



LATROBE CITY COUNCIL

**AGENDA FOR THE
ORDINARY COUNCIL MEETING**

**TO BE HELD IN NAMBUR WARIGA MEETING ROOM
CORPORATE HEADQUARTERS, MORWELL
AT 6.00 PM ON
27 MARCH 2017**

CM498

MISSION

TO PROVIDE
THE BEST POSSIBLE
FACILITIES, SERVICES,
ADVOCACY AND LEADERSHIP
FOR LATROBE CITY, ONE OF
VICTORIA'S FOUR MAJOR
REGIONAL CITIES.

VALUES

- » Providing affordable people focused community services
- » Planning strategically and acting responsibly, in the best interests of the whole community
- » Accountability, transparency and honesty
- » Listening to and working with the community
- » Respect, fairness and equity
- » Open to and embracing new opportunities

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1. OPENING PRAYER

Our Father who art in Heaven, hallowed be thy name. Thy kingdom come, thy will be done on earth as it is in Heaven. Give us this day our daily bread, and forgive us our trespasses, as we forgive those who trespass against us, and lead us not into temptation but deliver us from evil. For the kingdom, the power, and the glory are yours now and forever. Amen.

2. ACKNOWLEDGEMENT OF THE TRADITIONAL OWNERS OF THE LAND

I would like to acknowledge the traditional owners upon whose land we are meeting on today, the Gunaikurnai people and pay my respects to their Elders past and present.

If there are other Aboriginal people/Elders present I would also acknowledge them.

3. APOLOGIES AND LEAVE OF ABSENCE

4. DECLARATION OF INTERESTS

5. ADOPTION OF MINUTES

RECOMMENDATION

That the minutes of the Ordinary Council Meeting held on 6 March 2017 and Special Council Meeting held on 20 March 2017 be confirmed.

6. ACKNOWLEDGEMENTS

Councillors may raise any formal acknowledgements that need to be made at this time, including congratulatory or condolences.

7. PUBLIC QUESTION TIME

Members of the public who have registered before 12.00 Noon on the day of the Council meeting are invited to speak to an item on the agenda or to ask a question of the Council.

8. ITEMS HELD OVER FOR REPORT AND/OR CONSIDERATION/QUESTIONS ON NOTICE

Date of Council Meeting	Item	Date of Future Council Meeting Report
Chief Executive Office		
City Development		
13 February 2017	Planning Application 2016/91 – Development of a Second Dwelling on a lot in the General Residential Zone	<p>Complete 16 February 2017 A report will be presented to the Ordinary Council Meeting on 06 March 2017.</p> <p>03 March 2017 Report will be considered at the 6 March 2017 Council Meeting</p>
Infrastructure & Recreation		
06 November 2013	Latrobe Regional Motorsport Complex	<p>2015 A briefing report and Council report will be presented in April 2016.</p> <p>30 March 2016 A briefing report will be presented in May 2016.</p> <p>26 May 2016 A briefing report will be presented to Councillors at the 30 May 2016 Councillor Briefing.</p> <p>30 May 2016 A report was presented to the Councillor Briefing on 30 May 2016, and a further report will follow in September.</p> <p>20 September 2016 A tour of possible sites for the development of a Motorsport Complex will be organised for early in 2017.</p>

Date of Council Meeting	Item	Date of Future Council Meeting Report
28 April 2014	Proposed Site for Latrobe City Mountain Bike Park Confidential under section 89(2)(d) contractual matters	Complete 11 November 2016 A further report will be presented to Council in early 2017. 13 January 2017 A report will be presented to Council at the 6 March 2017 Council Meeting. 09 March 2017 Report presented to the 6 March 2017 Council meeting.
19 May 2014	East West Link for Traralgon Confidential under section 89(2)(h) a matter which the Council or special committee considers would prejudice the Council or any person	27 January 2017 A report will be presented to Council in March 2017.
20 June 2016	Draft Drainage Asset Management Plan 2016	05 July 2016 Following adoption Officers are reviewing the improvement plan and will discuss Consultation with Communication Department to prepare a plan to consult immediately following the caretaker period. 21 September 2016 Consultation will commence once the Caretaker period has finished. 23 November 2016 Consultation is arranged for December through to February 2017. 27 January 2017 A report will presented to an Ordinary Council Meeting in May 2017 following the conclusion of the community consultation.

Date of Council Meeting	Item	Date of Future Council Meeting Report
11 July 2016	Latrobe Leisure Moe Newborough Hydrotherapy Program	<p>20 July 2016 A report will be presented to Council in 2017.</p> <p>22 February 2017 Councillor Briefing report presented 20 February 2017. A further report will be presented to Council in April 2017.</p>
12 September 2016	2016/25 - Footpaths in Central Business District and Moe CBD on Street Car Parking	<p>11 January 2017 Report to Council programmed for the March 2017 Council meeting.</p>
12 September 2016	Outdoor Pool Operating Hours 2016/17	<p>20 September 2016 A report will be presented to Council at the end of the outdoor pool season (March 2017).</p>
12 September 2016	Country Football Netball Program	<p>Complete</p> <p>02 November 2016 A report will be presented to the Councillor Briefing on 28 November 2016.</p> <p>12 December 2016 A briefing report was presented to the 28 November 2016 Councillor Briefing. A further report will be presented to Council at the 13 February 2017 Ordinary Council meeting.</p> <p>01 February 2017 Report has been rescheduled to March 2017.</p> <p>09 March 2017 Report presented to the 6 March 2017 Ordinary Council meeting.</p>
12 September 2016	Community Cricket Program: On Common Ground Confidential under section 89(2)(e) proposed developments	<p>30 January 2017 A report will be presented to Councillors at the 20 February 2017 Councillor Briefing.</p> <p>09 February 2017 A report to Council has been deferred from February 2017 to March 2017.</p>

Date of Council Meeting	Item	Date of Future Council Meeting Report
13 February 2017	Proposal to establish a BMX Track in Centenary Park, Boolarra	<p>15 February 2017 A Council report will be presented to the 6 March 2017 Ordinary Council meeting in relation to this matter.</p> <p>09 March 2017 Report presented to 6 March 2017 Council meeting.</p>
13 February 2017	Henry Street, Traralgon - Resident Exempt Parking analysis	<p>22 February 2017 A report will be presented to Council in April 2017.</p>
13 February 2017	39 Queen Street, Moe - Traffic and Verge Parking	<p>22 February 2017 A report will be presented to Council 3 months after the installation of signage.</p>
Community Services		
18 February 2013	Affordable Housing Project – Our Future Our Place	<p>09 March 2016 A report will be presented to a Councillor Briefing in May 2016</p> <p>08 June 2016 The Briefing report has been rescheduled to 27 June 2016.</p> <p>20 July 2016 A briefing report was prepared for the Councillor briefing on 27 June.</p> <p>09 August 2016 A briefing report was presented to the Councillor briefing on 25 July.</p> <p>28 October 2016 Report scheduled in for Councillor Briefing (2) on Monday, 28 November 2016.</p> <p>07 November 2016 Councillor Briefing Report to be presented in Feb 2017.</p> <p>15 March 2017 A report will be presented to Council at the 18 April 2017 meeting.</p>

Date of Council Meeting	Item	Date of Future Council Meeting Report
20 June 2016	2016/12 - Future Economic Development of Latrobe City	<p>Complete 20 September 2016 The Positioning Paper was presented at a Briefing on 05 September 2016. A further report will be presented to Council.</p> <p>02 November 2016 A further report will presented to a Councillor Briefing in November 2016.</p> <p>07 November 2016 A report will be presented to a Councillor Briefing on Monday 28 November 2016.</p> <p>30 January 2017 A report will be presented to a Councillor Briefing in February 2017.</p> <p>23 February 2017 A Strength Led Transition document was presented to a Council Briefing and adopted in principle</p>
22 August 2016	2016/21 - Hinkler Street Reserve Site	<p>07 November 2016 Councillor Briefing Report to be presented in Feb 2017.</p> <p>15 March 2017 A report will be presented to Council at the 18 April 2017 meeting.</p>
12 September 2016	2016/27 - Use of Telephone and Mobile Device Applications for Improving Communication between our Community and Council	<p>20 September 2016 Officers will prepare a report for a future Council Meeting.</p> <p>02 November 2016 A report will be presented to Council in 2017.</p> <p>30 January 2017 A report will be presented to Council in April 2017.</p>

Date of Council Meeting	Item	Date of Future Council Meeting Report
12 September 2016	Future Morwell Revitalisation Plan Confidential under section 89(2)(d)(e) contractual matters and proposed developments	28 October 2016 Briefing report scheduled to go before Councillors in February 2017, with a Council Meeting report to be scheduled following the briefing. February 2016 The briefing report has been rescheduled to March 2017.
05 December 2016 Community Services	Moe Library Facility to Incorporate a Local Information Centre and the Display and Sale of Local Artworks	30 January 2017 Follow up briefing due to Council in April 2017.
Corporate Services		
25 May 2015	MAV Workcare Self Insurance Confidential under section 89(2)(d) contractual matters	2015 A report will be presented to Council in the second half of 2019. 14 March 2017 A report to Council is scheduled for the end of the current financial year.
17 August 2015	Legal Matter - Sale of Council Property Confidential under section 89(2)(f) legal advice	27 January 2017 A report will be presented to Council in the second half of 2017.
13 February 2017	Proposed Sale of Land – Short Street, Traralgon	16 February 2017 A report will be presented to Council at the conclusion of the Expression of Interest process.
13 February 2017	Proposed name change - McPherson Road Newborough	16 February 2017 A report will be presented to Council at the conclusion of the consultation period should any submissions be received.

Date of Council Meeting	Item	Date of Future Council Meeting Report
13 February 2017	Proposed sale of a portion of Council owned Recreation Reserve located north of Rangeview Drive Traralgon	16 February 2017 A report will be presented to Council at the conclusion of the consultation period should any submissions be received.

NOTICES OF MOTION

9. NOTICES OF MOTION

Notices of Motion may be lodged by Councillors with the Chief Executive Officer up until 10.00 am on the Friday prior to an Ordinary Council Meeting.

All Notices of Motion accepted, will be published to the Council website on the same day.

**ITEMS REFERRED BY
THE COUNCIL TO THIS
MEETING FOR
CONSIDERATION**

**10. ITEMS REFERRED BY THE COUNCIL TO THIS MEETING FOR
CONSIDERATION**

Nil reports

CORRESPONDENCE

11. CORRESPONDENCE

Nil reports

PRESENTATION OF PETITIONS

12. PRESENTATION OF PETITIONS

Nil reports

CHIEF EXECUTIVE OFFICE

13. CHIEF EXECUTIVE OFFICE

Nil reports

CITY DEVELOPMENT

14. CITY DEVELOPMENT

14.1 Latrobe Regional Airport Marketing and Business Development Strategy

General Manager

City Development

For Information

EXECUTIVE SUMMARY

In March 2016 Council appointed Fox Strategic (Paul Fox) to develop a Marketing and Business Development Strategy for the Latrobe Regional Airport. The intention of the strategy was to assist Latrobe City to establish an aerospace precinct to facilitate the attraction of aviation and aerospace businesses to Latrobe Regional Airport.

This Strategy is in accordance with the adopted Latrobe Regional Airport Master Plan 2015 in that it is designed to attract businesses identified in the Master Plan and into the areas for development on the Airport as identified in the Master Plan.

The final Marketing and Business Development Strategy was presented to the Latrobe Regional Airport Board for adoption on 14 November 2016. (See attachment one)

This strategy document is now presented to Council for information.

RECOMMENDATION

That Council receives and notes the Latrobe Regional Airport Marketing and Business Development Strategy.

DECLARATION OF INTERESTS

Officers preparing this report have declared they do not have a conflict of interest in this matter under the provisions of the *Local Government Act 1989*.

DISCUSSION

In November 2016 a Marketing and Business Development Strategy was adopted by the Latrobe Regional Airport Board. This Strategy identifies a marketing opportunity for increasing the employment level at the Latrobe Regional Airport. This is in line with Council's adopted Strength-Led Transition document and its approach to support the Latrobe Regional Airport.

The Latrobe Regional Airport currently supports approximately 160 jobs. This Marketing and Business Development Strategy is the vehicle which will enable Latrobe City Council to attract businesses in the aviation and aerospace sector to establish alongside our anchor tenant Mahindra Aerospace/GippsAero.

The document clearly establishes a way forward in the immediate future to achieve this business development and attract employment in areas not associated with our traditional industry base.

STAKEHOLDER CONSULTATION

No engagement carried out beyond that done during the Master Plan process and the continued engagement with the Airport Board throughout the development of the Strategy.

FINANCIAL AND RESOURCES IMPLICATIONS

The cost of development of the Strategy has been budgeted for within the 2016-17 Airport budget. The recommendations within the strategy will be separately costed when and if they are acted upon.

RISK IMPLICATIONS

The risk in not noting the Latrobe Regional Airport Marketing and Business Development Strategy is it will cause delays in implementing business attraction strategies and job creation at Latrobe Regional Airport.

CONCLUSION

The Latrobe Regional Airport Marketing and Business Development Strategy provides a clear path forward for the Airport to play its part in the Latrobe City Strength-Led transition process.

SUPPORTING DOCUMENTS

Nil

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Attachments

- 1 [↓](#). Latrobe Regional Airport Marketing and Business Development Strategy

14.1

Latrobe Regional Airport Marketing and Business Development Strategy

- 1 Latrobe Regional Airport Marketing and Business
Development Strategy 29**

FoxStrategic™

LATROBE REGIONAL AIRPORT
MARKETING AND BUSINESS DEVELOPMENT STRATEGY



22 JULY 2016
(Updated 5 October 2016)



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INTRODUCTION

STRUCTURE OF THIS DOCUMENT

This document – the Latrobe Regional Airport Marketing and Business Development Strategy, comprises four sections as follows:

Section 1 – Context and Key Assumptions

Provides the background to Council's interest in developing an aerospace precinct strategy for the Latrobe Regional Airport (LRA) and outlines the assumptions relating to the global aerospace industry that supports the initiative.

Section 2 –Aerospace Precinct Strategy

Outlines the key elements of the strategy, including the recommended name for the precinct and the proposed elements of the precinct.

Section 3 –Marketing Plan

Outlines the key recommendations on how to market and build the profile of the precinct and attract tenants.

Section 4 – Other Key Recommendations

Provides some additional recommendations that have not been covered by previous sections of the document.

SECTION 1 – CONTEXT AND KEY ASSUMPTIONS

CONTEXT

In October 2015, the Latrobe City Council (LCC) released the tender LCC-285, seeking the development of The Latrobe Regional Airport Marketing and Business Development Strategy (LRAMBDS).

Fox Strategic was the successful applicant for the tender.

The intention of the strategy is fundamentally to help the LCC to establish an aerospace precinct and in so doing facilitate the attraction of aviation and aerospace businesses to a dedicated precinct which is located at the Latrobe Regional Airport. The strategy supports Council's objective of the Latrobe Regional Airport as a key employment zone.

This document provides the LCC with a tangible and achievable vision for the precinct and a roadmap to make it happen. The strategy will also provide the tools to assist Council in marketing this vision to the critical stakeholders, including: State and Federal Government; the aviation and aerospace sectors; the constituents of the Council area; and the community within the broader Latrobe Valley (i.e. not just the Latrobe City Council area).

PHASES OF THE PROJECT

The project to develop the Marketing and Business Development Strategy comprises two phases.

