/New Zealand Risk Management Standard – AS/NZS4360, 2004 (which has been recently superseded by AS/NZS ISO 31000:2009);
- Implement the Risk Management Strategy 2011-2014 and a Risk Management Operational Framework; and,
- Continually review its risk management program.

The operational and/or project risk management actions are excluded from the risk policy framework, and are to be developed on an individual project basis. To this end, Latrobe City Council has adopted the Prince 2 methodology of project management which contains guidance and reporting mechanisms for risk.

### **8.2 Project Risk Management Plan**

Latrobe City Council understands that risks must be assessed both for the Business Case and on an ongoing and routine basis during project implementation. Consistent with Australian/New Zealand Risk Management Standard AS/NZ ISO 31000:2009, Latrobe City Council has adopted a risk management planning process for this project as follows:





**Figure 11:** Overview of the risk management process, copied from AS/NZ ISO 31000:2009

The Project Board will be responsible for overseeing the risk management process for this project, specifically the contractual and other measures that will be implemented to identify, manage and mitigate risks. A major component of the Risk Management Plan is the Risk Register which has been developed through the initial planning phase and preparation of the Preliminary Business Case. The risk register will continue to be used as a day to day program management document.

The current risk register is provided in Appendix 1.

The Project Manager will regularly update the Risk Register to:

- Record risks as they are identified;
- Record risks that have materialised;
- Provide a risk mitigation and management strategy for the future; and
- Identify any potential risks and the mitigation measures required.

The Project Board will be responsible for ensuring:

- Each risk is controlled to the fullest possible and reasonable extent;
- The risk management/mitigation process for each risk is effective;
- Resources are available to deal with risks at the appropriate times; and

- Potential risks are identified and appropriate mitigation measures implemented.

The scope and frequency of risk review meetings will be agreed between the chair of the Project Board and Project Manager. Risk review meetings will be used to review past performance and to consider and incorporate changes in investment circumstances which may affect the Program in the future and to develop strategies that improve risk management in line with changing circumstances.

Through this process, Latrobe City Council will continually review the risk profile to ensure access to adequate resources to mitigate the risk and increase the certainty for the Initiative in meeting its quality, time and budget targets.

The responsibility of implementing risk controls for risks allocated to Latrobe to manage will be as follows in Table 7.

**Table 7:** Risk allocation

<b>Risk Rating</b>	<b>Actions required &amp; Responsibility</b>
High	Immediate/ongoing action required – oversight by Chief Executive Officer
Significant	High priority risk action plan required with ongoing monitoring by Project Board
Medium	Risk action plan required with ongoing monitoring by Project Manager
Low	Ongoing monitoring required by Project Manager

### **8.3 Risk Register**

The Project Risk Register is provided in Appendix 1.

## 9 Project Delivery Alternatives

### 9.1 Approach

Latrobe City Council has undertaken an evaluation of a range of procurement methodologies using established 'value for money' criteria. The assessment procedure used by Latrobe is consistent with the *Procurement Strategy Guidelines July 2007* and the *Investment Lifecycle Guidelines 2008* published by the Victorian Department of Treasury and Finance.

Latrobe City Council's qualitative procurement assessment involves up to four steps as follows:

- Step 1** Identify all potential options for procurement of the Project including both non-traditional (i.e. *Partnerships Victoria* and *Project Alliancing*) procurement methodologies and traditional methodologies.
- Step 2** Determine whether the Project Objectives are compromised by any of the procurement methodologies being considered. Should the respective procurement methodology be assessed as compromising the Project Objectives then that procurement methodology is not considered any further.
- Step 3** A high-level assessment of each procurement methodology was completed using the Value for Money determinants shown in Figure 12. The importance of the determinant in achieving Value for Money was assessed and assigned a score based on the following scale:
- High – 100%
  - Moderate – 66%
  - Low - 33%
  - Not Applicable – 0%
- The importance weighting was multiplied by the number of strength diamonds indicated in Figure 12, and totalled to give an overall score for each procurement methodology.
- Step 4** If a non-traditional procurement methodology is identified as being likely to deliver value for money, then it is determined whether the project meets the criteria necessary for a non-traditional delivery as defined in the *Partnerships Victoria Practitioners' Guide June 2001* and *Project Alliancing Practitioner's Guide 2006*.

Contract type	Cost certainty	Fast delivery	Design control	Deal with complexity	Risk transfer	Administrative burden	Reduce claims
Lump sum	★★★★★	★	★★★★★	★★★★★	★★★★	★★★★★	★★★★
Design & construct	★★★	★★★★	★★	★★	★★★★	★★★	★★★
Document & construct	★★★★	★★	★★★★	★★★	★★★★	★★★★	★★★
Construction management	★	★★★★★	★★★★★	★★★★★	★	★	★★★★★
Share of savings	★★★★	★★★★	★★	★★	★★★★	★	★★★
PPP	★★★★★	★★★★★	★★★★	★★	★★★★★	★	★★★★
Alliancing	★★★	★★★★★	★★★	★★★★★	★★★★★	★	★★★★★

Note: More diamonds indicates better value against the specified criteria

**Figure 12:** Procurement methods – comparisons of strengths (from DTF Investment Lifecycle Guidelines)

## 9.2 Assessment

### 9.2.1 Step 1: Identify Procurement Methodologies

The procurement options were identified by Latrobe City Council as follows:

#### *Traditional*

**Construct to Detailed Design (CtoD – separate design contract and separate construct contract, also known as “Lump Sum”)** - An independent designer is engaged to provide a full design which is handed to the Owner who then independently engages and manages the construction contractor/s. The design can be either full stand alone or modelled around pre-identified equipment. The design risk is handed to the Owner when the design is accepted from the designer.

**Design and Construct (D&C)** – A single contractor is engaged using a lump sum contract to design, construct and commission the Project.

**Engineer, Procure and Construction Management (EPCM)** - A professional project management organisation, acting on the Owner’s behalf, is contracted to undertake all engineering design, procurement of equipment and management of construction. This contractor (EPCM Services Manager) runs the project on behalf of the Owner. Packages of work are identified and competitively tendered. All contracts with other companies / constructors / vendors are between these companies and the Owner and they are managed by the EPCM Services Manager on the Owner's behalf. The establishment and development of these contracts is done jointly between the Owner and the EPCM Services Manager.

#### *Non-Traditional*

**Design, Build, Operate (DBO)** - A consortium is engaged to carry out the design, construction and operation and maintenance of the infrastructure for an extended period. Upon expiry of the operating period, responsibility for operation and maintenance reverts to the Owner.

**Design, Build, Finance and Operate (DBFO)** – A consortium is engaged to design, construct, finance, own and operate the infrastructure for an extended period (say 20

years). The owner will pay for the services provided by the system operator that meet the required quality standards for the infrastructure. The service charge may be abated where service quality standards are not met. Upon expiry of the operating period, the assets are transferred to the Owner.

**Alliance** – A management team is formed including personnel from the owner's organisation, designer and a head contractor. It is an incentive driven approach whereby all the participants work co-operatively, sharing risks and rewards and working in an environment of good faith and mutual trust. The owner, designer and head contractor are all members of a specially formed management team, controlled by an Alliance Board, which has representatives from each participant and equal voting rights.