- **Phase One** is focused on the development of the initial strategy and the marketing plan. This phase is delivered by this document.
- **Phase Two** is focused on the "strategy implementation" and will be delivered over approximately eight months. This will commence once Council has formally adopted the strategy.

ALIGNMENT WITH COUNCIL'S NEW ECONOMIC DEVELOPMENT STRATEGY

This strategy has been developed within the context of Council's recently launched Economic Development Strategy. The aerospace focus of the proposed precinct is an excellent and high-profile example of the focus of the economic development strategy, and will certainly contribute to Council's aspiration to be the "Engineering Capital of Australia".



DEFINITIONS: AVIATION / AEROSPACE

For obvious reasons, this document features the words “aviation” and “aerospace” a great deal and for the purpose of ensuring this document is correctly understood, the meanings of these terms are clarified as follows.

While similar and often used interchangeably, even within the industry itself, they do have slightly different meanings. The general industry consensus on the meanings of these terms is:

- **Aviation** – is defined as covering, airport and airline operations, training, education, and maintenance repair and overhaul (MRO).
- **Aerospace** – in turn primarily describes the design, manufacture, and modification of aircraft and associated components.

ASSUMPTIONS

WHY AN AEROSPACE PRECINCT?

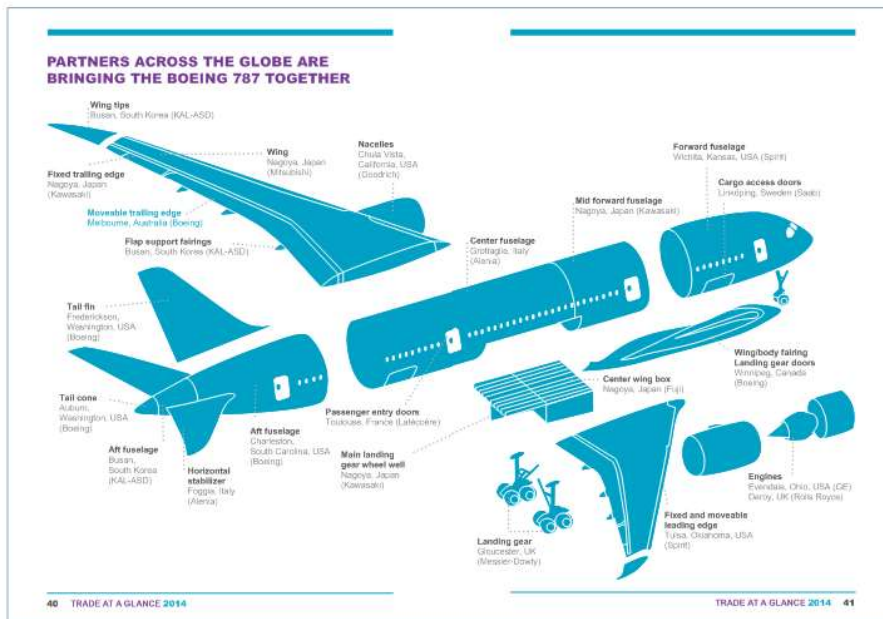
Put simply, the primary reasons that it makes sense for Council to develop an aerospace precinct are:

- There is unprecedented global demand for commercial airplanes, (driven by the growth in the Asian middle class – particularly China and India), which translates into significant opportunities within the global supply chain for aerospace related components.
- Foundations already exist for an aerospace manufacturing precinct with Mahindra Aerospace being based at the LRA.

Unprecedented Global Demand for Commercial Airplanes

The growth of the aerospace sector is well documented and the two major airframe production companies, Airbus and Boeing, are both forecasting similar demand for new commercial airplanes throughout the world.

An important feature of the sector is that there are well established “global value chains” in place with the major airframe manufacturers for sourcing aircraft components. An example of these value chains is illustrated by the diagram below, which is an excerpt from Austrade’s “Trade at a Glance” publication, outlining the countries of origin of components of the Boeing 787 Dreamliner.¹



Similar growth forecasts are also present within the global defence aerospace sector, which also relies heavily on the global value chain model, albeit with some logical restrictions associated with geopolitical/military alignment.

¹ Excerpt from Department of Foreign Affairs and Trade – Trade at a Glance 2014 report.

Major Aircraft Manufacturers' Outlook (2016-2035)

Both major aircraft manufacturers, Airbus and Boeing, publish an annual market outlook/forecast report. For the past several years they have been forecasting significant growth and their latest reports are no different.



Excerpt from Boeing's "Current Market Outlook 2015-2034"



N.B. While Boeing announced in January this year that it expects commercial airplane deliveries to decline in 2016 for the first time since 2010, the long-term industry outlook remains unchanged.



Excerpt from the Airbus "Global Market Forecast - Mapping Demand 2016/2035" document.



Defence Aerospace Sector Returning to Growth

Similar growth forecasts are also present within the global defence aerospace sector, which also relies heavily on the global value chain model, albeit with some logical restrictions associated with geopolitical/military alignment.

In January 2016, Deloitte Global reported in their 2016 Global Aerospace and Defense Sector Outlook report a return to growth in the aerospace and defense (A&D) industry after a period of declining revenue.

The global aerospace and defense (A&D) industry is expected to return to growth in 2016 with total sector revenues estimated to grow at 3.0 percent, according to the Deloitte Touche Tohmatsu Limited (Deloitte Global) Consumer & Industrial Products Industry group's 2016 Global aerospace and defense sector outlook.

This positive signal follows years of declining revenue growth of 3.2 percent in 2013, 1.9 percent growth in 2014, and an expected decline of minus 0.5 percent in 2015 as found by Deloitte Global in its 2015 Global aerospace and defense sector financial performance study.

Over the last three years, global A&D industry revenue was largely impacted by decreased revenues in the United States (US) defense subsector.

The return to growth in 2016 is expected to be fueled by increases in the US defense budget, a resurgence of global security threats, and growth in defense budgets of key nations around the world.

Defense budgets in the US, United Kingdom, France, Japan, several Middle Eastern countries, and other nations are increasing at a time when national security threats are being heightened.

Global revenues in the defense subsector are expected to return to growth in 2016, as governments equip their armed forces with modern defense weapons platforms and next-generation technologies, including cyber, intelligence gathering, defense electronics, and precision strike capabilities.

Source: Deloitte Insights, 2016 Global aerospace and defense sector poised to resume growth. <http://www2.deloitte.com/global/en/pages/manufacturing/articles/global-a-and-d-outlook.html>

Manufacturing Skills Australia Report on Aerospace Sector

In November 2014, Manufacturing Skills Australia (MSA)² published a report titled: "Australian Aerospace Manufacturing Industry 2014". The report was produced to provide a summary of the then current status of the sector, and the significant opportunities for growth. It is the most recent snapshot of the Australian aerospace manufacturing sector available. A full copy of this report is attached as Appendix 4.

Both the International Air Transport Association (IATA) and CAPA are predicting that the aviation industry in the Asia-Pacific region will more than double in the next 20 years.

It is expected that this predicted growth will have flow on to Australian manufacturers. Opportunities should open up for the industry nationally to leverage off this expected domestic and international growth in aircraft (including components) manufacture.

Australia is geographically well located to take advantage in this increased demand for new aircraft. Not only are we in the Asia-Pacific region, Australia has a high-skilled, technology-savvy workforce. Aerospace manufacturing processes and materials are distinguished from most other manufacturing by stringent safety requirements. Aerospace components manufacturing requires greater accuracy and closer tolerances than manufacturing of components for other products.

Manufacturing Skills Australia, "Australian Aerospace Manufacturing Industry 2014" Report

Other Aerospace Growth Segments

In addition to the areas identified above with respect to large-scale commercial and defence aircraft, there are some other segments within the aerospace sector that are noteworthy due to their growth performance.

Most notable are Unmanned Aerial Systems (UAS) or Remotely Piloted Aircraft Systems (RPAS). Australia is one of the world's leaders in this sector, in areas ranging from design, manufacture and operations, to regulatory reform. As this is still an emerging sector, it is considered that there will be a range of future opportunities in this sector.

In our research for MSA's 2014 Environmental Scan, we identified that the growth in unmanned aerial systems offered huge opportunities for Australian manufacturers if they are able to capitalize on the technical capabilities already existing in Australia, especially in the areas of telemetry and ground systems.

Current research and development in unmanned aerial systems have potential applications in many areas of Australian civilian industries including in agriculture (through providing targeted application of fertilizers and pesticides), aerial 3D geo-mapping, and support for firefighting and search and rescue operations. South Australia is pitched to be a leading hub for this.

Manufacturing Skills Australia, "Australian Aerospace Manufacturing Industry 2014" Report

² MSA is funded by the Australian Government and works closely with industry associations, unions, training providers, government agencies and employers to continually evolve and improve skills for manufacturing.

Australia's Reputation in the Sector

Australia is highly regarded in terms of manufacturing standards within the international aerospace manufacturing sector. This reputation is a result of Australia's mature aviation regulatory system and a strong track record as technical innovators. More recently, Australian manufacturers in the sector have undergone major productivity gains (as a result of the previously high Australian dollar), making them highly competitive in the global supply chain.

Australian companies not only compete in the global supply chain, but also in many cases lead the way, e.g. Brisbane-based company, Ferra Engineering was named "Boeing's International Supplier of the Year" in 2011, chosen from a pool of more than 17,500 aerospace and defence suppliers in 50 countries.

WHY IN THE LATROBE VALLEY?

The rationale behind establishing an aerospace precinct in the Latrobe Valley is a realistic one and is underpinned by a few key factors as outlined below.

Mahindra Aerospace Presence

Firstly, there is already an aerospace manufacturing presence with Mahindra Aerospace having its primary manufacturing operation already based at LRA. The heritage of Mahindra Aerospace as GippsAero reflects very positively on the region as being an innovator in the sector. The now predominantly Indian owned company continues to grow and with this growth will bring additional opportunities to develop a local supply chain.

The presence of Mahindra Aerospace is a major asset in Council's aspirations to establish a vibrant aerospace precinct. In addition to the already established business, there may well be opportunities for Mahindra Group to invest in other areas of the sector.

Skilled Workforce in the Region

Secondly, as a result of the region's engineering related heritage (as identified in Council's Economic Development Strategy), there is a potential workforce with a general skill base similar to those required in aerospace manufacturing. Given the forecast changes in the economic landscape in the region, the availability of skilled workers will only increase. This is likely to be a very attractive proposition to businesses looking to relocate to the aerospace precinct at Latrobe.

Quality of Life and Cost of Living

Another advantage of the Latrobe Valley is its affordable cost of living and high quality of life. Housing prices are much lower than in the capital cities, yet still located within two hours of Melbourne.

Economic Climate in the Region

There are a number of drivers linked to both the current and forecast state of the economy in the region. Accordingly, it has been identified at all levels of government (local, state and federal), that there is a need to consider the next phase of economic development in the region, as the existing primary employment sectors (brown-coal and power generation), are anticipated to decline in the foreseeable future.

LCC has recently adopted its Economic Development Strategy. The strategy aims to position Latrobe City as the engineering capital of Australia and is designed to not only take advantage of the resources and skills that already exist in the Latrobe Valley, but to also look at ways of moving away from mainstream engineering to more niche or advanced manufacturing, such as aerospace.

UNIQUE VALUE PROPOSITION OF THE LATROBE REGIONAL AIRPORT LOCATION

While there are a number of factors that support the principle of establishing an aerospace precinct at the Latrobe Regional Airport site (as outlined in the above section - Why in the Latrobe Valley?), there are some very important economic and political environment issues that make the proposal a compelling one.

One of the primary factors making the project a realistic aspiration for Council is the widely recognised increasing need to develop new sources of jobs and economic growth within the Latrobe Valley, coupled with the State and Federal Governments' awareness of this need.

So in summary, the unique value proposition includes the following elements:

- The strong commitment by Council to transition to a diversified economic base within the shire.
- The current and forecast changes to the economic climate within the Latrobe Valley that is anticipating major changes to the economic profile of the region and the significant potential State and Federal Government support to assist with the required economic transition in the region.
- The existing presence of Mahindra Aerospace as a significant aerospace manufacturing operation.

WHAT DOES COUNCIL HAVE TO OFFER?

One of the primary things that Council has to offer in attracting potential tenants to the precinct is serviced industrial land. The airport represents an attractive property development site, and in the interests of attracting new businesses and creating jobs, Council is in a good position to offer attractive rental incentives.

DIVERSIFICATION OPPORTUNITIES FOR LATROBE VALLEY BUSINESSES

As a result of the development of the Aerospace Precinct, there will also be opportunities for Council to introduce existing businesses based in the Latrobe Valley, who currently do not participate in the aerospace sector, but have the technical capability and desire to enter this market.

It is anticipated that this would be undertaken as a separate project facilitated by Council's Economic Development team. Activities to achieve this capability transfer objective would include: conducting regular dedicated briefings on the aerospace sector's demands; encouraging local firms' participation in the aerospace related trade missions that Council will be promoting and participating in; and working with State and Federal Government agencies who are responsible for tracking and identifying demand for services in the international market.

POTENTIAL FUNDING SOURCES FOR THE PRECINCT

There are a number of potential sources of funding to assist the LCC in developing the aerospace precinct concept.

Federal Government

- Potential funding opportunities under regional development programs, i.e.
 - Transport Development and Innovation Projects
 - Regional Development Australia
 - National Stronger Regions Fund
 - Major Projects
- Support from relevant departments in areas including, investment attraction, international trade missions, and funding for further strategic studies.

Victorian Government

- \$40 million transition program (to help grow future industries, building the long-term skills and jobs for the years ahead)
- \$500 million Regional Jobs and Infrastructure Fund

Private Partners

As the plan for the aerospace precinct is further developed, there may be potential opportunities for private investment in projects within the precinct.

SECTION 2 – AEROSPACE PRECINCT STRATEGY

RECOMMENDED NAME OF THE PRECINCT & WHY

The recommended name for the precinct is:

“Latrobe City Aerospace Precinct”

- **Latrobe City:** is recommended as it creates a distinction between the “Regional Airport”, and it aligns more with the Council’s brand. The inclusion of the word “City” gives the impression of a more substantial location.
- **Aerospace:** (as opposed to aviation) is recommended as it is more reflective of the objectives and composition of the precinct. (Refer to “Definitions: Aviation/Aerospace” section earlier in this document).
- **Precinct:** is considered to be a current and relevant term which accurately describes the facility. The use of the words “Park” or “Centre” reflect a project of smaller size.

PROPOSED ELEMENTS OF THE PRECINCT

In addition to the existing businesses and Government agencies based at the airport, there are a number of opportunities identified for the precinct. While these are primarily within the aerospace manufacturing sector, there are additional non-manufacturing opportunities as well.

The proposed components of the precinct as described below is not a list of individual potential businesses to be based within the precinct. It is however a list of: (a) areas or zones which represent a cluster of related activities (i.e. the Aerospace Manufacturing Zone), and (b) physical locations or buildings (sometimes with multiple tenants) within which a cluster of related activities take place (i.e. Aviation Research Centre where several universities or research institutions operate).

These eight elements cover the range of high-potential business opportunities open to the precinct and represent a general order of priority, where this is possible. The recommended key components of the precinct are:

Elements of the Precinct
1. Aerospace Manufacturing Zone
2. Aviation Training & Education Zone
3. Space Camp Australia (<i>Including: National STEM Centre & Space Museum</i>)
4. Advanced Manufacturing Laboratory and Training Centre
5. Aviation Research Centre
6. Aerospace Industry Business Incubator
7. International Pilot Training Academy/Campus
8. General Aviation Services Zone

One of the primary focal points of the precinct is research and development and this is one of the major things that will differentiate this precinct from many others throughout Australia. Similarly, the important (and long-term) strategy of fostering new and innovative aerospace businesses through an Aerospace Industry Business Incubator, will see the next generation of aerospace industry high-performers locally grown, and thereby building the aerospace sector in the region for the long-term.