### 9.2.2 Step 2: Assessment against the Project Objectives

As part of the process the Project Team assessed each procurement methodology against the Project Objectives as follows in Table 8:

**Table 8:** Assessment of procurement methodologies against the Project Objectives

PROJECT OBJECTIVES	Can the Procurement methodology satisfy the Project Objectives (Y/N)?					
	DBFO	DBO	Alliance	EPCM	D&C	CtoD
To enable Moe to achieve population growth rates comparable to other regional transit cities	Y	Y	Y	Y	Y	Y
To provide the means to attract third-party investment in Moe	Y	Y	Y	Y	Y	Y

### Conclusion

None of the procurement methodologies were deemed to compromise the Project Objectives.

### 9.2.3 Step 3: Value for Money Assessment

The procurement methodologies were assessed against the determinants of Value for Money.

The Value for Money criteria most highly rated by the Latrobe City Council Project Team were:

- Design Control – the nature of the works being a major gateway and high levels of stakeholder interest necessitate a strong level of design control;
- Deal with Complexity – There are a number of diverse project components (which could be let separately or via a head contractor arrangement) as well as the possibility of staged delivery to match funding availability or other project constraints; and,

- Cost Certainty – Funding will need to be sourced from a range of sources, so there will be little scope to find further funds if cost blow-outs are experienced once construction has commenced.

The results are provided in Table 9.

**Table 9:** Results of the rapid procurement assessment

Criteria	Cost Certainty	Fast Delivery	Design Control	Complexity	Risk	Administration	Reduce Claims	TOTAL	RANK
<b>Weighting:</b>	<b>100%</b>	<b>66%</b>	<b>100%</b>	<b>100%</b>	<b>66%</b>	<b>100%</b>	<b>66%</b>		
Construct to Detailed Design	5.5	0.33	6	4.5	2.31	5	1.98	<b>25.62</b>	<b>1</b>
Design & Construct	2.5	2.31	1.5	1.5	2.64	3	1.98	<b>15.43</b>	5
EPCM	0.5	4.29	6	5.5	0.33	0.5	3.63	<b>20.75</b>	4
Partnerships Victoria (DBO, DBFO)	6	2.97	4	2	4.29	1	2.64	<b>22.9</b>	2
Alliancing	3	3.63	3	6.5	1.32	0.5	3.96	<b>21.91</b>	3

The assessment determined the highest ranking procurement option for the Project is “Construct to Detailed Design”. Latrobe City Council has extensive experience using this project delivery method to deliver other urban infrastructure projects including:

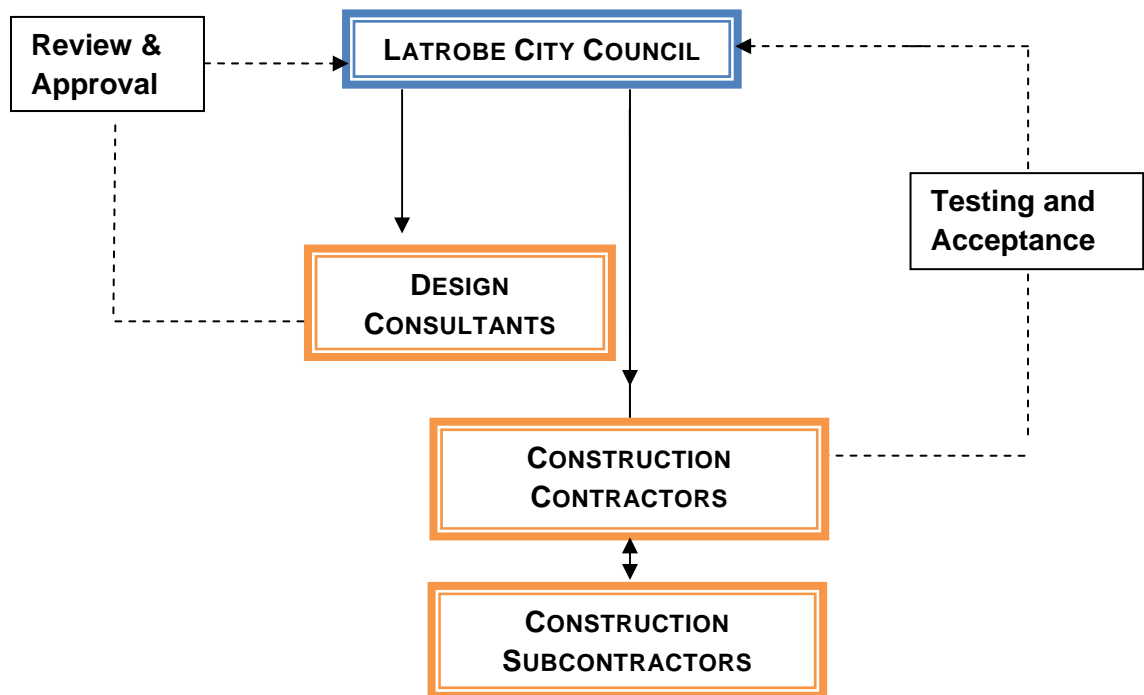
- \$5M Churchill Community Hub,
- \$4.85M Churchill Leisure Centre,
- \$14M Latrobe Council Headquarters
- \$3.1M Calignee Community Centre and
- \$11.7M Moe Southside Community Precinct Project.

As such, an assessment against the Partnerships Victoria and Alliancing criteria was not undertaken as these procurement methodologies were assessed as being unlikely to provide greater value for money.

Latrobe City Council has been through a competitive tender process to procure firstly a detailed designer whose design, will form the basis against which a Construction Contractor will bid to construct the works on a fixed price/fixed time basis.

The construction package could be offered to the market in multiple packages should prevailing market conditions suggest the inclusion of smaller contractors in the tender process will maximise the likelihood of achieving value for money (e.g. separation of civil works and building construction).

Figure 13 illustrates the proposed contractual relationships for the Project.



**Figure 13:** Proposed 'Construct to Detailed Design' Contractual Arrangements

# 10 Updated Project Costs & Funding Strategy

## 10.1 Staging & Cost Plan

In order to best position the MRPRP to secure further State and Federal Government funding, it is considered appropriate to section the proposed works into separately deliverable components. This will enable discrete components of the project to be targeted to submit for applicable government funding programs.

A summary of the expected total capital cost is provided in Table 10.

**Table 10:** Staging plan and estimated cost (May 2012)

<b>Spent and Committed Costs</b>			
<b>Stage</b>	<b>Project Element</b>	<b>Estimated Cost</b>	<b>Comment</b>
1.	George Street Land Acquisitions and Demolition	\$3,000,000	Fully expended and this part of project has been completed.
2.a	Detailed Designing of the MRPRP	\$1,355,000	Currently being undertaken.
2.b	Moe Rest Station Project including public toilet block, town clock and associated services enabling works.	\$645,000	Fully funded through Federal Government Better Regions program.
3.	George Street Power Line Relocation Project	\$2,577,000	\$977,000 funded from State Government Power Line Committee (\$1,600,000 conditional on LCC 12/13 Budget process).
<b>Planned Costs</b>			
<b>Stage</b>	<b>Project Element</b>	<b>Estimated Cost</b>	<b>Comment</b>
4	Civic Building	\$10,400,000	Delivery subject to funding availability.
5a	Civic Building - Fixtures, Fittings and Equipment.	\$900,000	Delivery subject to funding availability.
5b	Moore Street Shared Zone	\$1,700,000	Delivery subject to funding availability.
6	Public Domain - Youth Precinct	\$880,000	Delivery subject to funding availability.
7	Public Domain - All ages playground, community space, BBQ and picnic areas.	\$1,345,000	Delivery subject to funding availability.
8	Public Domain - Public plaza, parkland, footpaths, landscaping and plantings.	\$2,278,000	Delivery subject to funding availability.
9	Public Domain - Lighting and other services.	\$1,541,000	Delivery subject to funding availability.
	Parking areas - Commuter and general use parking areas.	\$1,756,000	Delivery subject to funding availability.
	<b>TOTAL Project Costs</b>	<b>\$28,377,000</b>	

The facilities will be added to the Latrobe City Council asset register and will form a part of the annual cyclical and reactive maintenance programs. The above cost estimates



are based on February 2012 prices and an annual escalation amount of 2.75% will be added to the estimates each year.

## 10.2 Committed Funding

Table 11 provides details of funding committed to the Project.

**Table 11:** Committed Project Funding

Source	Details	Amount Committed	Status
Latrobe City Council	Budget allocation toward acquisition, compensation and demolition of George Street shops	\$1,000,000	Expended on land acquisition and associated project resources
	Balance of powerline relocation	\$1,600,000	Pending Council approval of 12/13 Budget
State Government	Regional Infrastructure Development Fund (RIDF) (for acquisition of George Street Shops)	\$2,000,000	Expended on land acquisition and demolition of buildings
	Power Line Committee	\$977,000	To be Expended
Federal Government	Better Regions Program	\$2,000,000	\$1.355 allocated to be expended on Detailed Design of MRPRP \$645,000 allocated to the construction of the Moe Rest Station (public toilet, town clock and bus/taxi shelter)
<b>Total Funding Committed</b>		<b>\$7,577,000</b>	

## 10.3 Funding Strategy

To date, \$7,577,000 has been committed (pending Council's 12/13 Budget) towards the Moe Rail Precinct Revitalisation Project leaving a current funding balance of \$20,800,000 (plus cost escalation).

The currently unspent funds have been allocated as follows (in accordance with funding deeds where appropriate):

- \$1,600,000 to the George Street Powerline Relocation Project (pending approval of Council's 12/13 budget);
- \$645,000 towards the Moe Rest Station Project including public toilet, town clock, bus/taxi shelter and associated services enabling works.

Latrobe will develop a multi-agency funding strategy to provide the balance of funding for the remaining stages of the Project. The funding strategy will be developed as detailed design nears completion so that the outcomes from the successful implementation of this stage can be used to provide the Value for Money basis for future funding submissions.

The strategy will seek funding from any one, or a combination, of the three levels of government as follows:

**Federal** – programme funding will be sought based on the Project achieving regional development outcomes. These outcomes are based on the Project being implemented as an ongoing community development programme of works. These outcomes are supported by the successful community engagement undertaken as part of the earlier design development phase and the broad community support for the Project identified as part of this process.

The project has been developed on the basis of the need to overcome the comparative disadvantage of Moe compared to other mid-sized regional towns at both a state and national level.

**State** – both programme and budget funding will be sought from the Victorian government. Programme funding will be sought on the same basis of the proposed Federal approach, namely through extolling the virtues of regional development outcomes based on the Project being implemented as an ongoing community development programme of works in order to overcome comparative regional disadvantage.

Budget funding will also be sought from future state budgets. The Business Case has been developed under the Department of Treasury and Finance investment guidelines and can be 'recalibrated' to accord with the most current requirements of Expenditure Review Committee (ERC) funding submissions. An ERC funding submission will require the support from the portfolio Minister.

**Local** – Latrobe will attempt to provide a co-contribution to subsequent stages of the Project in support of either or both the proposed State and Federal funding requests. This co-contribution can take the form of either cash or in kind support. The draft 10 year financial plan includes an allocation of \$5 million.

# 11 Implementation & Governance Arrangements

## 11.1 Governance Structure

Latrobe City Council has experience in the delivery of urban infrastructure projects using a Construct to Detailed Design procurement methodology. Based on projects of a similar nature and size, the following project delivery structure will be employed.

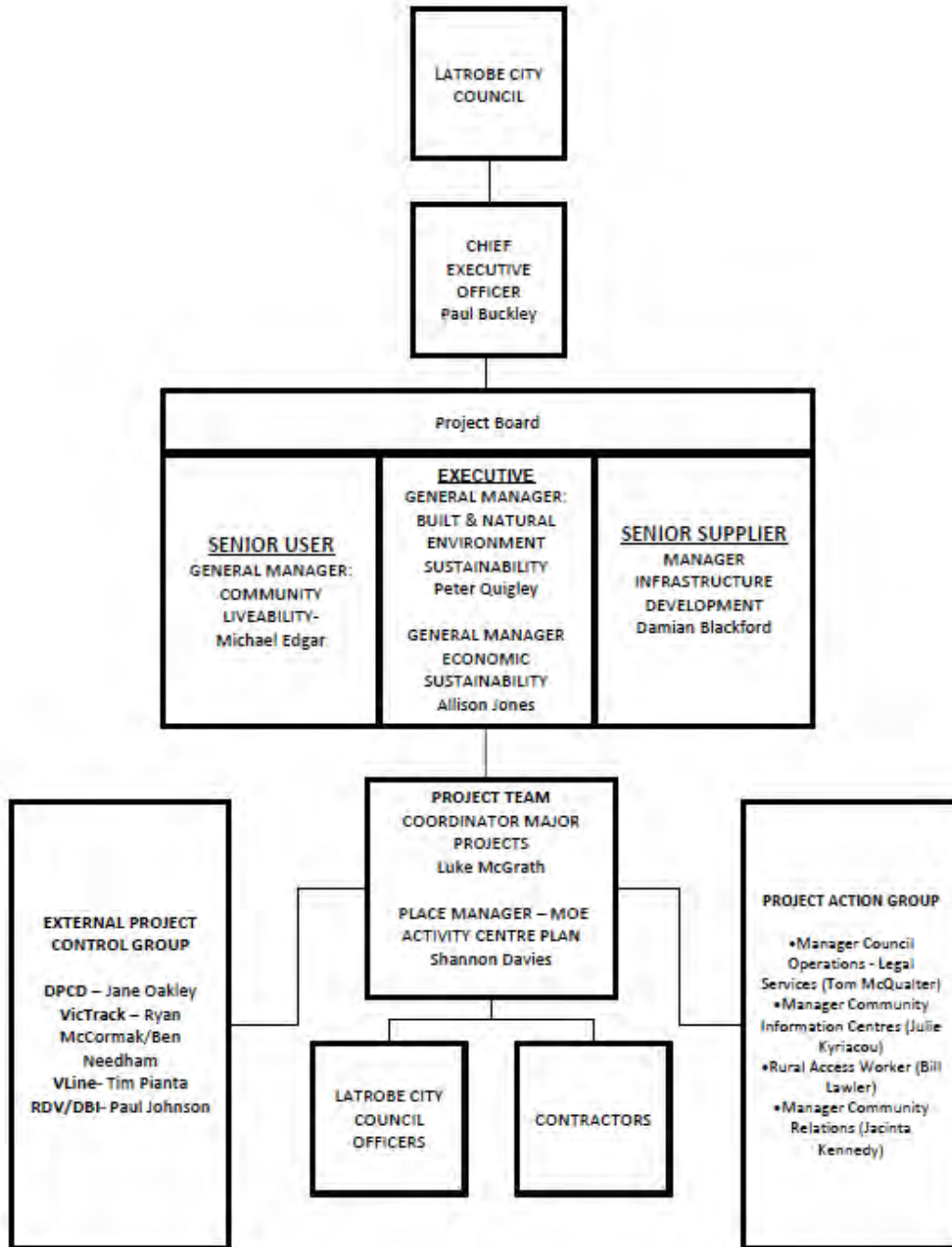


Figure 14: Project governance arrangements

## 11.2 Roles & Responsibilities

Following are the Terms of Reference and specific roles under the proposed governance arrangements proposed by Latrobe:

### **Council**

- Overall responsibility of the project.
- Approves Strategic Business Case.
- Approves Concept Design of the project.