While all of these elements of the precinct are considered to be feasible opportunities in one form or another, even if only a percentage of the proposed business areas do eventuate, it would still potentially deliver great gains in employment and economic contribution to the region.

ELEMENT 1 – AEROSPACE MANUFACTURING ZONE

It is proposed that the Aerospace Manufacturing Zone would be an area surrounding the existing Mahindra Aerospace buildings, and would be a cluster of aerospace related manufacturing businesses.

One of the potential incentives for aerospace businesses in basing themselves in a cluster is when there is specialised equipment available locally to assist in the processes involved in their production. It is therefore proposed that a research project be undertaken (potentially in conjunction with a university with relevant sector knowledge), to identify potential industry bottlenecks or processes currently only available outside of Australia. Once these are identified a proposal could be made to relevant Government agencies to help fund this equipment.

There are a number of priority activities and opportunities for the Aerospace Manufacturing Zone.

- The first opportunity would be an expanded operation of Mahindra Aerospace (they currently produce two aircraft models and have plans to produce at least two additional aircraft designs). It is in Council's interest to ensure that Mahindra Aerospace expand its operations at Latrobe Regional Airport, and therefore this should be a major focus of their precinct initiative (see Section 4 – Other Recommendations, for more information).
- Secondly, even with Mahindra's current level of operation, there are opportunities to establish a local and expanded supply chain to support their current operation. This will become even more important as the business continues to grow. It is proposed that Council would work closely with Mahindra to identify their current and potential future needs with respect to their supply chain. This knowledge will inform priority targets for the precinct.
- Beyond Mahindra's operations, a major priority for the precinct would be to continue actively marketing the availability of space in the Aerospace Manufacturing Zone with a more aggressive campaign, aimed at potential tenants from both the civil and defence manufacturing sectors. These targets may come from anywhere in Australia or even overseas.

The engagement of an airport design firm to assist in designing an attractive and well laid out plan for this zone (and the others in the precinct), would be an extremely important step in the process of preparing to pitch to and attract business to the precinct.

ELEMENT 2 – AVIATION TRAINING & EDUCATION ZONE

This zone will be a cluster of both vocational/trade training organisations, and higher education institutions

One of the primary relationships associated with this zone, is Federation University and Federation Training, due to the existing relationship with Council and their established presence in the region.

One of the recommendations within this strategy is to source retired commercial aircraft to be located within the precinct site and it is proposed that access to such aircraft may well be an advantage in attracting training and education providers to the precinct.

Other important potential relationships for this zone would be Melbourne based universities with aviation or aerospace related programs, including Swinburne University of Technology, RMIT University and Monash University.

Again the development of a design plan for this zone and the broader precinct will be an important element in attracting organisations to the precinct.

ELEMENT 3 – SPACE CAMP AUSTRALIA (INCLUDING: NATIONAL STEM CENTRE & SPACE MUSEUM)

One of the more advanced and exciting opportunities for the precinct is the potential establishment of Space Camp Australia within the aerospace precinct.

Council has already been introduced and is in discussions with the proponents of the Space Camp Australia project – One Giant Leap Pty Ltd. A memorandum-of-understanding is being developed in relation to establishing the Space Camp facility within the precinct or elsewhere within LCC electoral boundaries, depending on land area requirements.

Pursuing Space Camp to be located at Latrobe is by far the highest priority recommendation of this strategy document and certainly the “lowest hanging fruit”. Fox Strategic has presented this opportunity to Latrobe and it should be pursued with great vigour. Rarely is such a high profile branded opportunity made available.

One Giant Leap has an executed memorandum-of-understanding with U.S. Space Camp United States for a 25 year exclusive licence to operate the Space Camp model within the Asia Pacific region.

One of the components of the broader Space Camp initiative is a National STEM Centre, which will be established to work directly with all Federal and State-based Education Departments on coordinating and promoting a national curriculum for the STEM (Science, Technology, Engineering and Mathematics) subjects in both primary and secondary schools. Discussions have already taken place between One Giant Leap and Federation University in relation to a potential partnership in the education of STEM related teachers.

At start up, the Australian Space Camp model would see a minimum of 200 students per week attend the camp, with this number building to potentially 600 per week. The initiative will provide a large number of jobs, substantial building development, and an unprecedented branding opportunity (and bragging rights) for the Latrobe City Council.

Space Camp Australia, should it go ahead at Latrobe, will be a very large facility over several hectares. Facilities would include:

- Accommodation for students and teachers
- Classrooms and laboratories
- Performance spaces
- SCUBA tank for weightless environment training
- Swimming pool for emergency egress training
- Digital learning network (linked to NASA)
- Museum space
- IMAX and/or digital movie theatre complex
- Rocket launch pad (replica)
- Mars Rover lab/Martian surface simulator
- Space simulators
- iFly/Virtual sky diving facility
- Space related amusement park rides and rocket park
- Outdoor activity area (high and low ropes; rock wall, etc.)

Next Steps

One Giant Leap has already briefed a number of key Federal Government Ministers in relation to the initiative and the next steps in the development plan would see LCC and One Giant Leap work collaboratively to secure the required resources to fund the development of program.

Funding will be sourced from a combination of State and Federal Government grants and corporate sponsorship. A trade/business delegation to the United States to meet with key officials within both U.S. Space Camp and NASA will be a major priority once agreement is reached between LCC and One Giant Leap on a Latrobe base for Space Camp Australia.

It is important to note that One Giant Leap is also being courted by NSW Government interests to base the facility at a site in Scheyville National Park, located in the Hawkesbury Region, 50 km north-west of Sydney. A feasibility study has been conducted on this site.

About U.S. Space Camp

Overview

U.S. Space Camp is a camp and suite of related programs owned and operated by the Alabama Space Science Exhibit Commission's U.S. Space & Rocket Center in Huntsville, Alabama. The camp provides residential and day camp educational programs for children and adults. These programs include space oriented camp programs, aircraft themed Aviation Challenge camps and outdoor oriented X-Camp programs, which are designed to promote science, engineering, aviation and exploration.



Excerpt from Space Camp USA Website³

Space Camp® launched in 1982 to inspire and motivate young people from around the country to join the ranks of space pioneers who persevere to push the boundaries of human exploration. Today, with attendees from all 50 states, territories and more than 60 foreign countries, the immersive program continues to challenge young people to dream of a future in space.

With the U.S. Space & Rocket Center® as home base, trainees have an unparalleled environment to spur imagination. Historic space, aviation and defense hardware, along with exhibits that highlight current and future programs help Space Camp trainees transcend from, "What if?" to "Can do!" Space Camp alumni include NASA and ESA astronauts, engineers, scientists and technologists.

Static displays and unique settings provide excellent areas for classroom instruction while hands-on training, high fidelity simulations and enthusiastic crew trainers ignite the sizzle of Space Camp. Teamwork, leadership, decision-making: from mission control to space transport to space station, trainees gain personal and professional insights that profoundly impact their futures.

Space Camp is the brainchild of rocket scientist, Dr. Wernher von Braun. Von Braun led propulsion activities that launched the Apollo-era U.S. manned space program and envisioned an aggressive schedule for America's space-bound pioneers. Von Braun, then director of the NASA Marshall Space Flight Center, reasoned there should be an experience for young people who were excited about space. Under the guidance of Edward O. Buckbee, the first director of the U.S. Space & Rocket Center, Space Camp was born.

Camps are available for fourth grade through high school-age students. Additional programs are offered for trainees who are blind or visually impaired, deaf or hard of hearing and those who have other special needs. Space Camp programs are also available for adults, educators, corporate groups and families. Family programs may include children as young as seven years old.

Space Camp has attracted more than 750,000 trainees since its inception.

³ <http://www.spacecamp.com/about>

Aerial Photo of Space Camp USA Site

The follow aerial photographs provide an indication of the potential land footprint that would be involved in the Space Camp Australia facility.



ELEMENT 4 – ADVANCED MANUFACTURING LABORATORY AND TRAINING CENTRE

It is proposed that there is currently an opportunity to establish an aerospace focused advanced manufacturing laboratory and training facility within the precinct. The centre would be a purpose built building that would potentially house a variety of advanced and additive manufacturing related research institutions. The role of the precinct is to work with industry and the university sector to identify their needs and then build a dedicated centre (delivering the facilities as identified).

A major opportunity within this strategy would be to partner with the CSIRO to establish an advanced manufacturing facility that provides industry with access to the commercially relevant knowledge and expertise held within the CSIRO. This could be similar to CSIRO's existing Lab 22 Innovation Centre located in Clayton Victoria, that provides Australian companies with easy access to cutting edge additive manufacturing technologies (or 3D printing) that can enhance their productivity and global competitiveness. See Appendix 1 – CSIRO Release (Lab 22 offers 3D printing).

ELEMENT 5 – AVIATION RESEARCH CENTRE

There is also an opportunity in Australia to establish a specifically aviation industry focused research centre. This proposal is well timed to take advantage of the substantial opportunities once again offered by the rapidly growing commercial airline industry within the Asia Pacific region.

To facilitate this element of the precinct, it is recommended that Council engage with one or more of the Victoria-based aviation focused universities who have aspirations of establishing a dedicated aviation research program. The two universities most likely to be interested in participating in the research centre initiative are Swinburne University of Technology and RMIT University.

Another key potential partner is Boeing Research and Development. Responsible for the R&D for the Boeing Company within the Asia Pacific region, it has a major presence in Australia and its research agenda would be aligned with that of the proposed Latrobe-based centre. Currently there is no such research initiative in Australia focused exclusively on the operational needs of the commercial airline industry.

In regards to the proposed topic areas for the research, these would potentially include: aviation operations and management, aviation policy (such as open skies and liberalisation policy), human factors (performance limitations in aviation) and aviation safety.

The aviation sector is highly technical in nature and requires critical planning to maintain safe and efficient operations. The industry is also highly competitive with airlines constantly seeking incremental advantages over their competitors. These factors are what drive the ongoing need for research in the sector and the Aviation Research Centre strategy would be well placed to take advantage of this need.

Current Opportunity - Seeing Machines

One specific opportunity that has already been identified is with an organisation called Seeing Machines, an Australian founded business who is a world leader in tracking eye movement and is currently collaborating with Boeing Research & Technology to co-develop revolutionary pilot training capabilities for the commercial aviation sector. As part of its research agenda, Seeing Machines needs access to a pilot training simulator. A potential outcome is that a joint user research simulator could be acquired (with State Government assistance) and based within the Aviation Research Centre at Latrobe.

Another specific opportunity for the research centre may exist in the area of sustainable aviation fuel, which is a major priority for the global airline sector. For example, the International Air Transport Association (IATA), has identified its vision⁴ in regards to "alternative fuels" as:

- To significantly reduce its carbon footprint over the next decades,
- To develop a long term, sustainable alternative for petroleum-based jet fuel.

⁴ <http://www.iata.org/whatwedo/environment/Pages/alternative-fuels.aspx>

ELEMENT 6 – AEROSPACE INDUSTRY BUSINESS INCUBATOR

The development of an Aerospace Industry Business Incubator is a medium to long-term component of the precinct strategy.

The rationale here is that if Council attracts and nurtures new innovative businesses to the precinct, by providing much needed resources (particularly subsidised office accommodation) at a critical stage in the life of a fledgling enterprise, then a pipeline of future businesses is being created at home in the Latrobe Valley (i.e. Silicon Valley).

The concept is to establish a physical facility within the precinct that provides a range of resources and support for start-up and early stage aviation and aerospace related businesses, with the objective of helping these businesses to develop and commercialise new products, technology or services, that would eventually be produced or delivered from the Latrobe Valley.

From an administrative perspective it is proposed that the incubator would be operated by Council, and overseen by the proposed precinct executive director. The limited positions available within the incubator would be awarded on a competitive basis and participants' ongoing tenure would be conditional on meeting certain behaviour and performance milestones.

There are many examples of successful business incubators operating in Australia and it is recommended that a study be made by Council on these models. Assistance with this research would likely be available through various Victorian and Federal Government agencies, as well as through Council's relationships with relevant universities.

The incubator would potentially offer a range of support to its participants beyond just subsidised office rent, including:

- Mentoring support
- Industry networking opportunities
- Facilitating access to grants and capital
- Pitch training
- Secretarial/business support
- Business plan preparation
- Government assistance
- Marketing
- Export assistance
- Financial planning
- Intellectual property
- Critical issue management
- Insurance
- Accounting/Legal
- Sounding board
- Website & email set-up
- Branding
- Media training
- Interim board
- And a range of social benefits.

If this model is executed well, it is not unrealistic to imagine in the medium-term innovative aviation and aerospace related start-up businesses moving to Latrobe from other parts of Australia, just to be part of this leading edge program within a vibrant aerospace precinct.

ELEMENT 7 – INTERNATIONAL PILOT TRAINING ACADEMY

Short-term Opportunity – CAE Oxford Aviation Academy

One specific immediate opportunity is that CAE Oxford Aviation Academy (one of the world's largest cadet pilot training operations), is actively seeking a satellite base to operate from due to the crowded airspace issues at their current primary base, Moorabbin.

It is recommended that this opportunity be pursued as soon as possible.

Large-Scale Pilot Training Academy

In addition to the more immediate opportunity, it is recommended that Council establish a close relationship with CAE Oxford, to work on a collaborative plan to attract rapidly growing Asian Airlines to establish a large-scale cadet pilot training academy within the precinct.

There is currently a large demand for pilot training being driven by the significant growth (actual and forecast) for pilots within Asia.

Pilot training is an already competitive marketplace within Australia. The pilot training opportunity has been identified by a number regional councils looking for ways to utilise their local airports. However, there is still scope for pilot training to be part of the vision for the aerospace precinct at Latrobe.

The major opportunity for Latrobe would be to partner with a major training provider, like CAE Oxford, to then jointly establish a long-term relationship with one or more Asian airlines to build a large-scale, university campus-style training academy to train their cadet pilots over the long-term. The academy/campus would need to be purpose built to the requirements and cultural preferences of the airline.

Ideally the airline would be encouraged to invest (financially) and contribute to cost of building the academy, which would also encourage their long-term commitment to the facility. This model would result in a long-term presence in pilot training at Latrobe, removing the risks associated with the airline periodically "shopping around" due to inevitable fluctuations of the Australian dollar.

One of the trends in the pilot training arena is for airlines to train their pilots under the Multi-Crew Pilot Licence (MPL). This type of training relies heavily on simulator training and accordingly, these requirements should be considered in pitching Latrobe's capabilities to potential training organisations.

Small-Scale Pilot Training Operations

It is recommended that new small-scale pilot training school operations seeking to operate from LRA should be carefully considered, due to the impact they may have on the available airspace, taxiways and aprons that would be utilised by a potential large-scale Asian Airline Academy operation.

ELEMENT 8 – GENERAL AVIATION SERVICES ZONE

This element covers many of the activities and businesses already based at the LRA within the general aviation sector. There is obviously also scope to expand this area of the airport's activities and this will need to be taken into account within the proposed airport design plan, anticipating that most of these activities will require airside access.