### **Chief Executive Officer**

- Liaise between Council and the Project Board.

### **Project Board**

- Approves each stage of the project.
- Authorises any changes that may occur throughout the life of the project.

### **Project Board Executive**

A member of the Project Board will be the nominated Project Board Executive who:

- Is ultimately responsible for delivering the project.
- Has to ensure that the project is value for money and that it delivers the benefits agreed in the business case.
- Chairs the Project Board Meetings and liaises with the Chief Executive Officer - Latrobe City Council.

### **Senior Supplier**

- Provides the resources to the project.
- Has to ensure that the plans are realistic and that the project can deliver within the agreed budget and timescale.

### **Senior User**

- Specifies the desired outcome
- Ensures the solution meets users needs
- Ensures fitness for purpose

### **External Project Control Group (Project Assurance)**

- Responsible for monitoring the progress of the project on behalf of the Project Board to ensure that the project is being managed effectively in all respects.

- May provide specialist knowledge on particular aspects of the project (e.g. technical, financial, legal, quality, support etc).

#### **Project Action Group**

- Provide guidance and assistance to the Project Manager on key decisions associated with the project.
- Provide specialist advice throughout the design process.
- Undertake assigned tasks as agreed with the Project Manager.

#### **Project Manager**

- Is the day to day authority within the constraints agreed with the Project Board.
- Responsible for the project producing the required actions to the agreed quality standards, within budget and on time.

#### **Latrobe City Council Officers**

- Administrative and other internal support to the Project Manager where appropriate.

### **11.3 Monitoring and Reporting Processes**

Latrobe City Council has well established processes for capturing information and reporting on project progress. The Project Manager will prepare monthly Highlight Reports, which are provided to the Executive and Senior Leadership Teams. The reports include:

- Progression towards completion;
- Current Issues & Risks;
- New Issues & Risks;
- Key Dates; and,
- Key Actions during the next month

A sample Highlight Report is provided in Appendix 3.

In addition, Latrobe City Council uses “Interplan” to report to Council on the financial aspects of the Council Plan Action items, which includes the MACP and MRPRP.

## 12 Project Status

### 12.1 Actions completed since the Preliminary Business Case

In the September 2010 preliminary business case, a number of actions were identified to progress the Project. A summary of the actions, and progress towards their completion, is provided in Table 12.

**Table 12:** Status update since Preliminary Business Case

Action	Current Status
Stakeholder Communications	Latrobe undertook further community and stakeholder consultation during 2011 and 2012.
Complete Detailed Design & Cost Estimates	Consultants undertook more detailed design work of the precinct which informed updated cost estimate by Slattery's quantity surveyors in February 2012. These costs are detailed in Section 10 – Cost estimates and funding strategy.
Funding Strategy	Latrobe has continued to seek additional funding sources. Since the Preliminary Business Case a further \$977,000 has been secured towards the George Street powerline relocation.
Risk Management	The project team has continued to review the Project Risk Register as part of its routine project management activities
Procurement Strategy	The Construct to Detailed Design procurement approach was adopted as it provided the greatest flexibility to respond to funding allocations and enable staged delivery of construction works to match funding.

### 12.2 Project Status

Using funding secured from RIDF and Council, the Department of Transport, on behalf of Latrobe City Council has completed the compulsory acquisition of George Street properties.

A funding application has been lodged with the Powerline Relocation Committee for undergrounding of the powerlines along George Street, with an allocation of \$977,000 secured.

The Funding Deed with the Federal Government has been finalised to provide funding for the detailed design of major project components of the master plan and the construction of the Moe Rest Station Component. To this end, the detailed design is nearing completion and construction is anticipated to be completed by 30 September 2012.

As per the funding strategy detailed in Section 10, Latrobe will continue to actively pursue funding contributions to enable the next stage of works to commence. The prioritisation of works will be guided by the nature of funding sources and their desired outcomes.

## 13 Next Steps

Using funding from the Victorian Government's Regional Infrastructure Development Fund and Latrobe City Council, the Department of Transport has, on behalf of Council, completed the compulsory acquisition of George Street properties. Work is soon to commence on the Moe Rest Station Project and George Street Powerline Undergrounding using funds secured from the Federal Better Regions Program and Powerline Relocation Committee.

Following endorsement of this Business Case, Latrobe will continue to actively pursue State and Federal Government funding opportunities to enable the staged delivery of the Moe Rail Precinct Revitalisation Project.

## 14 List of Supporting Documentation

- 1 Moe Activity Centre Plan (December 2007)
  - 2 Moe Rail Precinct Revitalisation Project: Master Plan (November 2009)
  - 3 Latrobe City Council Library Strategy 2006-11
  - 4 Consultation Findings Report by Red Road Consulting (September 2007)
  - 5 Moe Activity Centre Project – Community Engagement and Consultation Activities Consultation Transcripts (September 2007)
  - 6 Stakeholder Mapping Process
  - 7 Project Profile Model
  - 8 Cost Report by Slattery Australia (February 2012)
  - 9 Moe Rail Precinct Revitalisation Project: Community Engagement and Consultation Activities - Consultation Findings Report (July 2009)
  - 10 Moe Rail Precinct Revitalisation Project: Community Engagement and Consultation Activities – Addendum: Consultation Transcripts (July 2009)
  - 11 Moe Rail Precinct Revitalisation Project - Community Consultation: Technical Response Statement (SJB Urban; November 2009)
  - 12 Moe Rail Precinct Revitalisation Project Design and Concept Plan (2011)
-



# Appendix 1: Risk Framework

The Risk Management Framework for the Project is detailed in the tables below:

1. Consequence							
Rating	Description	Objective	Human	Financial	Environmental	Legal	Reputation
5	Catastrophic	Project objective as stated in the project statement not achieved	Multiple fatalities or significant irreversible effects to > 50 persons	Above \$15m loss or 50% variance to budget	Very serious long-term environmental impairment of ecosystem functions	Significant prosecution and fines	Serious public or media outcry (International coverage)
4	Major	Objective delayed by 50% or more	Single fatality and/or severe irreversible disability (>30%) to one or more persons	Up to \$15m loss or 30% variance to budget	Serious long-term environmental impairment of ecosystem functions	Major breach of regulation	Serious public or media outcry (National coverage)
3	Moderate	Objective delayed by less than 50%	Moderate irreversible disability or impairment (<30%) to one or more persons	Up to \$5m loss or 20% variance to budget	Serious medium term environmental effects	Serious breach of regulation with investigation or report to authority with prosecution powers and/or moderate fine possible	Significant adverse attention by media, public, or NGO (State based)
2	Minor	Milestone not achieved	Significant but reversible disability requiring hospitalisation	Up to \$1m loss or 10% variance to budget	Moderate short term effects but not affecting ecosystem functions	Minor legal issues, non-compliances and breaches of regulation	Media attention of local concern
1	Insignificant	Negligible impact on milestones	No medical treatment required	Up to \$10,000 loss or 5% variance to budget	Minor effect on biological or physical environment		Minor, adverse local public or media attention or complaints

2. Likelihood Ratings	
Rating	Description
5	Almost certain
4	Likely
3	Possible (50/50)
2	Unlikely
1	Rare

3. Overall Rating					
Consequence Likelihood	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Almost certain (5)	Low	Medium	Significant	High	High
Likely (4)	Low	Medium	Significant	Significant	High
Possible (3)	Low	Low	Medium	Significant	Significant
Unlikely (2)	Low	Low	Medium	Medium	Significant
Rare (1)	Low	Low	Low	Low	Medium

Risk	Consequence Type	Pre – Mitigation Assessment			Mitigation Actions	Post Mitigation Assessment			Allocation	How accounted for in financial estimates? <sup>1</sup>
		Likelihood	Consequence	Inherent Risk		Likelihood	Consequence	Residual Risk		
<b>PART A: PRE-COMPLETION RISK REGISTER (design, approvals, construction, commissioning phase)</b>										
<b>Changes in law/policy [Refer also to Part B]</b>										
Changes in legislation or regulatory requirements that were not anticipated at contract signing.	Time delays or cost impacts to comply with changes	Unlikely	Minor	Low	Changes in legislation and regulations monitored Contingency built into project cost to allow for variations due to change regulations	Unlikely	Minor	Low	Latrobe City Council	Discount Rate
<b>Commercial &amp; Contractual</b>										
Dispute between Latrobe City Council and the contractor(s) delivering the project.	Time delays or cost impacts	Possible	Moderate	Medium	Establish a clear and workable Project delivery methodology and develop a strong working relationship amongst the parties at all levels. All third party contract conditions are agreed with robust dispute resolution processes that lead to timely resolution. Use of Australian Standard Contracts	Unlikely	Minor	Low	Latrobe City Council & Contractor	Managed
Risk that the sub-contractor(s) withdraws or becomes insolvent	Time delays and cost	Unlikely	Moderate	Medium	Tender evaluation to include both performance and financial strength criteria with appropriate due diligence undertaken prior to	Rare	Minor	Low	Latrobe City Council	Managed

<sup>1</sup> Dollar Sum Allocation, Contingency, Discount Rate, Managed

Risk	Consequence Type	Pre – Mitigation Assessment			Mitigation Actions	Post Mitigation Assessment			Allocation	How accounted for in financial estimates? <sup>1</sup>
		Likelihood	Consequence	Inherent Risk		Likelihood	Consequence	Residual Risk		
or is terminated.					contract award. Ensure adequate security / bonding is provided by contractor(s).					
The inability to meet contracted service delivery (pre completion) is caused by reason of force majeure (FM) events.	Time delays and cost	Rare	Major	Low	Adequate insurance to be obtained for those force majeure (FM) events that would be captured by insurance coverage. Latrobe City Council and Contractor to be relieved of obligations under project agreement in the event of uninsurable FM. Contractor to be given time and cost relief from consequence of delay. FM arrangements within Project Agreement to be 'backed-to-back' in all third party provider contracts.	Rare	Moderate	Low	Latrobe City Council & Contractor	Managed & Dollar Sum (Insurance)
<b>Design, Planning, Acquisitions &amp; Approvals</b>										
Cannot acquire the George Street shops or inflated prices	Project Objectives not achieved or cost increase				<i>Risk Removed – Acquisition complete</i>					
Cannot acquire the VicTrack land adjoining the Station and George St shops	Project Objectives not achieved	Possible	Major	Significant	VicTrack funded the Master Planning process Letter of support received for the Master Plan Member of Project Control Group Should directly benefit as adjoining land owned by VicTrack will appreciate in value	Unlikely	Major	Medium	Latrobe City Council	Managed

Risk	Consequence Type	Pre – Mitigation Assessment			Mitigation Actions	Post Mitigation Assessment			Allocation	How accounted for in financial estimates? <sup>1</sup>
		Likelihood	Consequence	Inherent Risk		Likelihood	Consequence	Residual Risk		
Master Planning process does not generate desired outcomes	Project Objectives not achieved Negative reputation Cost & time if variations required	Possible	Major	Significant	Engagement of specialist consultants Diverse and experienced Project Control Group to oversee planning process Procurement method to allow high levels of input into the design process DPCD review of master plan Extensive community consultation Master Plan has been adopted by Council	Rare	Insignificant	Low	Latrobe City Council	Managed
Planning objections	Project delivery is delayed	Likely	Moderate	Significant	Allow sufficient time in project plan for appeals Engagement of specialist consultants in design process and to provide expert witness statements Ensure project meets planning scheme requirements	Unlikely	Minor	Low	Latrobe City Council	Managed, Time contingency, Dollar Sum (for specialists)
Change in specification after detailed design.	Time and cost	Unlikely	Moderate	Medium	Engage independent specialist design consultants, as part of the Design Team, to manage design to meet required specifications. Establish variation process with approval bodies. Sign off by Project Action Group and/ Project Board	Unlikely	Minor	Low	Latrobe City Council	Contingency
Latent Conditions (Cost for remediation higher than expected)	Cost	Likely	Moderate	Significant	Contamination survey and report completed Budget allocation in demolition costs to cover clean-up	Possible	Minor		Latrobe City Council	Managed

Risk	Consequence Type	Pre – Mitigation Assessment			Mitigation Actions	Post Mitigation Assessment			Allocation	How accounted for in financial estimates? <sup>1</sup>
		Likelihood	Consequence	Inherent Risk		Likelihood	Consequence	Residual Risk		
<b>Environmental and OH&amp;S [Refer also to Part B]</b>										
Increased construction safety requirements.	Cost increase	Unlikely	Moderate	Medium	Transfer to Contractors.	Unlikely	Minor	Low	Contractors	Managed (transfer)
OH&S incident during construction	Time, cost and Injury	Possible	Major	Significant	Tender evaluation to include non-financial criteria such as OH&S systems, credentials and prior history in successful management of OH&S issues. Construction OH&S risks to be transferred to Contractors.	Unlikely	Minor	Low	Contractor	Managed (transfer)
Public safety is compromised due to construction activity.	Injury to member of the public	Unlikely	Major	Significant	Security fencing and controlled access to site. Contractor to create Safety Management plan and ensure that all other appointed contractors operate according to the Plan. Public liability insurance to be taken by contractors.	Unlikely	Minor	Low	Contractor & Latrobe City Council	Managed (transfer) & Dollar Sum included in contract for safety fencing etc.
Spill causes environmental damage or clean-up liability	Time, cost and damage to the environment	Unlikely	Minor	Low	Contractor to provide Construction Environmental Management Plan and ensure that all other appointed contractors operate according to the Plan. Party responsible for spill responsible for clean-up costs. Suitable and adequate insurance policies.	Rare	Minor	Low	Contractor	Managed (transfer)
Construction impacts on	Time, cost and damage to flora	Rare	Minor	Low	Site is a previously cleared Brownfield site	Rare	Minor	Low	Contractor	Managed (transfer)

Risk	Consequence Type	Pre – Mitigation Assessment			Mitigation Actions	Post Mitigation Assessment			Allocation	How accounted for in financial estimates? <sup>1</sup>
		Likelihood	Consequence	Inherent Risk		Likelihood	Consequence	Residual Risk		
threatened flora or fauna	and fauna				Contractor to provide Construction Environmental Management Plan and ensure that all other appointed contractors operate according to the Plan.					
Noise and odour during construction exceed statutory limits	Time, cost and legal action	Possible	Moderate	Medium	Contractor to provide Construction Environmental Management Plan and ensure that all other appointed contractors operate according to the Plan.	Unlikely	Minor	Low	Contractor	Managed (transfer)
Native Title claim may preclude project proceeding, or requires a compensation payment.	Cost or Project does not proceed	Rare	Major	Low	Given historical use of site unlikely that a Native Title claim would be successful.	Rare	Major	Low	Latrobe City Council	Managed
A cultural/heritage site may be found.	Time and cost	Unlikely	Minor	Low	Given historical use of site unlikely that a site of cultural significance would be found	Unlikely	Minor	Low	Latrobe City Council	Managed & Contingency
<b>Financial [Refer also to Part B]</b>										
As the project progresses from preliminary design the estimated cost increases	Cost	Possible	Major	Significant	Engagement of specialist engineers to develop the designs and cost estimate (reviewed by Steering Committee). Contingency allowance and escalation in project estimate Contractor will be requested to	Unlikely	Major	Medium	Latrobe City Council until bid received then transferred to Contractor	Contingency