EXAMPLES OF OTHER AEROSPACE PRECINCTS

AUSTRALIA

Bundaberg Aviation and Aerospace Precinct, Qld

The development aims to capitalise on the existing industry base of the region and further encourage aviation-related development and knowledge transfer to the region.

- http://www.bundaberg.qld.gov.au/aviation_precinct

Cairns Airport Aviation Enterprise Precinct, Qld

Cairns Airport's new Aviation Enterprise Precinct will provide a world class commercially competitive business environment with agility to capitalise on the ever changing global market and economic conditions for the aeronautical and aerospace sectors.

- <http://www.cairnsairport.com.au/business/cairns-airport-vision/>

Melbourne Aviation Precinct (MAP), Vic

Melbourne Aviation Precinct (MAP) is an aviation business park located at Melbourne Airport. MAP offers a variety of services to businesses in the aviation sector, including but not limited to aircraft Hangar & Apron Parking, Office, Workshop & Warehouse facilities, and Ancillary Services such as the supply of support equipment and fuel. MAP aims to provide the ideal environment from which businesses in aviation may operate and flourish. This is achieved through professional and attentive customer service, purpose-built facilities and proximity to Melbourne Airport.

- <http://melbap.com>

Northern Australian Aerospace Centre of Excellence, Qld

Australia's newest aviation business park is a high security, fully serviced General Aviation Precinct and Business Park located at Townsville Airport. NAACEX accommodates the future growth of aviation and aviation support industries (both commercial and defence) for Australia and South East Asia.

- <http://qldairports.com.au/qal-aviation-precincts/northern-australian-aerospace-centre-of-excellence/>

Sunshine Coast Aerospace Precinct, Qld

Located at Sunshine Coast Airport, Sunshine Coast Aerospace Precinct (SCAP) provides prime airside and landside development opportunities for smart and innovative aviation-related businesses. Designed to meet the needs of progressive and globally-focused aviation companies.

- <http://www.sunshinecoastairport.com.au/go.cfm/aerospace>

Williamstown Aerospace Centre, NSW

The Williamstown Aerospace Centre (WAC) includes the Newcastle Airport Precinct and 89 hectares of industrial land. The WAC will provide first class facilities and a variety of infrastructure solutions to meet the needs of individual organisations of any size or requirement. N.B. Fundamentally there to support the RAAF Williamstown Base.

- <http://www.williamtownaerospace.com.au>

SINGAPORE

Seletar Aerospace Park

Seletar Airport is also an integral part of the Seletar Aerospace Park, which is an integrated and efficient industrial space for aerospace activities. Seletar Airport provides the connectivity and backbone infrastructure to support the growth of the Seletar Aerospace Park. Seletar Aerospace Park is Singapore's commitment to the future of the aerospace industry locally. The 320 hectare park will host an integrated cluster of these activities: maintenance, repair & overhaul of aircraft and components; manufacturing and assembly of aircraft engines and components, Business and general aviation, training and research & development.

- <http://www.seletarairport.com/seletar-aerospace-park.html>

OTHER FUTURE OPPORTUNITIES

AIR 5428

Following the Department of Defence announcement in late 2015 that the RAAF's Air 5428 Pilot Training System project would be delivered primarily from RAAF Base East Sale, Fox Strategic (on behalf of LCC) made contact with both the Department of Defence and Lockheed Martin (the lead member of the successful bid syndicate Team21) to seek any potential opportunities for LRA that may come from the contract.

The feedback from both Lockheed Martin and the Department of Defence after the initial approaches was that they were both in favour of looking for shared economic opportunities for the region and were in-principally happy to stay in touch. While there are no immediately identifiable opportunities from Air5428 project at this stage, it is recommended that a watching brief be maintained on this project. It is recommended that Council follow up on its approaches to Lockheed Martin regarding a visit to LRA.

HELICOPTER SIMULATOR CENTRE

Opportunities to establish a commercially viable Aircraft Simulator training facility at Latrobe appear to be limited at this stage due to the oversupply of facilities in the Asia Pacific region currently (i.e. CAE and Ansett Aviation Training). However, there are some opportunities that may emerge in this segment as the global environment shifts. For example, the collapse of the global oil and gas market has resulted in a massive downturn in the offshore helicopter business, therefore less flying of helicopters, less need for simulator training. If and when the oil and gas sector improves the utilisation of helicopters will also increase. Industry sources have indicated that there may well be opportunities down the track to establish a large-scale helicopter simulator base at Latrobe specifically targeting the types of helicopters operated by the oil and gas/resources companies.

Please note that this opportunity does not exist for the emergency medical sector (EMS) in Australia as Toll have recently established the "Aeromedical Crewing Excellence Training Centre" at Bankstown in Sydney, to service the needs of the sector in Australia who predominately use the AW139 helicopter.

INFRASTRUCTURE REQUIREMENTS

HIGH SPEED BROADBAND

While there will certainly be a number infrastructure requirements for the precinct that will be identified through either direct negotiations with individual potential tenants or as a result of the precinct design plan, one requirement already identified is that of high speed broadband.

Given the significant focus on research and development activities for the precinct it will be critical to have above average high speed internet coverage available throughout the precinct.

Ideally the precinct should have access to a super fast internet service like that being made available in South Australia via SABRENet – a research and education network which processes data many times faster than the NBN.

SECTION 3 – MARKETING PLAN

RECOMMENDED ACTIVITIES LIST (OVERVIEW)

The following table is a brief overview of the activities identified within the precinct strategy marketing plan. These activities are discussed in more detail in the following “Recommended Activities – Detail” section.

The timings associated with these activities are recommendations only, and are dependent on a variety of factors, some within the control of Council, and many controlled by the timing of the provision of funding (i.e. from State and/or Federal Government).

It is not possible at this stage of the development of the precinct strategy to accurately map an ongoing timeline for the project. Many of the tasks are related to the initiation of the project, and there are many variables that will determine the duration of the activities outlined.

By its nature this strategy document is a high-level vision document providing a general development roadmap and not a detailed project plan.

No.	Activity	Timing
1.	Actively Pursue Space Camp Australia	Immediate, independent of the adoption of the strategy
2.	Actively Pursue the Short-term Opportunity with CAE Oxford Aviation Academy	Immediate, independent of the adoption of the strategy
3.	Produce Briefing Document for Government Stakeholders	ASAP after the adoption of the strategy
4.	Create New Brand	ASAP after the adoption of the strategy
5.	Produce Marketing Collateral	ASAP after the adoption of the strategy
6.	Develop New Discrete Website	ASAP after the adoption of the strategy
7.	Conduct Face-to-Face Meetings to Brief Key Government Stakeholders	ASAP after the adoption of the strategy
8.	Conduct an Official Launch	Once branding/website/new collateral, and support from Government in place
9.	Establish Relationship with Austrade	Once branding/website/new collateral, and support from Government in place
10.	Appoint Experienced Aviation Industry Media Relations Consultant	ASAP after the adoption of the strategy (subject to funding)
11.	Aviation/Aerospace Industry Media Engagement	Once branding/website/new collateral, and support from Government in place
12.	Develop Comprehensive Aerospace Industry Database	Can be commenced as soon as possible after the adoption of the strategy
13.	Appoint an Executive Director for the precinct	ASAP once the Government funding is secured
14.	Marketing Campaign To Potential Tenants	Once branding/website/new collateral, and support from Government in place

No.	Activity	Timing
15.	Source a Retired Commercial Aircraft for Display	Not an urgent priority, however the lead-time to secure these assets are generally long
16.	Establish an Advisory Board for the Precinct	ASAP after the adoption of the strategy
17.	Upgrade the presentation of the initial precinct site area	ASAP once the funding is secured from Government
18.	Attend Aviation and Aerospace Related Events	Can be commenced as soon as possible after the adoption of the strategy
19.	Engage Airport Design Firm	Can be commenced as soon as possible after the adoption of the strategy
20.	Develop an Aviation Related Regional Brand	Commencement of discussions with local councils in the region at LCC's discretion
21.	Key Marketing Messages	ASAP after the adoption of the strategy

RECOMMENDED ACTIVITIES – DETAIL

While the following marketing plan items are intended to be predominately in chronological order, a number of these items will be required to be undertaken concurrently.

Actively Pursue Space Camp Australia

- As soon as possible, execute the MoU with One Giant Leap (the proponents of Space Camp Australia).
- Apply significant resources to helping to secure the relevant government support for the venture to be established at LRA.
- This is the single biggest opportunity on the horizon for LCC which would provide a significant boost to Council's aspirations in establishing the precinct. This project on its own will attract significant attention.
- Help in organising and participating in a delegation visit to Space Camp USA with the One Giant Leap team as soon as possible.

Please Note: It cannot be stressed strongly enough, that the imperative to engage with One Giant Leap to secure their commitment to locate the proposed Space Camp Australia facility in the Latrobe Valley is urgent. The One Giant Leap team are also being courted to base the Space Camp facility at an established site in Western Sydney. A feasibility proposal has been developed and presented to Government based on this site.

Actively Pursue the Short-term Opportunity with CAE Oxford Aviation Academy

- As soon as possible, approach CAE Oxford Aviation Academy to determine if there is scope for them to consider LRA as a potential satellite base for their pilot training operations, (as outlined in "Element 7, International Pilot Training Academy/Short-term Opportunity – CAE Oxford Aviation Academy).

Create New Brand

- Build a new brand that is separate to that of the Latrobe Regional Airport. The brand needs to be of an international standard and aligned with the objectives and desired profile of the precinct.
- Engage a design firm with specific experience in building a brand for a precinct/property client, and who have the experience in producing associated marketing collateral relevant to the brief (i.e. roadside billboards, Fence Banner Mesh Signs, etc.).

Produce Briefing Document for Government Stakeholders

- Produce a summarised version of this strategy document targeted at key Government stakeholders with the intention of securing funding for the project.

Produce Marketing Collateral

- Briefing document (summarised version of full Latrobe Regional Airport Marketing and Business Development Strategy) to be used to brief key Government stakeholders.
- General brochure (A3 folded, to be used for general marketing purposes)
- Potential tenant briefing pack (containing more detailed information on the operational plans for the precinct and information on the Latrobe Valley).

Develop New Discrete Website

- Comprehensive discrete website (separate to the LRA website) which reflects Council's long-term strategy/plan for the precinct.
- Register key web domain names, including:
 - www.aerospaceprecinct.com.au
 - www.latrobeaerospaceprecinct.com.au
 - www.aerospace-precinct.com.au
 - www.latrobe-city-aerospace-precinct.com.au
 - www.lcap.com.au

Conduct Face-to-Face Meetings to Brief Key Government Stakeholders

Conduct targeted briefings as soon as possible, to gain both in principle support and funding.

Victorian Government – Relevant Departments

- Department of Economic Development, Jobs, Transport and Resources (DEDJTR)
 - Economic Development, Employment and Innovation group
 - Strategy and Planning group
- Trade and Investment Victoria
 - Investment Victoria
- Regional Development Victoria (RDV)
 - Regional Development Advisory Committee
 - Regional Cities Victoria
- Defence Council Victoria
- Department of Premier and Cabinet
 - Economic Policy + State Productivity division
- Victorian Skills Commissioner

Federal Government – Relevant Departments

- Department of Infrastructure and Regional Development
 - Infrastructure & Investment Division
 - Local Government & Territories Division
- Department of Industry, Innovation and Science
 - Sectoral Growth Policy Division
- Department of Foreign Affairs and Trade
 - Australian Trade Commission (Austrade)
- Department of Defence
 - Estate and Infrastructure Group
- Department of the Prime Minister and Cabinet
 - Industry, Infrastructure and Environment Division

Victorian Government – Key Contacts

- Minister for Industry and Employment - Wade Noonan
 - Ministerial advisors
- Minister for Small Business, Innovation and Trade - Philip Dalidakis
 - Ministerial advisors
- Minister for Regional Development - Jaala Pulford
 - Ministerial advisors
- Minister for Training and Skills - Steve Herbet
 - Office of Victorian Skills Commissioner - Cameron Baker
- Parliamentary Secretary for Treasury and Finance - Daniel Mulino
- Member for Eastern Victoria - Harriet Shing
- Dept. of Economic Development, Jobs, Transport and Resources
 - Regional Development Victoria - CEO James Flintoft/RD Gippsland Leigh Kennedy
 - Regional Development Advisory Committee
 - Invest Victoria - CEO Peter Armstrong
 - Trade Victoria
 - Defence Council Victoria - Chair Richard Smith
 - Defence Industry Advocate Victoria - Greg Combet

Federal Government – Key Contacts

- Minister for Infrastructure and Transport - Darren Chester
 - Ministerial advisors
- Minister for Regional Development/Minister for Local Government - Sen. Fiona Nash
 - Ministerial advisors
- Minister for Industry, Innovation and Science - Greg Hunt
 - Ministerial advisors
- Minister for Defence Industry - Christopher Pyne
 - Ministerial advisors
- Assistant Minister for Vocational Education and Skills - Karen Andrews
- Department of Infrastructure and Regional Development
 - Local Government and Territories Division Executive Director - Robyn Fleming
 - Infrastructure Investment Executive Director - Alex Foulds
- Department of Industry, Innovation and Science
 - Deputy Secretary Mike Lawson
- Department of Defence
 - First Assistant Secretary Infrastructure - Chris Birrer

Conduct an Official Launch

- At the appropriate time (once there is some tangible evidence of the precinct on site, i.e. entrance gate etc.), it is recommended that an official launch is held, with the attendance of key State and Federal Government ministers present at a ribbon cutting ceremony. The purpose of this event would be to create a news story and build awareness of the initiative and nurture the relationships with key Government stakeholders.

Establish Relationship with Austrade

- Austrade (the Australian Trade Commission) has identified aerospace manufacturing and aviation services as a growth opportunity for Australia in the international market. Therefore, as a matter of priority, an approach should be made to discuss the planned development of the Latrobe-based aerospace precinct. Fox Strategic will facilitate the required introductions as part of Phase Two.

Appoint Experienced Aviation Industry Media Relations Consultant

- While Council no doubt has media relations capabilities in-house, it is recommended that a media relations consultant who has specific experience and well established networks in the national and international aviation and aerospace sector be appointed to help build the right type of profile for the precinct.

Aviation/Aerospace Industry Media Engagement

- Conduct personal briefings with the key aviation/aerospace industry media within Australia and Asia, with the intention of having editorial stories written about Council's aerospace precinct plans. Fox Strategic can facilitate introductions to the relevant contacts.
- At the appropriate time, conduct a targeted advertising campaign promoting the Precinct.

Develop Comprehensive Aerospace Industry Database

- It is recommended that Council develop a comprehensive database of the Australian aerospace industry for the purpose of promoting the existence of the precinct.
- There is an existing available resource that provides an up to date list of companies/organisations that have capabilities in the aerospace sector.
- The Australian Aerospace Industry Capability Directory, which was developed by Aviation/Aerospace Australia in collaboration with Austrade and the Federal Government, is freely available and should be the first place Council starts in looking for tenants for the new precinct.
- The directory is available online: http://www.aviationaerospace.org.au/wp-content/uploads/2016/06/AAAIIndustryCapabilityDirectory2016_2.2.pdf



Appoint an Executive Director for the precinct

- While this is not strictly a marketing activity, it is a critical step in implementing the marketing plan. The initiative will need a full-time executive director⁵ to drive the agenda identified by the marketing plan, which would include speaking to the aerospace industry media, target tenants and potential strategic partners.