Risk	Consequence Type	Pre – Mitigation Assessment			Mitigation Actions	Post Mitigation Assessment			Allocation	How accounted for in financial estimates? <sup>1</sup>
		Likelihood	Consequence	Inherent Risk		Likelihood	Consequence	Residual Risk		
					provide fixed price bid.					
Cannot access sufficient funding	Project Objectives not achieved Negative reputation	Likely	Major	Significant	Review of funding programs undertaken multiple funding sources already secured Preparation of Business Case and Gateway review process Extensive stakeholder engagement Regional Development Victoria Briefing Briefings held with state and federal members Flexible procurement method to allow for staging to match funding availability	Possible	Major	Significant	Latrobe City Council	Managed & Dollar Sum (for specialist assistance)
Local supplier market does not have capacity to deliver the works	Cost escalation or time delays	Possible	Major	Significant	Ongoing market engagement Flexible procurement method to allow packaging of works to suit larger/smaller firms as required	Unlikely	Minor	Low	Latrobe City Council	Contingency & Managed
<b>Construction/Implementation</b>										
Traffic/Pedestrian Interruption during construction	Negative reputation	Likely	Major	Significant	Development of Traffic Management Plan Media campaign to inform community of works Direct notification to local residents and businesses	Unlikely	Minor	Low	Latrobe City Council & Contractor	Managed
Works failure to meet licence, legislative or contractual performance standards.	Time delay or cost to remedy	Unlikely	Moderate	Medium	Robust design developed by design contractor and accepts a degree of 'fit-for-purpose' risk. Contract with construction contractor to include damages provisions to cover additional costs associated	Rare	Minor	Low	Contractors	Managed (Transfer)

Risk	Consequence Type	Pre – Mitigation Assessment			Mitigation Actions	Post Mitigation Assessment			Allocation	How accounted for in financial estimates? <sup>1</sup>
		Likelihood	Consequence	Inherent Risk		Likelihood	Consequence	Residual Risk		
					with their negligence. Contractor(s) to hold suitable professional indemnity insurance coverage.					
Electricity, water, telecoms etc not available to sites	Time delay and/or cost increase	Possible	Moderate	Medium	Latrobe City Council have completed a survey and review of historical drawings, survey plans etc to determine location of all trunk / core infrastructure points necessary for the Project interfaces. Contractors will responsible for procurement / staging of all services installation works in accordance with Project timetable. Timely contact / application to utility providers for trunk / core services to be available	Unlikely	Minor	Low	Contractors	Managed (Transfer)
Where phasing of project components is required there is poor interface	Time and cost for replication/interface issue	Possible	Moderate	Medium	Latrobe City Council will develop a detailed implementation plan detailing phasing and any potential subsequent interface issues Master Planning process completed	Unlikely	Moderate	Medium	Latrobe City Council	Managed
Adverse weather conditions preventing access or physical obstruction owing to limited access along rail line	Time and cost	Possible	Moderate	Medium	Detailed site condition analysis undertaken prior to commencement of design process to determine physical impediments / obstructions. Prepare site access plan Sealed access from multiple locations Adverse weather conditions allowances are established in	Unlikely	Minor	Low	Contractor	Contingency



Risk	Consequence Type	Pre – Mitigation Assessment			Mitigation Actions	Post Mitigation Assessment			Allocation	How accounted for in financial estimates? <sup>1</sup>
		Likelihood	Consequence	Inherent Risk		Likelihood	Consequence	Residual Risk		
					provider contracts.					
Risk of strikes, industrial action (site specific)	Time Delay	Possible	Major	Significant	Contractors (and sub-contractors) responsible for their own IR arrangements. Where Industrial Relations action is caused by the actions or non-actions of a contractor, then the contractor is responsible for rectification. Contractor responsible for coordination of all contractors on site.	Unlikely	Moderate	Medium	Contractor	Contingency
Risk of strikes, industrial actions beyond the control and scope of LCCs operations. (state/national)	Time Delay	Possible	Major	Significant	Where Statewide / National industrial action impacts on the project, Latrobe City Council to work with contractors to mitigate impact.	Possible	Moderate	Medium	Contractor & Latrobe City Council	Contingency
<b>Political &amp; Stakeholder Management [Refer also to Part B]</b>										
Stakeholder dissatisfaction with process or outcome ("External" stakeholders)	Negative reputation Time delay if dispute resolution required (e.g. VCAT)	Likely	Major	Significant	Detailed community consultation process and exhibition period Plan designed to meet community expectations and service delivery needs Implementation of a detailed communications plan during design and implementation stages	Possible	Moderate	Medium	Latrobe City Council	Managed & Dollar Sum (for communications)
Stakeholder dissatisfaction with process or outcome	Negative reputation Cannot obtain	Possible	Major	Significant	Stakeholder engagement strategy Multi-agency Project Control Group	Unlikely	Moderate	Medium	Latrobe City Council	Managed & Dollar Sum (for

Risk	Consequence Type	Pre – Mitigation Assessment			Mitigation Actions	Post Mitigation Assessment			Allocation	How accounted for in financial estimates? <sup>1</sup>
		Likelihood	Consequence	Inherent Risk		Likelihood	Consequence	Residual Risk		
("Internal" stakeholders)	funding				Joint oversight and funding of Master Planning Process Alignment to Local and State Government policies and priorities					communications)

## PART B: POST-COMPLETION RISK REGISTER (operating phase)

### Changes in law/policy [Refer also Part A]

Changes to building/design regulations such that works no longer comply	Cost to upgrade	Possible	Minor	Low	Standard Latrobe City Council business risk which is managed as part of its wider asset portfolio	Possible	Minor	Low	Latrobe City Council	Discount Rate
---	-----------------	----------	-------	-----	---	----------	-------	-----	----------------------	---------------

### Demand & Economic

Risk that benefits are overestimated or not realised (tourism, reduction in crime, public transport use, private investment etc)	Reputation	Unlikely	Moderate	Medium	Business Plan prepared to support project need Adoption of the DTF's Benefit Management Plan	Unlikely	Minor	Low	Latrobe City Council	Discount Rate
--	------------	----------	----------	--------	---	----------	-------	-----	----------------------	---------------

### Environmental and OH&S [Refer also Part A]

Public safety is compromised.	Injury and reputation	Possible	Major	Significant	Operational Safety Management Plan Include as part of Latrobe City Council Business Risk Register. All parties to maintain adequate Public Liability insurance.	Unlikely	Moderate	Medium	Latrobe City Council	Managed
-------------------------------	-----------------------	----------	-------	-------------	---	----------	----------	--------	----------------------	---------