Commence Direct Marketing Campaign to Potential Tennants

Source a Retired Commercial Aircraft for Display

- To help identify the aerospace precinct and build its profile, it is recommended that a retired large commercial aircraft (i.e. Boeing 747/767/737, Airbus A320/A330, military C130/F111, etc.) be sourced, ideally as a donation, to be based at the airport site, similar to the Qantas 747 on display at Longreach, Qld. Apart from being a landmark supporting the vision for the precinct, this (or these) aircraft would also be relevant to any of the education and training businesses that are within the precinct, as a physical training aid.

⁵ While this title is an indicative one, it is the recommended title for the role based on aerospace industry precedents.

Establish an Advisory Board for the Precinct

Establish an Advisory Board for the precinct, comprising credible, well connected, aviation and aerospace industry senior executives. Their role is to:

- Help steer the initiative in the right direction, ensuring the vision is compatible with industry expectations, needs and trends.
- Advocate on behalf of the initiative, facilitating introductions to strategically relevant industry and government contacts.
- Help identify potential tenants for the precinct.

Upgrade the presentation of the initial precinct site area

- Establish a new formal entrance to precinct (i.e. entry gate, large scale professional signage)
- Install “fence banner mesh signage” around the perimeter fence around the initial primary precinct area.
- Upgrade landscaping of the grounds surrounding the key precinct areas

Attend Aviation and Aerospace Related Events

- For the purposes of (a) building the profile of the precinct (b) to nurture and expand an industry network and (c) sourcing potential tenants for the precinct, it is critical that representatives of the precinct (i.e. the Executive Director), and/or in their absence, other representatives of Council, (i.e. the airport manager, economic development manager) attend as many relevant industry events and conferences as possible.
- This is a critical element of the marketing plan, and is by far the most efficient way of identifying potential tenants and strategic partners.
- A list of relevant events is supplied in Appendix 4. Please note, this list is not complete, and can and should be expanded upon as an ongoing part of the strategy implementation process.

Engage Airport Design Firm

- Engage an airport design firm to develop a future plan/layout/design for the precinct and affected areas of the airport. This would include artist’s impressions of the finished precinct. This design would be developed in reference to the LRA Master Plan, but would be a separate piece of work.
- This initial piece of design work is aimed primarily at communicating the vision for the precinct. It is anticipated that subsequent stages of the design process will also be needed as the building and development requirements are identified.
- Having high-quality and innovative designs for the building and areas within the precinct is a critical element of the strategy and will make the job of selling the vision to both government stakeholders (the potential source of funding for the project) and to potential tenants and partners of the precinct, significantly easier.
- The firm recommended by Fox Strategic is Landrum Brown – one of the leading firms in this field globally and who have an office in Melbourne.

Develop an Aviation Related Regional Brand

- An opportunity exists to establish a Latrobe Valley wide brand that would encompass both the aerospace precinct at Latrobe Regional Airport and the recent success of East Sale in securing the Department of Defence Air5428 Pilot Training System Facilities Project.
- This initiative would be developed as a collaborative project involving the relevant local councils in the Latrobe Valley (LCC, Shire of Wellington, etc.) and the Victorian State Government.
- The recommended brand would be either **Aviation Valley** or **Aerospace Valley**.
- The rationale behind the name is that it follows two compelling precedents – one from another industry altogether and one from the sector, but both outside of Australia.
- The first and most well know precedent is Silicon Valley, and it is very much intended to leverage off the “something” Valley context established by this brand.
- In Latrobe Valley’s case, it would be a matter of first mover advantage in establishing ownership of the right to call yourself “Aviation Valley” in the Australian context.
- The aviation industry example of “Aviation Valley” is a regional initiative in Poland. While the Polish example is significantly more developed than the aspirational Latrobe Valley example, there is clearly an advantage in claiming the name in the Australian context. A “build it and they will come” strategy.

About Aviation Valley (Poland)

Excerpt from the Aviation Valley website (<http://www.dolinalotnicza.pl/en/about-us/>)

Welcome to Aviation Valley in southeastern Poland, famous for its aerospace industry and pilot training centers. This region has a heavy concentration of aerospace industry, scientific research centers, as well as educational and training facilities. Aviation Valley is one of the best places in Central Europe for the development and fulfillment of aerospace projects. The exceptional highlights that Aviation Valley offers:

- 100 Years of aviation history
- 70 years of history in the aircraft industry
- 90% of Polish aerospace industry output
- Cost effective work force and production costs
- Over 22,000 experienced and dedicated employees
- University of Technology with a strong Aerospace Engineering Faculty
- Investor friendly environment

Other Examples

Chilecon Valley:

Where: Santiago, Chile

Why: In 2013, Santiago was named one of the world's top 5 innovation hubs and Chile is "one of the countries in Latin America that provides the most comprehensive support tools for entrepreneurial startups." A couple of years ago, The Economist wrote about the "lure of Chilecon Valley."

Optics Valley:

Where: Southern Arizona

Why: Southern Arizona, especially Tucson, is home to a "concentration of highly visible optics-related companies."

Key Marketing Messages

Once Council has agreed to the elements of the precinct as recommended and the strategy has been adopted, and as part of Phase Two of the project, the key messages will be developed from the strategy to assist Council representatives in communicating the vision for the precinct.

SECTION 4 – OTHER KEY RECOMMENDATIONS

PRECINCT STRUCTURE

It is recommended that Council give some considerable thought to the issue of where the precinct initiative sits within its portfolios, as this will be a critical factor in the success of the precinct.

Notwithstanding Council's preferences or policies, it is recommended that the precinct be established as a separate business unit within the Latrobe City Council, which would effectively operate as a tenant of the Latrobe Regional Airport.

Given the importance of the precinct and the potentially large sums of grant money that the initiative would likely attract, it would also make sense for the CEO of Council to be actively involved in the project.

As outlined earlier in this document, another critical success factor for this project will be attracting sufficiently high-level aviation/aerospace industry leaders to sit on the advisory board, and having equally senior level Council representatives on this board.

LATROBE REGIONAL AIRPORT

Airport Manager's Availability

Another critical success factor for the precinct will be the allocation of sufficient human resources to drive the strategy, particularly in the short-term prior to the appointment of a full-time Executive Director. It will be important to utilise all of the relevant experience and expertise that is currently available through the airport and council staff.

Succession Plan for Airport Manager

It is also recommended that Council be conscious of developing a succession plan for the Airport Manager's role. Stability in this role will be very important to the successful roll out of the precinct, and the current age (and proximity to retirement) of the current airport manager is something that needs to be taken into account.

Economic Development Representation on Airport Board

It is also recommended that a senior representative of Council's Economic Development Department have a permanent seat on the airport board. This recommendation is outside of the precinct strategy, and is mentioned based on observations made during this consulting project.

MAHINDRA AEROSPACE WORKING GROUP

Working Group to Support Mahindra

As the anchor tenant of the precinct concept it is strongly recommended that a working group within Council be established with the objective of supporting Mahindra Aerospace to manage its growth and expansion. This will logically fall within the responsibility of the proposed Executive Director, however it is something that needs to be established as soon as possible. While it is not the remit of Council to get involved in their tenants' business operations, there is certainly scope for Council to play a role in helping Mahindra in areas such as: their relationships with government agencies, helping to open doors to potential customers and suppliers, helping to facilitate access to potential international trade markets via both State and Federal Government trade related departments and agencies (i.e. Victorian Government Trade Missions, and Austrade networks, etc.).



LONG-TERM OPPORTUNITY – BOEING AEROSTRUCTURES

As part of the long-term business development strategy for the precinct, it is recommended that a study be undertaken on the opportunities that may be available through the Boeing Aerostructures business located at Fisherman's Bend, Port Melbourne. This study would include speaking with Boeing and the Victorian Government in relation to: (a) the long-term plans for their business and the commitment/tenure with their current premises; and (b) any opportunities for establishing a satellite production facility at Latrobe.



APPENDICES

APPENDIX 1 – CSIRO RELEASE

Lab 22 offers 3D printing

We're providing Australian companies with access to metal additive manufacturing (3D printing) technologies that promise high efficiency and productivity gains for a competitive advantage.

THE CHALLENGE

Lowering capital investment risk


New and emerging technologies, such as 3D printing, offer huge advantages over traditional manufacturing methods for increased efficiencies and productivity.

Additive manufacturing reduces waste material, brings down labour costs, speeds up the development and test phase, allows for product customisation and the ability to make complex metal parts.

3D printing with metal is much more complex than using other material such as plastic. The equipment also has a high capital cost in the range of \$1 million per unit, and so like with any new technology, there is an element of investment risk particularly for smaller companies.

Due to these challenges, Australian industry has been slow to adopt metal 3D printing. Yet, as global competition increases, these technologies are needed to strengthen and enhance local manufacturing.

We're working to overcome the major barriers to entry, so that Australian industry can take advantage of 3D printing for a global competitive advantage.



A scientist handles a printed 3D object from behind safety equipment.

OUR RESPONSE

Equipping industry with the latest technology

Our new \$6 million additive manufacturing centre, called Lab 22, is making metal additive manufacturing more accessible for industry and increasing its adoption across Australia.

Located at Clayton, Victoria, Lab 22 offers Australian companies with a unique opportunity to access and explore new technologies so that they can innovate with less capital investment risk.

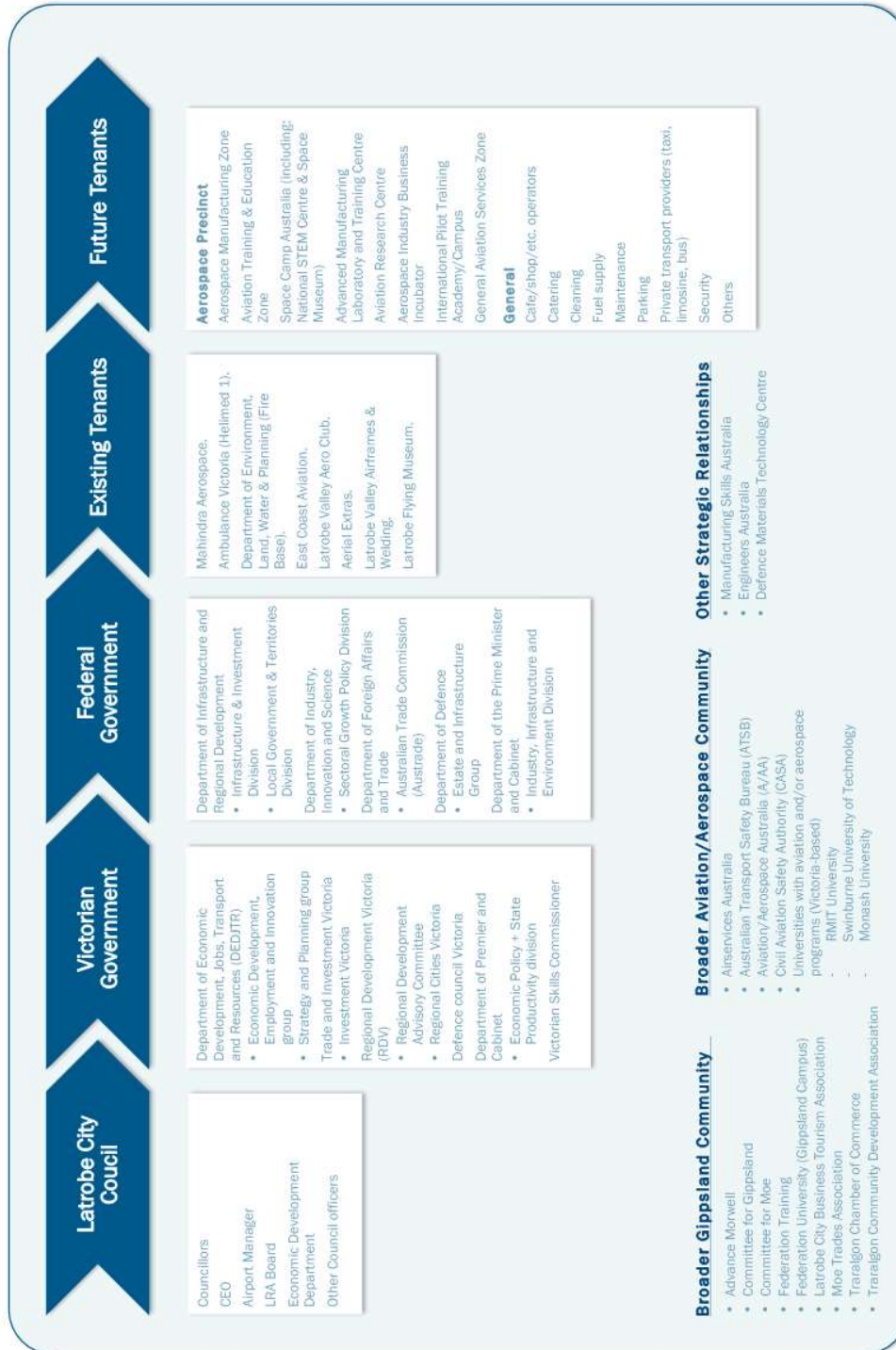
Our experts work closely with companies on cost-effective solutions, catering to a wide spectrum of requirements, such as increasing the speed, performance and affordability of technologies. We are able to capture 3D data and simulate both the manufacturing process and in-service part performance. Our designers can turn a new design idea into a testable prototype within a week.

Our machines can be categorised based on how the raw material is fed (powder bed, cold spray, blown powder) or their heat source (e-beam or laser). They can also handle a wide variety of materials including ferrous metals, non-ferrous metals and sand.

<p>Lab 22 offers:</p> <ul style="list-style-type: none"> • Metallic 3D printing (e.g. titanium, aluminium) • Advanced machining for improved profitability • Surface engineering for enhanced performance • Laser assisted additive deposition • Laser heat treatments. 	<p>Our equipment includes:</p> <ul style="list-style-type: none"> • Arcam A1 • Concept Laser M2 • Optomec LENS MR-7 • Voxyject VX1000 • Cold Spray Plasma Giken.
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Last updated: Last updated; 15 December 2015.
Printed from: Lab 22 offers 3D printing (<http://csiro.au/c2-cdc-it/csiro.au/en/Research/MFI/areas/Metals/Lab22>)

APPENDIX 2 – STAKEHOLDER MAP



APPENDIX 3 – EXECUTIVE DIRECTOR KEY ATTRIBUTES

This is not intended to be a comprehensive and complete position description for this role, however it is provided to outline the primary or most important attributes.

- Significant business development experience in the aviation/aerospace sector
- Mature industry network within the sector
- Comprehensive aviation/aerospace industry knowledge
- Established and respected profile/reputation within the sector
- Ability and willingness to travel nationally and internationally where required
- Advanced negotiating skills
- Investment attraction experience

The role would need to be full-time and with a minimum expectation of tenure of three years.

Note:

- **Title:** An appropriate title for the role, which would reflect the necessary level of seniority and decision making capability, and be in accordance with aerospace industry expectations/practices, would be either Executive Director or Chief Executive.
- **Latrobe Valley Residency:** While there are some advantages for the Executive Director to reside in the Latrobe Valley, this should not necessarily be a primary selection criteria for the role. Given that the focus of the role is to attract tenants to the precinct and the anticipated travel requirements, being Melbourne-based would not be a disadvantage.