Risk	Consequence Type	Pre – Mitigation Assessment			Mitigation Actions	Post Mitigation Assessment			Allocation	How accounted for in financial estimates? <sup>1</sup>
		Likelihood	Consequence	Inherent Risk		Likelihood	Consequence	Residual Risk		
					Standard Latrobe City Council Business Risk to manage across all its assets					
Operational & Performance										
Poor Construction Quality leads to increased maintenance and refurbishment requirements	Cost and negative reputation	Possible	Major	Significant	Procurement method to allow high levels of input into the design process Experience project management resources assigned to the Project Detailed tender specification and tender selection process examining cost and performance selection criteria Appointment of experienced constructor with excellent track record Defects liability period	Unlikely	Moderate	Medium	Latrobe City Council & Contractors	Managed & Discount Rate
Political & Stakeholder Management [Refer also to Part A]										
Failure to satisfy all stakeholder requirements	Reputation	Possible	Minor	Low	A comprehensive stakeholder analysis and communications plan have been developed as part of the Business Case.	Unlikely	Minor	Low	Latrobe City Council	Managed

# Appendix 2: Benefits Management Plan

## BENEFITS SUMMARY

### **Benefit 1: Moe achieves comparable population growth rates (30%)**

*By:*

- An equivalent annual increase in population growth in Moe by 2016 compared to provincial Victoria (1.2%)

### **Benefit 2: Increased third party investment in Moe township (40%)**

*By:*

- The annual number of building approvals for Moe will remain above 131 from 2012.
- The annual dollar value of building approvals in Moe will remain above \$15,646,448 from 2012
- Annual increases in train arrivals at Moe

### **Benefit 3: Moe achieves improved performance relative to liveability indicators (30%)**

*By:*

- Moe achieves an increase from 25% to 50% in the number of liveability indicators it is able to satisfy by 2015.

**CONTEXT** What is the compelling reason this investment should be considered further?

To establish an integrated and accessible activity centre to provide the basis on which Moe can overcome its comparative disadvantages.

**BENEFITS** What benefits will this investment deliver to Government?

Refer to Investment Logic Map on the reverse. (OVER)

**DIS-BENEFITS** What negative impacts to government might result from the identified solution?

Traffic interruption during construction (short-term)

Some businesses will need to be relocated (short-term)

**RISKS** What are the primary risks to the success of this investment?

Risk	Criticality (H/M/L)	Likelihood (H/M/L)
The need to acquire private properties (cost, reputation)	H	H
Project funding not available for whole project	H	M
Planning and planning approvals	M	M
Stakeholder engagement/support	M	M
Capacity of the local supplier market	M	M

**CRITICAL DEPENDENCIES** Are there any conditions that, if they were to change, may impact the need for this investment (eg. Policies or dates)?

Government continues to support/fund the Transit Cities Program

Federal Government continues to support/fund Better Regions Program

Government maintains a commitment to provincial Victoria

**TIMEFRAME** What are the expected timeframes for the key deliverables?

Description of deliverable / milestone	Indicative dates
Agree the Masterplan for the site	August 2009
Finalise cost estimates	December 2009
Detailed design	July 2010
Tender and procurement	October 2010
Construction commences	December 2010
Precinct opening/launch	December 2011

**COST** What are the likely costs of this investment?

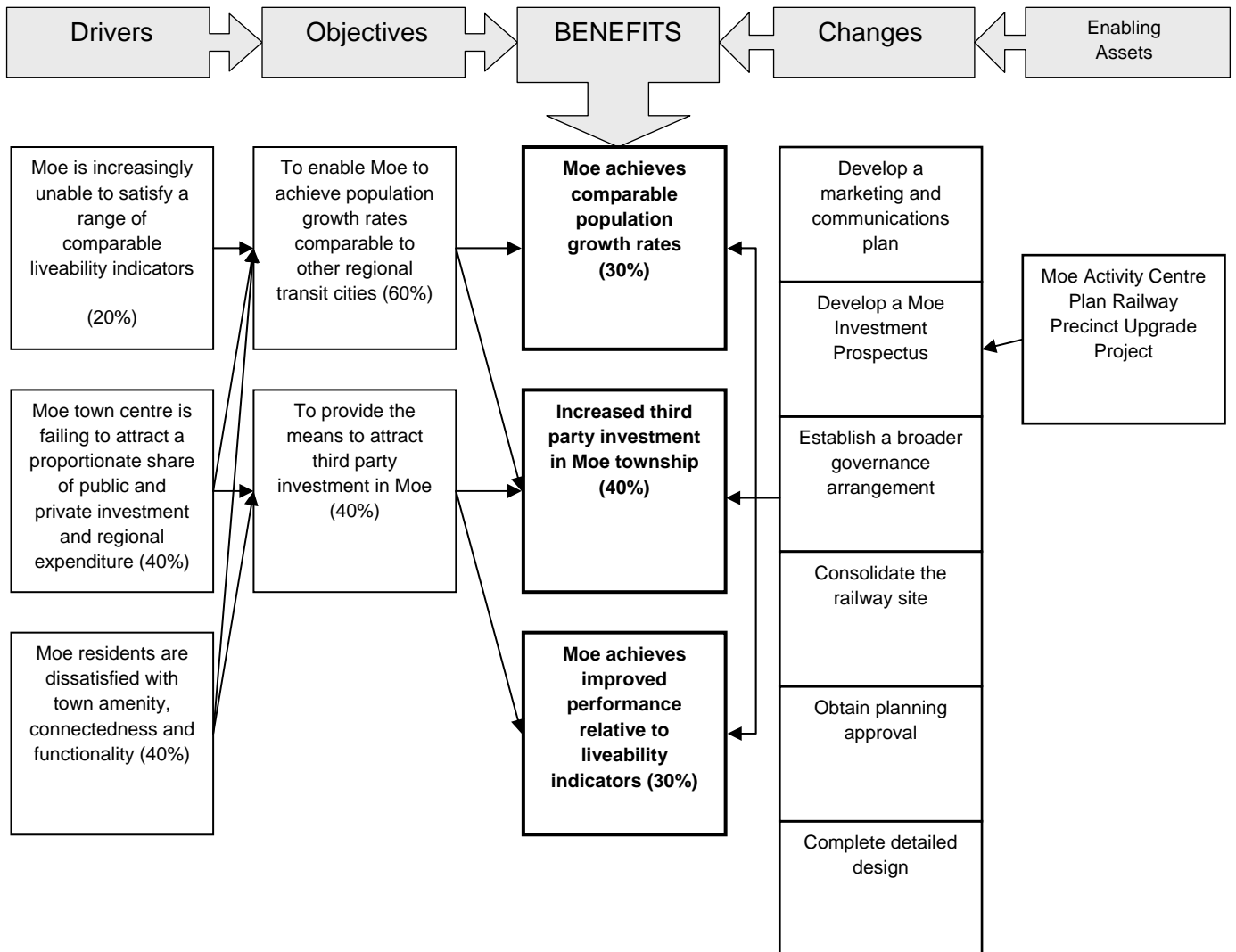
Item (business change or enabler)	Cost (range)
Land acquisition/consolidation	\$2m-\$4m
Site preparation	\$0.5m
Construct bus interchange	\$1m-\$2m
Build community facility/hub	\$8m-\$10m
Develop outdoor/community areas	\$4m-\$9.2m
<b>TOTAL</b>	<b>\$15.5m-\$25.7m</b>

**POLICY ALIGNMENT** What is the primary policy to which this investment will contribute?

Growing Victoria Together; Moving Forward; A Fairer Victoria; Melbourne 2030; Latrobe 2026; Municipal Strategic Assessment (Federal Government)

**INVESTOR** Who is the senior person who will ultimately be responsible for delivering the identified benefits?

Name	Position	Signature	Date
Paul Buckley	Chief Executive Officer		



**Key Performance Indicators**

**Benefit 1: Moe achieves comparable population growth rates**

KPI 1: Population growth in Moe is greater than or equal to average population growth for provincial Victoria

**Benefit 2: Increased third party investment in Moe Town Centre**

KPI 1: Increase in building approvals compared to the previous year for the Moe township.