APPENDIX 4 – LIST OF AVIATION/AEROSPACE RELATED EVENTS

Dates	Event Details	Location
August 24, 2016	Airservices Australia Waypoint Industry Forum (invitation only event for key industry officials)	National Convention Centre, Canberra Australia
September 19-21, 2016	Speed News 17th Annual Aviation Industry Suppliers Conference	Toulouse France
September 27-29, 2016	Aviation Week - MRO Asia-Pacific	Singapore Expo Convention and Exhibition Centre Singapore
October 12-13, 2016	ASD (Aeronautics, Space, Defence) Days Conference	Paris-Orly Airport France
October 19-21, 2016	2016 Regional Aviation Association of Australia (RAAA) National Convention	Crowne Plaza, Hunter Valley Australia
November 1-6, 2016	China International Aviation & Aerospace Exhibition (Airshow China)	Zhuhai, Guangdong China
November 2-5, 2016	INDO Aerospace 2016 Expo & Forum	JIExpo Kemayoran Jakarta, Indonesia
November 21-25, 2016	2016 Australian Airports Association (AAA) National Conference	National Convention Centre, Canberra Australia
December 7-9, 2016	Kuala Lumpur International Aerospace Business Convention	Kuala Lumpur, Malaysia
March 3-5, 2017	Avalon 2017 – The Australian International Airshow and Aerospace & Defence Exposition	Avalon Airport Australia
April 11-13, 2017	Asian Business Aviation Conference and Exhibition (ABACE) 2017	Shanghai China
June 19-25, 2017	International Paris Air Show	Paris France
October 4-5, 2017	Safeskies 2017 Conference	National Convention Centre, Canberra Australia
February 6-11, 2018	Singapore Air Show	Changi Exhibition Centre Singapore
July 16-22, 2018	Farnborough International Airshow	Farnborough United Kingdom



APPENDIX 5 – AUSTRALIAN AEROSPACE MANUFACTURING INDUSTRY
2014 REPORT



Australian aerospace manufacturing industry 2014

Jane Newton
Research manager
November 2014

Manufacturing a skilled Australia

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mskills.org.au

This report has been prepared by Manufacturing Skills Australia for a Commercial Aerospace roundtable meeting facilitated by Aviation/Aerospace Australia and Manufacturing Skills Australia.

Manufacturing Skills Australia (MSA) is the national industry skills council recognised by the Australian Government to ensure that the skill needs of manufacturing enterprises are being met. It is responsible for liaising with industry and enterprises to identify current and future skill needs and supporting the development, implementation and improvement of nationally recognised training and qualifications, providing industry intelligence and advice to inform government policy; and providing skills and training advice to individual enterprises to assist with training and development processes.

Our vision is to be the pre-eminent organisation in Australia fostering and advocating for the workforce skill development needs of a thriving industry. We provide bi-partisan leadership and value the empowered and informed input of industry stakeholders. We strive to provide high quality information and resources around skill development to support the participation of industry in developing an innovative, highly productive and globally competitive manufacturing industry.

MSA is funded by the Australian Government through the Commonwealth Department of Industry and works closely with industry associations, unions, training providers, government agencies and employers to continually evolve and improve skills for manufacturing.

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Overview

In our 2014 Environmental Scan, MSA identified that there were significant opportunities for growth in the Australian Aerospace industry, both within the manufacturing sector and the maintenance, repair and overhaul (MRO) sector. Research for our 2015 Environmental Scan corroborates this information.

Current status of the industry

The Australian and New Zealand System of Industry Classification (ANZSIC) 2824 Aviation Manufacturing covers both manufacturing and the maintenance, repair and overhaul sectors. This makes it difficult to disaggregate data from the Australian Bureau of Statistics (ABS) with regard to both enterprise numbers and employment. However data supplied by IBISWorld does provide an overall picture of the current status of the industry.

Australian aerospace manufacturers almost exclusively produce goods on a contractual basis. The products produced are highly specialised, very costly and directed a very limited clientele.

Domestically the industry mainly sells its products and services to major airlines and the Australian Department of Defence. It also exports its products with exports in 2013-14 estimated to be worth \$1.3 billion to the Australian economy. The major markets for exports are the United States of America, Singapore, France and New Zealand who account for approximately 70% of the market share.

In 2013-14, the commercial aircraft and parts manufacture represented one third of the aerospace industry. Australia specialises in manufacturing of parts for commercial aircraft and exports the majority of its output. The sector is deeply integrated into the global supply chain which means that the sector is responsive to changes within the global aviation manufacturing industry. Boeing accounts for over 50% of all commercial aircraft manufacturing in Australia.

The military aircraft, parts and guided missiles sector is estimated to account for a similar proportion of the industry. As with the commercial aircraft and parts manufacture sector, Australian aerospace manufacturers are integrated in the global supply chain for the Joint Strike Fighter development and supply specialised products. The proliferation of unmanned aerial vehicles (UAVs) is a recent development in the military aircraft space and Australia is well placed to leverage off this development.

The light aircraft and parts manufacture sector is the smallest sector of the aviation industry in Australia, accounting for less than 7% of the industry. It includes the manufacture of private jets, civilian helicopters, agricultural aircraft and similar aircraft. This sector of Australian aerospace manufacturing has been impacted and continues to be impacted by the global economic downturn.

The aerospace manufacturing industry is mainly concentrated in the three eastern states – New South Wales, Queensland and Victoria. In Queensland most manufacturers are involved in MRO of aircraft and parts, as well as developments for the light aircraft and non-scheduled air transport operators. The state with largest defence aerospace manufacturing is Victoria.

Industry snapshot (includes MRO sector)

	2013-14 (projected)	2018-19 (projected)
Revenue	\$4,188.0 million	\$4,590.3 million
Industry Value Add	\$1,604.8 million	\$1,657.9 million
Establishments	960	996
Enterprises	892	902
Employment	14,253	14,687
Exports	\$1,328.6 million	\$1,623.9 million
Imports	\$1,233.8 million	\$1,413.0 million
Domestic demand	\$4,091.2 million	\$4,615.1 million

Source: IBISWorld Aircraft Manufacturing and Repair Services Market Research Report, ANZSIC C2394, Dec 2013

State share of industry by location of establishments (2013)

New South Wales	29.6%
Queensland	27.8%
Victoria	21.1%
Western Australia	12.8%
South Australia	6.3%
Northern Territory	1.8%
Tasmania	0.3%
Australian Capital Territory	0.3%

Products and services

Commercial aircraft and parts manufacture	33%
Military aircraft, parts and guided missiles manufacture	30.5%
Light aircraft and parts manufacture	6.7%
Maintenance, repair and overhaul	29.8%

Exports

United States of America	51.5%
Singapore	8.9%
France	8.9%
New Zealand	3.9%
Other countries	26.8%

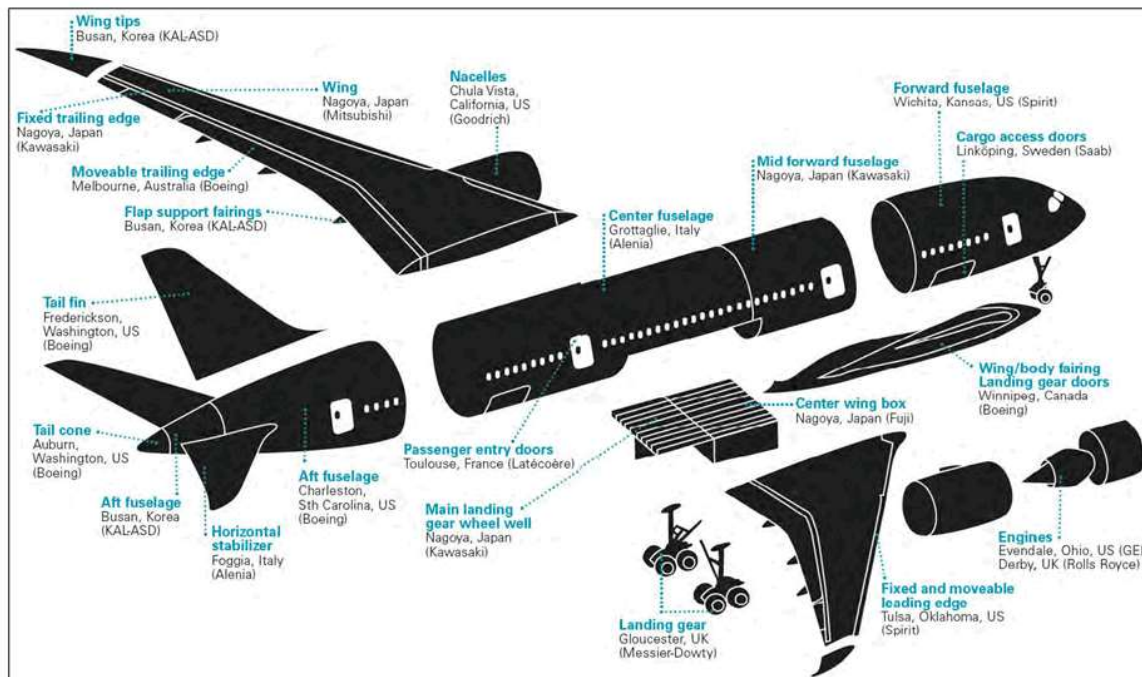
Major companies

Boeing Australia Holdings	19.6%
BAE Systems Australia Holdings	15.2%
Australian Aerospace Limited	13%

Other significant companies

Raytheon
Quickstep
Marand

Example of a global value chain—manufacture and assembly of a Boeing 787 Dreamliner



Source: Department of Foreign Affairs and Trade, 2013, *Trade at a glance 2013*, pp. 24–25.

Opportunities and issues

Both the International Air Transport Association (IATA) and CAPA are predicting that the aviation industry in the Asia-Pacific region will more than double in the next 20 years. The number of passengers travelling is expected to increase from 3.3 billion to 7.3 billion and the region is expected to account for two thirds of the global aviation growth.¹ At the end of 2013, there almost 3,200 aircraft on order in the Asia-Pacific region and these orders are expected to increase.² Boeing expected order for new planes in the Asia-Pacific region to reach 13,460 by 2033.³ Airbus reports similar expectations for growth in the Asia-Pacific region, reporting an expected increase in demand of 39% to 2033.⁴

It is expected that this predicted growth will have flow on to Australian manufacturers. Opportunities should open up for the industry nationally to leverage off this expected domestic and international growth in aircraft (including components) manufacture.

Australia is geographically well located to take advantage in this increased demand for new aircraft. Not only are we in the Asia-Pacific region, Australia has a high-skilled, technology-savvy workforce. Aerospace manufacturing processes and materials are distinguished from most other manufacturing

¹ Edensor, Hannah, IATA thinks big for Asia-Pacific, *travel weekly*, 21 November, 2014

² Miller, Benjamin, Aviation in the Asia-Pacific region, *Aviation Jobs Asia*, 15 January, 2014

³ Boeing, 2014, *Current Market Outlook, 2014 - 2033*

⁴ Airbus, 2014, *Global Market Forecast, Flying on demand 2014 - 2033*

by stringent safety requirements. Aerospace components manufacturing requires greater accuracy and closer tolerances than manufacturing of components for other products. The use of computer-aided design and manufacture has become the norm for this industry. As well the industry uses many new materials with high tensile and low weight properties and there has been significant growth in the use of fibre composites and other advanced materials. The technology used in this industry is constantly changing and complex.

In our research for MSA's 2014 Environmental Scan, we identified that the growth in unmanned aerial systems offered huge opportunities for Australian manufacturers if they are able to capitalise on the technical capabilities already existing in Australia, especially in the areas of telemetry and ground systems. Current research and development in unmanned aerial systems have potential applications in many areas of Australian civilian industries including in agriculture (through providing targeted application of fertilizers and pesticides), aerial 3D geo-mapping, and support for firefighting and search and rescue operations. South Australia is pitched to be a leading hub for this.

However, the workforce is ageing and many are moving towards retirement. There is concern that new entrants are not being attracted to the industry. This may be in part due to the image that manufacturing has in general or it may be due to a lack of awareness of the opportunities that exist in the aerospace manufacturing industry.

Changes to the Civil Aviation Safety Authority (CASA) regulations is requiring significant upskilling of the existing workforce, especially in the general aviation area. Also driving upskilling requirements are changes to technology, the use of advanced materials and processes and increased demand for people with design skills. Non-destructive testing is another growth area in the aerospace manufacturing industry.

Skills and training

MSA's stakeholders have identified that key growth areas and considerations for skills development include fibre composites, integrated componentry, advanced avionics (diagnostic systems), unmanned aerial systems and engineering excellence. Boeing has predicted that by 2033, there will be a need for 584,000 new maintenance technicians globally to meet the growth needs of the global aviation industry. The Asia-Pacific region alone will require 224,000 new technicians.⁵ Australia has a world-class aerospace training system which is well positioned to meet this future demand.

New entrants to the industry need high level science, technology, engineering and mathematics (STEM) skills. Stakeholders have expressed concern that these skills are not being given sufficient prominence within the school system.

Changes to funding arrangements for training at state and territory level coupled with the downsizing of resulting from changes to maintenance schedules on new aircraft is forcing registered training organisations (RTOs) to re-evaluate the provision of aeroskills qualifications. Consequently there have been several training providers who have made the decision to no longer deliver qualifications in this area. Short term cutbacks in training capability (VET workforce and facilities) threaten our capacity for medium-term 'bounce-back' in skills availability. There are significant

⁵ Boeing, 2014, *Current Market Outlook, 2014 - 2033*

concern that once skills are 'lost', the industry will not have the capacity to take advantage of these opportunities.

MSA has responsibility for working with the aerospace and Defence industries to identify the occupational standards and skills required by industry for a high-skilled, technology savvy, adaptable workforce that will meet the needs of a competitive, sustainable, advanced aerospace manufacturing industry. Qualifications and units of competency that support the development of the skills the industry needs are located in the MEA Aeroskills Training Package and the MEM05 Metal and Engineering Training Package.

In 2014, MSA has been working with industry bodies, including Aviation Aerospace Australia (A/AA) to support ongoing national aerospace industry responses and strategies. We have partnered with Manufacturing Excellence Taskforce Australia (META) and A/AA Commercial Aerospace Hub which will support industry take-up of opportunities within the global commercial aerospace market. We are also continuing the ongoing promotion of training implementation in composites and advanced avionics technologies, aircraft welding, and non-destructive inspection and testing to ensure that workers have the right skills for new aircraft technologies.

APPENDIX 6 – LATROBE CITY OVERVIEW

The following information (Latrobe City Overview) has been supplied by Latrobe City Council and is included here, as elements of this information will need to be included to produce the marketing collateral subsequent to Council's adoption of the strategy.

Context

Latrobe City, one of Victoria's four major regional centres, covers 1,422 square kilometres and is located approximately 150 kilometres east of Melbourne. The municipality consists of four major centres; Moe /Newborough, Morwell, Traralgon and Churchill, and smaller rural townships of Boolarra, Glengarry, Toongabbie, Tyers, Traralgon South, Yallourn North and Yinnar.

Key strengths of the municipality include access to affordable housing, excellent education facilities including a University, a broad range of retail and entertainment facilities and significant health services providers including a Regional and private hospital. The municipality also boasts a diverse range of sporting facilities that cater for amateurs and professionals alike.

The cultural facilities include the Latrobe Regional Gallery, a Performing Arts Centre and an eight screen cinema complex. sporting and cultural opportunities and an easy commute to Melbourne, the beach and snow; Latrobe City is a vibrant Regional Centre.

Latrobe City is one of the most economically diverse municipalities in Victoria with local industries generating over \$3.7 billion in Gross Regional Product and \$8.8 billion in annual economic output. The industries that make the greatest contribution to the Gross Regional Product are the utilities, health care and manufacturing. The combination of major employers, the City's regional significance, and affordable housing make Latrobe City a centre of opportunity for both business and families. The fastest growing industries in terms of jobs are health care and public administration.