KPI 2: Annual increases in building approval dollar value compared to the previous year

KPI 3: Increase in public transport usage in Moe

**Benefit 3: Moe achieves improved performance relative to liveability indicators**

KPI 1: Meets a minimum level of liveability indicators.

**Document Control**

<b>Version</b>	1.4
<b>Original ILM Workshop Version</b>	
Date	3/2/2009
Facilitator	Rod Bleathman
Investor	Paul Buckley
<b>Last Modified</b>	
Date	18/03/2009
By	Rod Bleathman
<b>Template Version</b>	3.00

## BENEFIT 1: Moe achieves comparable population growth rates (30%)

### KEY PERFORMANCE INDICATORS

<b>KPI 1</b>	<b>KPI 2</b>
Population growth for Moe is greater than or equal to the average population growth for provincial Victoria	
<b>Measure</b>	<b>Measure</b>
Percentage of annual population growth in Moe compared to provincial Victoria	
<b>Baseline value</b>	<b>Baseline value</b>
0.4%	
<b>Target value for measure/s</b>	<b>Target value for measure/s</b>
1.2%	
<b>Date targets will be met</b>	<b>Date targets will be met</b>
2016	

### RESPONSIBILITIES

<b>Who is responsible for meeting KPI?</b>	<b>Who is responsible for meeting KPI?</b>
Paul Buckley Chief Executive Officer Latrobe City Council	
<b>Who is responsible for reporting?</b>	<b>Who is responsible for reporting?</b>
Shannon Davies Place Manager - Moe Activity Centre Plan Latrobe City Council	

### REPORTING SCHEDULE

<b>Frequency of reporting</b>	<b>Frequency of reporting</b>
Annually	
<b>Source of measurement data</b>	<b>Source of measurement data</b>
Gippsland Regional Information Services	
<b>Starting date for reporting</b>	<b>Starting date for reporting</b>
2011	
<b>Date reporting will end</b>	<b>Date reporting will end</b>
2018	

## BENEFIT 2: Increased third party investment in Moe township (40%)

### KEY PERFORMANCE INDICATORS

<b>KPI 1</b>	<b>KPI 2</b>
Increase in building approvals in Moe compared to the previous year	Increase in building approval dollar value compared to the previous year
<b>Measure</b>	<b>Measure</b>
The annual number of total building approvals for Moe township	The annual dollar value of building approvals in the Moe township
<b>Baseline value</b>	<b>Baseline value</b>
131	\$15,686,448
<b>Target value for measure/s</b>	<b>Target value for measure/s</b>
Annual increases over and above 131	Annual increases over and above \$15,686,448
<b>Date targets will be met</b>	<b>Date targets will be met</b>
2012	2012

### RESPONSIBILITIES

<b>Who is responsible for meeting KPI?</b>	<b>Who is responsible for meeting KPI?</b>
Paul Buckley Chief Executive Officer Latrobe City Council	Paul Buckley Chief Executive Officer Latrobe City Council
<b>Who is responsible for reporting?</b>	<b>Who is responsible for reporting?</b>
Shannon Davies Place Manager - Moe Activity Centre Plan Latrobe City Council	Shannon Davies Place Manager - Moe Activity Centre Plan Latrobe City Council

### REPORTING SCHEDULE

<b>Frequency of reporting</b>	<b>Frequency of reporting</b>
Annually	Annually
<b>Source of measurement data</b>	<b>Source of measurement data</b>
Victorian Building Commission	Victoria Building Commission
<b>Starting date for reporting</b>	<b>Starting date for reporting</b>
2011	2011
<b>Date reporting will end</b>	<b>Date reporting will end</b>
2018	2018



## BENEFIT 2: Increased third party investment in Moe township (40%)

### KEY PERFORMANCE INDICATORS

<b>KPI 3</b>
Increased public transport use in Moe
<b>Measure</b>
Increase in annual patronage on V/Line passenger services to Moe
<b>Baseline value</b>
139,438 (2008)
<b>Target value for measure/s</b>
Annual increases over the baseline value
<b>Date targets will be met</b>
2012

### RESPONSIBILITIES

<b>Who is responsible for meeting KPI?</b>
Paul Buckley Chief Executive Officer Latrobe City Council
<b>Who is responsible for reporting?</b>
Shannon Davies Place Manager - Moe Activity Centre Latrobe City Council

### REPORTING SCHEDULE

<b>Frequency of reporting</b>
Annually
<b>Source of measurement data</b>
V/Line Passenger Services
<b>Starting date for reporting</b>
2011
<b>Date reporting will end</b>
2018

### **BENEFIT 3: Moe achieves improved performance relative to liveability indicators (30%)**

#### **KEY PERFORMANCE INDICATORS**

<b>KPI 1</b>
Moe meets a minimum number of the liveability indicators
<b>Measure</b>
Number of liveability indicators satisfied in the Moe township.
<b>Baseline value</b>
25%
<b>Target value for measure/s</b>
50%
<b>Date targets will be met</b>
2015

#### **RESPONSIBILITIES**

<b>Who is responsible for meeting KPI?</b>
Paul Buckley Chief Executive Officer Latrobe City Council
<b>Who is responsible for reporting?</b>
Shannon Davies Place Manager - Moe Activity Centre Plan Latrobe City Council

#### **REPORTING SCHEDULE**

<b>Frequency of reporting</b>
Annually
<b>Source of measurement data</b>
Latrobe City Council Liveability Report
<b>Starting date for reporting</b>
2011
<b>Date reporting will end</b>
2018

## Appendix 3: Sample Highlights Report

<b>Name of Project</b>	Moe Activity Centre Plan – Moe Railway Precinct Revitalisation Project	
<b>Week Commencing</b>	February 2010	
<b>% Complete</b>  These projects have been combined to form one project called : Moe Rail Precinct Revitalisation Project. (MRPRP)	<b>ID Number (from project schedule)</b>	<b>% Complete</b>
	Project 1 – Train Station Precinct Revitalisation	80
	Project 2 – Integrated Bus Loop	80
	Project 3 – Moore Street Shared Zone	80
	Project 6 – Roundabout Overpass	80
<b>Current Issues</b>	<ul style="list-style-type: none"> <li>• As the draft master plan is now adopted, the \$2M funding application is being progressed. Discussions with Federal Govt officers in relation to alternate expenditure is in progress.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Monthly acquisition status report has been submitted to ETeam.</li> </ul>	
<b>Current Risk</b>	1. Federal funding not approved.	
<b>New Issues</b>	<ol style="list-style-type: none"> <li>1. Tender for detailed design of the master plan has been advertised.</li> <li>2. A pre-tender site visit for consultants was held on 23 February 2010.</li> <li>3. CFA have advised that no longer require a presence in the proposed Community Hub building as requested previously. This is due to a government directive requiring CFA to realign all boundaries to the municipal boundary, which will impact on their presence and location.</li> </ol>	
<b>New Risks</b>	1. Lack of funds to pay consultants if \$2M Federal funding is not approved.	
	2. Insufficient number of submissions to the tender.	
<b>Work Planned Until Next Meeting</b>	1. Continue to address consultants' queries on the tender.	
	2. Continue to progress acquisition process with State Government according to agreed work program.	
<b>Key Dates Until Next Meeting</b>	Fortnightly meetings with DOT/RDV/DPCD re acquisition program.	