Latrobe City is the dominant provider of utility, financial services, public administration, information technology and health care jobs in Gippsland.

Latrobe City is home to almost 5,000 registered businesses, with a labour force in Latrobe City of 35,550 (2014).

Latrobe City Council Economic Development Strategy

Latrobe City Council is committed to supporting businesses and industry to start up, grow and prosper. Council is also committed to attracting and developing new industries in the municipality. This will be achieved by a focus on diversification of industry so that there is less reliance on the traditional industries, allowing Latrobe City to move to take advantage of new industry opportunities, such as advanced manufacturing or additive industries.

The Latrobe Valley has a history of innovation and a strong work ethic, particularly around the coal extraction and power production industries. A key competitive strength, that is recognised nationally, is the quality of the engineering expertise that exists in the valley. It has been noted on a number of occasions that Latrobe Valley trained engineers are often in charge of major engineering projects around Australia. This history and strength of engineering will be the key focus of industry development and attraction actions. There will be a holistic focus on engineering, including a focus on support for education, training, image development and tourism infrastructure as well as the industry development and attraction.

The focus will position Latrobe City as the *Engineering Capital of Australia*.

Council's Economic Development Strategy identifies a range of sectors for future investment, underpinning these are a suite of industrial sites including the Latrobe Regional Airport and Gippsland Logistics Precinct. Council's vision for the Airport is to create an Aerospace precinct, leveraging the region's competitive strengths in engineering and manufacturing to locate and grow new industry.

Latrobe Regional Airport

The Latrobe Regional Airport is wholly owned by Latrobe City Council on behalf of the residents and citizens of Latrobe City. The Airport is a key economic and community facility, which offers:

- Significant and growing employment opportunities with around 170 staff engaged by the various businesses located at the Airport including Mahindra/GippsAero, East Coast Aviation, and the Latrobe Valley Aero Club;
- Vital business and community services, including air charter, the acclaimed Helimed 1 air ambulance, branches of the CFA, SES and a DELWP permanent base for aerial fire fighting aircraft;
- Valuable recreational and tourism facilities, including flying lessons from three flying schools, tandem skydiving, joy flights, aerobatic flights, RAAF 426 Squadron Air Cadets and private hangars for recreational aviators.

The Airport is managed by the Latrobe Regional Airport Board and its staff, who are empowered by Council to develop each of these activities, whilst operating the Airport in a safe, professional and financially viable manner.

The Latrobe Regional Airport is situated in the Latrobe Valley Victoria, 150 km from Melbourne by freeway, or 40 minutes flying time to Tullamarine.

Latrobe Regional Airport is a strategic element of Gippsland's transport infrastructure enabling the economic development of the region. The airport provides an attractive regional capacity that facilitates and contributes to the decisions of potential investors in the region.

The airport hosts twenty-four tenants. These tenants represent large scale commercial enterprises, aviation enthusiasts and emergency response operations. Major tenants at the airport include Australia's only commercial aircraft manufacturer Mahindra/GippsAero, Helimed 1 Emergency & Rescue Helicopter base, Department of Environment Land Water & Planning (DELWP) fire bomber base, State Emergency Service, Latrobe Valley Aero Club, 426 Squadron Cadets (RAAF).

There are some 170 full time equivalent positions located at the airport.

Mahindra/GippsAero is a key tenant at Latrobe Regional Airport and is the cornerstone for the Airport's current commercial/industrial developments. Mahindra/GippsAero has manufactured over 280 aircraft of two designs, and has achieved export sales of the Airvan 8 to more than 30 countries around the world.

During the past few years the airport has seen increased activity and involvement as a launch pad for fire fighting aircraft, both helicopters and fixed wing fire bombers. Up to twenty helicopters and fixed wing aircraft have operated from LRA during the horrific fires of the 2005 and 2006/07 summers. The proximity of the Airport to the alpine regions of the State, and to a major water catchment facility supplying the metropolitan area of Melbourne, makes it an ideal site for a permanent regional fire fighting base. In 2007, a lease with the Department of Environment, Land, Water and Planning (now DELWP) for the establishment of such a Fire Bomber Base was signed. This facility will be adjacent to the new Helimed 1 Base and will complement the expanding Emergency Services Precinct, further emphasising the importance of the Latrobe Regional Airport as a major community asset.



INFRASTRUCTURE AND RECREATION

15. INFRASTRUCTURE AND RECREATION

15.1 Disposal of Illegally Dumped Rubbish on HVP Plantations Land

General Manager

Infrastructure and Recreation

For Decision

EXECUTIVE SUMMARY

The purpose of this report is to seek Council approval in providing support to Hancock Victoria Plantations (HVP) in managing illegal waste disposal within their plantations.

HVP has asked Council to provide support in relation to the disposal of illegally dumped rubbish that is occurring in its plantations. The General Manager- HVP Gippsland Operations has written to the CEO seeking support from Council to provide either (a) an exemption from landfill/transfer station fees or (b) to heavily discount landfill/transfer station fees.

The costs associated with collecting and disposing of dumped rubbish is creating a significant financial impact on HVP operations. Calculating their collection rates over the past three years, HVP are collecting in excess of 500 tonnes annually with the highest collection at around 800 tonnes.

Given the high costs associated with Landfill fees, HVP have taken to stockpiling rubbish within one of its plantations which has created other issues such as the piled rubbish being set on fire twice in the past 18 months.

In 2013 Council provided a one of subsidy of \$15,000 per annum to HVP to assist with the cost of disposal at the Landfill. HVP's 2013 cost to remove illegal dumping including Landfill fees was estimated by HVP to be in excess of \$250,000. Illegal dumping of rubbish is an ongoing problem which has been getting considerably worse over the past few years.

There are five options available to Council in moving forward with the concerns raised by HVP;

1. Provide an exemption from Landfill fees. This would provide a financial impact on Council of between \$65,000 and \$104,000 per annum based on tonnes collected previously by HVP.
2. Reduce the fees to the Landfill. Landfill fee per tonne will be set at \$132.34 for 2017/18. The fee could be reduced to cover the EPA Landfill Levy of \$31.79 per tonne for 2017/18. This would add an extra \$48,820 to the operational Landfill budget.
3. Reduce the Landfill fees to cover the EPA Landfill Levy but include a dollar amount to reduce the impacts on the operational budget. Landfill fee could be reduced by 50%, made up of \$31.79 EPA Levy and \$34.38 going towards operational costs.

4. Provide a subsidy of \$15,000 per annum as has been the previous amount subsidised.
5. Request the EPA to waive the Landfill Levy for illegal dumping. This would reduce the landfill cost by one third to \$100.55 per tonne.
6. Request that the EPA provide resources to address the issue of illegal dumping in Latrobe City.
7. Provide no financial assistance to HVP. Plantation land is privately owned and is not secured to prevent people gaining access and dumping rubbish.

HVP have taken a proactive approach to illegal dumping and implemented a Memorandum of Understanding (MOU) with Latrobe City Council to provide funding for a Local Laws Officer to assist in patrolling plantations and investigating instances of illegal dumping. This MOU will expire on the 21 August 2017.

It is recommended that Council provides subsidised fees to HVP to the amount of \$15,000 to assist it in managing the problem of illegal dumping on its plantations. It is also recommended that the current stockpiled material is disposed of before the subsidy takes effect. Further it is believed appropriate that any such subsidy is limited to a one year period and then reviewed.

It is also considered appropriate that Council seek assistance from the EPA to proactively address this matter.

RECOMMENDATION

That Council

1. **Provides a subsidy of \$15,000 for the 2017/18 financial year to Hancock Victoria Plantations for the disposal of illegally dumped rubbish from its plantations for a period of one year; and**
2. **Requires that the Hancock Victoria Plantations current stockpiled waste to be disposed prior to Council providing any financial assistance; and**
3. **Requests a further report be presented to Council, at the end of the one year period, outlining the progress of the litter enforcement activities that have been undertaken with the assistance of Hancock Victoria Plantations funding; and**
4. **Write to the Environment Protection Agency seeking that they;**
 - a. **Allocate resources (funding and staffing resources) within Latrobe City to proactively address the ongoing problem of illegal waste disposal.**
 - b. **Waive the landfill levy for waste that has been illegally dumped on public land.**

DECLARATION OF INTEREST

Officers preparing this report have declared they do not have a conflict of interest in this matter under the provisions of the *Local Government Act 1989*.

DISCUSSION

HVP Plantations approached the Infrastructure Operations and Waste Team seeking to highlight the issue of illegal dumping of rubbish on its land and to raise the possibility of Council providing assistance in the disposal of the rubbish. A site visit was arranged for the 16 August 2016 where Council Officers along with HVP Senior Management undertook a tour of a plantation that borders the township of Morwell to gain firsthand knowledge of the extent of rubbish being dumped on HVP land.

It is evident that HVP are suffering the consequences of illegal dumping of rubbish by residents of Latrobe City Council and the impact that this is having on their operations. HVP have quoted collection figures of between 500 and 800 tonnes of illegally dumped rubbish per year, including 50 dumped cars, from its plantations. HVP have an operating budget for waste removal of \$150,000 per annum for the removal of illegal dumping.

The financial impacts based on Landfill fees are having a significant impact on HVP's ability to dispose of waste collected from within its plantations. Current Landfill fees are \$132.34 per tonne therefore based on a collection of 500 tonnes per annum the outlay from the \$150,000 operating budget for fees is \$66,170.

As a result of the impacts of illegal dumping on its land, HVP have taken a proactive approach to illegal dumping and undertaken a Memorandum of Understanding with Latrobe City Council to provide funding for a Local Laws Officer to assist in patrolling plantations and investigating instances of illegal dumping. HVP is contributing \$37,155 annually for a Local Laws officer to work exclusively on HVP illegal dumping issues for 19 hours per week for a one year trial period. Below is a breakdown of Local Laws patrol hours and investigations for the December/January period.

HVP										
	Patrol hours	Admin hours	Total hours	Total investigations	Unresolved no action	Infringements	Ongoing investigations	Clean up by offender	Court proceedings	Media reports
W/C 12/12/16	6.84	10.96	17.8	36	35	0	1	0	0	
W/C 19/12/16	3.4	20.4	24.3	21	19	13	2	0	0	
										1
W/C 3/01/17	5.34	11.46	19.3	17	16	0	2	0	0	1
W/C 9/01/17	3.84	15.5	19.34	12	9	4	3	0	0	1
W/C 16/01/17	1.4	18.8	20.15	12	12	2	0	1		
W/C 23/01/17	4	10.66	14.63	17	14	4	3	0	0	

From week commencing 12/12/2016 to week ending 29/01/2017

Patrol hours: 24.82

Administration and investigation hours: 87.78

Total hours: 115.52 Contract hours (114)

Investigations: 115
Unsolved/No outcome: 105
Proposed prosecution: 3
Clean up by offender: 1
Ongoing investigations: 11
Infringements: 23

It will also be expected that HVP will sort illegal dumping into waste and recyclables to assist in the diversion of recyclable items to the Landfill. These items can be deposited free of charge at the Transfer Station. This should reduce the per tonne amount being deposited at the Landfill.

Options available to Council are as follows:

- Provide an exemption from Landfill fees. This would provide a financial impact on Council of between \$80,000 and \$135,000 per annum based on tonnes collected previously by HVP.
- Reduce the fees to the Landfill. Landfill fee per tonne for 2017/18 will be set at \$132.34. Fee to be reduced to cover the EPA Landfill Levy of \$31.79 per tonne for 2017/18.
- Reduce the Landfill fees to cover the EPA Landfill Levy but include a dollar amount to reduce the impacts on the operational budget. Landfill fee could be reduced by 50% (\$66.17, made up of \$31.79 EPA Levy and \$34.38 going towards operational costs).
- Provide a subsidy of \$15,000 per annum as has been the previous amount subsidised
- Request the EPA to waive the Landfill Levy for illegal dumping. This would reduce the landfill cost by one third.
- Provide no financial assistance to HVP. Plantation land is privately owned and is not secured to prevent people gaining access and dumping rubbish.

Providing complete exemption from fees would need to factor in the EPA Levy which is currently \$31.09 per tonne therefore based on the 800 tonne quoted Council will need to pay \$80,440. If Council provides a reduced Landfill fee that has the total amount payable to cover the EPA Landfill Levy then the cost incurred would be purely operational.

The fees could be reduced by half so that there is some money going towards operational costs although the cost impact on managing extra waste is less severe given that the Landfill is processing bulk waste daily.

Council will also need to consider one important issue in relation to this subject. Is it Council's responsibility to provide assistance to private enterprise in regards to something that is beyond its control. Latrobe City is more than well serviced with waste facilities and also provides free drop off weekends for hard waste and green waste two times per year each. Council also offers an at home collection of hard

rubbish twice per year at a reduced rate of \$10 pension/healthcare card holders and \$20 for everyone else.

It would be expected that some form of assistance can be arranged with the EPA. This could take the form of financial assistance through the waving of the Landfill Levy or they could provide assistance through enforcement of fines for illegal dumpers. Council officers will be pursuing this with the EPA.

STAKEHOLDER CONSULTATION

Engagement with HVP has occurred during the preparation of this report. Further engagement will be undertaken upon adoption of the reports recommendation.

FINANCIAL AND RESOURCES IMPLICATIONS

There are some significant financial implications relating to the request from HVP for assistance with the cost to dispose of waste. The Landfill provides income to Council via Landfill disposal fees and this will be reduced if any reduction in fees is accepted.

Council will need to consider some important issues in relation to this subject. Any reduction to the Landfill fees will need to take into account that there will be an impact on the operational costs to the Landfill. If the rate was reduced to only cover the EPA Levy then based on the maximum collected figure of 800 tonnes then the cost to Council will be \$80,440 per annum.

RISK IMPLICATIONS

Risk has been considered as part of this report and it is considered to be consistent with the Risk Management framework.

There are several risk factors that are relevant to this report. The impacts that could be faced by internal stakeholders particularly Waste Service needs to be considered given there are some financial implications to operational budgets. This has been highlighted within the report.

CONCLUSION

HVP are experiencing significant volumes of illegal dumping within its plantations that border the urban fringe, especially in Morwell, Churchill, Hazelwood North and Traralgon. Illegal dumping provides a number of issues including pollution, both physical and visual, and a cost for collection and disposal.

Council Officers consider the way forward is to adopt a two pronged approach. HVP are to continue with their financial support for a Litter Prevention Officer through Local Laws to aid in identifying offenders and issuing infringement notices. Latrobe City Council are to provide \$15,000 subsidy for disposal fees at the Landfill to ensure that HVP can keep its plantations free from illegal dumping.

SUPPORTING DOCUMENTS

Nil

Attachments

1. [HVP Letter to the CEO](#)

15.1

Disposal of Illegally Dumped Rubbish on HVP Plantations Land

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Ref: SG 16_016



5 September 2016

Mr Gary Van Driel
Chief Executive Officer
Latrobe City
PO Box 264
Morwell, Victoria 3840



Date Received: 09-Sep-2016

Dear Gary,

RE: DISPOSAL OF ILLEGALLY DUMPED RUBBISH ON HVP LAND

I have been working closely with Ronda Bruerton and the Local Laws team at Council on a joint Memorandum of Understanding for the provision of a 0.5 FTE Local Laws Officer to address the ongoing issue of illegal dumping of rubbish on HVP land within the municipality.

I am sure you are familiar with this project. Our discussions with Ronda have progressed to the point of us agreeing to commence the MoU arrangement from 1st October 2016.

Thank you for Council's support of the MoU. It provides HVP with a clear plan to address the management of rubbish being dumped in our plantations into the future.

There is still however the need for HVP to address the collection and disposal of the rubbish being dumped on our land. HVP is the innocent victim of illegal rubbish dumping and would like to respond to this in a responsible manner, that is the collection and appropriate disposal of the rubbish found on our land.

The support I seek, is to request Council to provide either (a) an exemption or (b) to heavily discount Landfill/Transfer station fees. This will provide HVP with a very practical and cost effective way of dealing with the dumped rubbish

I have already discussed this with Martin Teplik, who advised that I formally write to you so that Council may consider this further.

I can be contacted on 0412 428 641 for further discussion and look forward to your response.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Simon Gatt'.

Simon Gatt
GENERAL MANAGER - GIPPSLAND
HVP Plantations Pty Ltd

Copy;

Steven Piasente, General Manager, Infrastructure and Recreation, Latrobe City Council
Martin Teplik, Manager Infrastructure Operations & Waste, Latrobe City Council

Grand Ridge Plantations Pty Ltd

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www.hvp.com.au
ABN: 56 004 285 705

15.2 Suitable Street Tree Species List Annual Review 2017

General Manager

Infrastructure and Recreation

For Decision

EXECUTIVE SUMMARY

The purpose of this report is to inform Councillors of results from the annual public review of Council's Street Tree Replacement Program.

Council's Tree Management Strategy 2016-2021 is an overarching document that provides strategic direction for the efficient and effective management of trees on Council owned or managed land including street and open space trees. This strategy was formally adopted in August 2016, with the condition that the Suitable Street Tree Species list is reviewed and placed out for public consultation annually.

A document that forms part of the strategy is the Suitable Street Tree Species List. This document provides a reference to tree species that are acceptable in Latrobe City Council's future urban tree plantings.

The Suitable Street Tree Species list was first introduced to Council in 2005 as part of the Inappropriate Tree Removal and Replacement Program.

An annual review is undertaken of the Suitable Street Tree Species List to ensure Council are maintaining an up to date arboriculture approach with tree species selection.

Public consultation occurred over a 6 week period, which included the Christmas period.

As part of this review, Council welcomes and seek feedback from the general public. Feedback was encouraged over a six week duration via: newspaper and radio adverts, Councils Facebook page, and Councils website.

A total of five public submissions have been received. All submissions have been responded to, and further discussed (submission summary attached). One of the five submissions has been accepted, with the removal of a tree species from the list that has a reputation of causing allergies.

RECOMMENDATION

That Council:

- 1. Removes the Photinia tree species from the Suitable Street Tree Species List, due to the species possibly triggering allergy's; and**
- 2. Undertakes public consultation of the Suitable Street Tree Species List September - October, 2017.**

DECLARATION OF INTERESTS

Officers preparing this report have declared they do not have a conflict of interest in this matter under the provisions of the *Local Government Act 1989*.

DISCUSSION

Council at its meeting of the 1 August, 2016, adopted the Latrobe City Tree Management Strategy 2016-2021 subject to minor changes including conducting an annual review of the suitable tree species list and public consultation.

As part of this resolution Council Officers have now undertaken a public consultation process regarding the Suitable Street Tree Species list as part of the annual review.

Council's Tree Management Strategy 2016-2021 is an overarching document that provides strategic direction for the efficient and effective management of trees on Council owned or managed land including street and open space trees.

A document that forms part of the strategy is the Suitable Street Tree Species list, this document is a guide to tree species that are acceptable in Latrobe City Council's future urban tree plantings.

The Suitable Street Tree Species list was first introduced to Council in 2005 as part of the Inappropriate Tree Removal and Replacement Program.

All submissions were considered and follow up discussions to the customer's request were responded to via phone calls. (Detailed submissions attached).

Of the five submissions received:

- Three accounts of feedback were directed towards existing tree issues that the residents are experiencing and do not relate to the current tree species list. These concerns have been addressed with the customers.
- One submission was to introduce Fruit and Citrus Trees. Council has found fruiting tree varieties, within a nature strip environment, require excessive maintenance and pose a potential risk to pedestrians of slip/trip hazards whilst shedding fruit. In the past residents are often found to be reluctant to participate with the ongoing maintenance required of the shedding fruit.
- One submission highlighted a tree species that raised concerns was the Photinia species (photograph attached). This species has a reputation of triggering allergies particularly during its flowering stage. As per the customer's request the Photinia species has been removed from the Tree Species List.

The final outcome from the five submissions is that one tree species (Photinia) be removed from the Suitable Street Tree Species List.

Currently Council's Recreational Open Space Planning Team also has a tree species list for developers to use when considering appropriate trees for new developments. This tree list has minor variances from the Suitable Street Tree Species List.

As part of the next review of the Suitable Street Tree Species List in September – October 2017, both departments lists will be combined and form part of the review.

Due to time restraints of the plant stock purchasing and planting season arising within the next three months, Council was unable to merge both of the department's lists under the current review.

The next review is forecasted to be undertaken in September/October 2017, and results reported to Council, to ensure the review is finalised prior to any plant stock purchasing for the following year.

STAKEHOLDER CONSULTATION

Public consultation was carried out from the 28th of November 2016 to the 8th of January 2017, which included the Christmas period. Consultation was extended by 3 weeks due to the holiday period.

Feedback was encouraged over the 6 week duration via: newspaper and radio adverts, Facebook page, and Council's website. All adverts directed public submissions to be entered via Council's website.

FINANCIAL AND RESOURCES IMPLICATIONS

The annual urban tree planting budget allocated for the 2016/2017 financial year is \$137,000.

No financial and/or resource implications are identified from the 2017 Suitable Street Tree Species List adjustment.

RISK IMPLICATIONS

This review ensures that appropriately suited trees are applied during plantings, avoiding risks of inappropriate trees being introduced into a public area that may cause possible health or safety issues.

CONCLUSION

Council Officers are in support of one submission, the request to remove the Photinia tree species from list selection.

Council Officers will continue to conduct an annual review of the Suitable Street Tree Species List, with the report brought forward to Council for approval.

An internal merge of all Council departments suitable tree lists will be undertaken during Council's next Suitable Street Tree Species List Review, including guidelines for provisions of new tree trials.

Public feedback will also be continually encouraged regarding appropriate tree species options.

SUPPORTING DOCUMENTS

Nil

Attachments

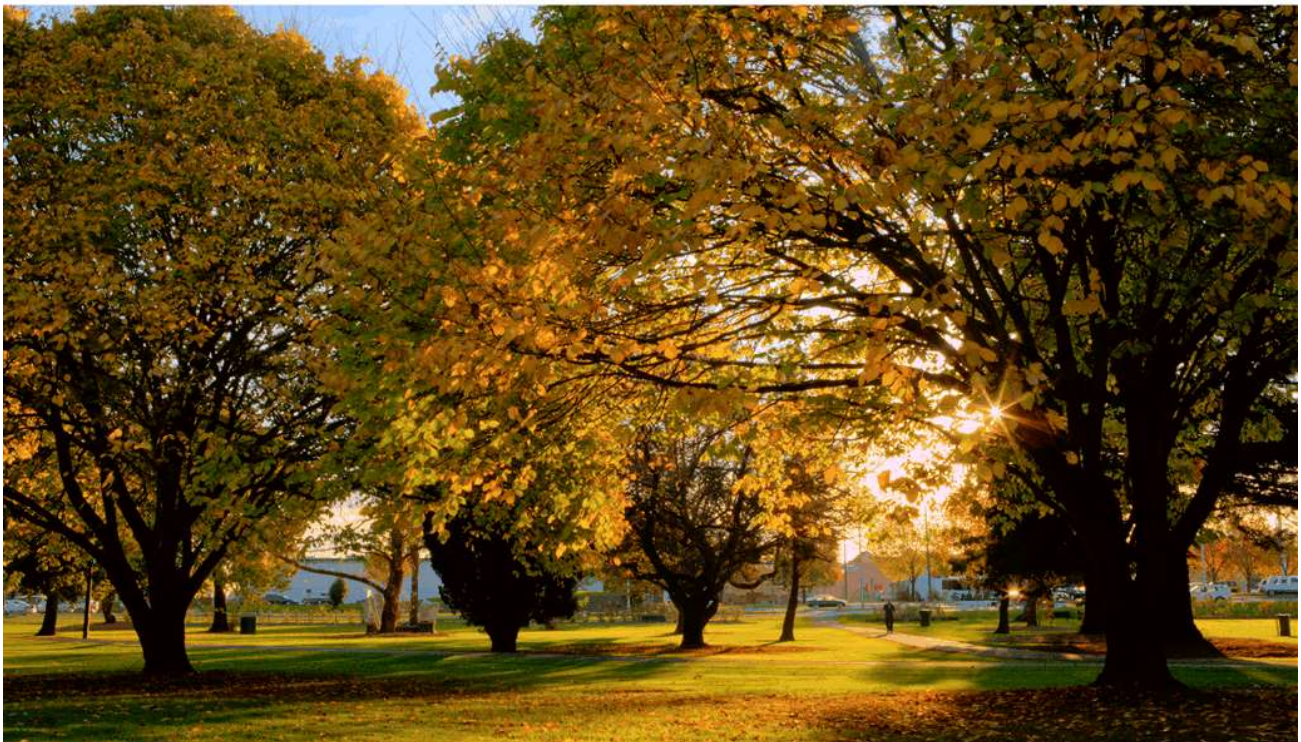
- 1 [↓](#). Tree Management Strategy 2016-2021
- 2 [↓](#). Revised Street Tree Species List 2017
- 3 [↓](#). Photographs of Suitable Street Tree Species List January 2017
- 4 [↓](#). Suitable Street Tree Species List Submissions 2017
- 5 [↓](#). Photinia Tree Photographs

15.2

Suitable Street Tree Species List Annual Review 2017

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Tree Management Strategy 2016-2021





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PURPOSE

The Tree Management Strategy is an overarching document that is intended to provide strategic direction for the efficient and effective management of trees on Council owned or managed land including street and open space trees.

In addition to this Strategy, the management of Council's tree population must be carried out in accordance with the following related documents which provide more detailed information for use by staff and guides decision making when dealing with tree related issues.

- ***Latrobe City Tree Management Framework (Draft) 2015***
- ***Latrobe City Annual Electric Line Clearance Management Plan 2015***
- ***Latrobe City Tree Root Management Procedure (Draft) 2015***
- ***Latrobe City Road Management Plan 2013- 2017***
- ***Latrobe City Suitable Street Tree Species List***
- ***Latrobe City Significant Tree Register***
- ***Council Policy 11 POL-4, Tree Work Notification Policy***

OBJECTIVES

The objectives of this strategy are to:

- Recognise the value of trees as an important community asset within the urban environment.
- Bring together any existing tree related documents together under the one umbrella.
- Enable consistent decision making on tree related issues.
- Manage risks associated with trees.
- Demonstrate a commitment to community engagement in relation to tree management.
- Demonstrate the Council's commitment to the protection and retention of trees within Latrobe City

STRATEGIC DIRECTION

The strategic is in line with the following Council policies and strategies:

- Latrobe 2026; Natural Environment – *In 2026, Latrobe Valley enjoys a beautiful natural environment that is managed and protected with respect to ensure a lasting legacy for future generations.*
- Latrobe City Council Plan 2013 – 2017; Theme 2 Objective – *To enhance the visual attractiveness and liveability of Latrobe City.*
- Latrobe City Open Space Policy.
- Latrobe City Natural Environment Sustainability Strategy 2014-2019.



TREE MANAGEMENT

Council is responsible for the care and management of all trees in public areas including streets, parklands, reserves and rural local roadsides. Street trees require intensive management due to their growing environment and community expectations for amenity, functionality and safety. According to Council's street tree inventory there are approximately 70,000 trees in public urban parks and streets. The inventory has not been updated since 1996 and therefore is of limited value today.

The following are some of the services provided in the management and maintenance of Council's trees:

- Annual risk inspections of trees at Council facilities.
- Periodic inspection of street and park trees.
- Powerline clearance.
- Canopy pruning to maintain height clearance over footpaths and roads.
- Formative and structural pruning
- Rural roadside pruning.
- Deadwood removal.
- Tree planting and watering.

Council's Supervisor Arborist, assisted by the Team Leader Tree Maintenance, deals with the day-to-day tree management activities. Annual tree maintenance programs are contracted out to experienced tree maintenance contractors, with the in-house maintenance team undertaking reactive works, other planned programs and rural roadside pruning.

Council acknowledges that trees require good planning and appropriate maintenance to provide aesthetic, environmental and ecological benefits to the community. This will be achieved through but not restricted to the following:

- Public areas including streets and roadsides to be planted with trees consistent with Council's Suitable Street Tree Species list.
- Providing adequate resources to ensure the tree population is maintained in a healthy and safe condition.
- Continue the inspection and maintenance of street trees under the annual Block Pruning Program.
- Continue performing the annual Tree Risk Inspection at Council facilities program.
- Continue the inspection and maintenance of rural roadside trees under the annual Rural Road Pruning Program.
- Submit the Latrobe City Annual Electric Line Clearance Management Plan to Energy Safe Victoria each year.



- Continue the inspection and pruning of trees under the Annual Powerline Pruning Program.

COMMUNITY CONSULTATION

Most residents highly value street trees in their street, and also have an interest in street and parkland trees in their local area. This can present challenges for Council on issues relating to tree management when the focus is on an individual tree or a group of trees.

Council will place an emphasis toward informing, consulting and where appropriate involving the community in tree management. This will be achieved through but not restricted to the following:

- Ensure the community is informed about all major projects involving tree removal, tree planting and other major tree management programs. (except where emergency works are required).
- Provide advance information regarding tree maintenance works via letter box drops to affected local residents, interest groups and surrounding community.
- The Ward Councillors shall receive a copy of information distributed.
- Increase community knowledge about the benefits of street and parkland trees within the urban environment through the City's web page and the local media.
- Seek opportunities to encourage community involvement in tree management.

TREE PROTECTION

Trees have the potential to live for many generations but are vulnerable to changes in their local environment. Trees need to be protected from the detrimental impact that new developments, construction works and other activities could have on their health.

Australian Standards 4970-2009, Protection of Trees on Development Sites provides land managers, arborists, builders, contractors and planners with tree management guidelines for the proper care and protection of trees retained and integrated into construction projects.

Council has a Significant Tree Register which identifies any trees of state or local importance growing within the municipality. Some of these trees are growing on private property. The purpose of Council's Significant Tree Register is to identify and recognise the importance of significant trees in the Latrobe City area, and ensure their protection for future generations.

Council acknowledges that trees are a valuable community asset requiring protection through a combination of planning controls, enforcement and education. This will be achieved through but not restricted to the following:

- Where Council trees could be affected by any works, Council's Supervisor Arborist is to be consulted during the planning or design stage.



- Council will use the Australian Standards AS 4970-2009, Protection of Trees on Development Sites as guidance for the protection and preservation of trees during all stages of a development or construction project.
- Conditions related to Development Applications will be used to ensure that, where appropriate, established trees are protected through all stages of a proposed development.
- Regular monitoring of development and construction sites to ensure adherence with approved tree protection plans.
- Promote community awareness of the Significant Tree Register and ensure it is easily available to the public, both in hard copy and on Council's web site.
- Develop individual protection plans for those trees on the Latrobe City Significant Tree Register.

TREE RISKS

The risk associated with trees is a combination of the condition of the tree and the use around and in the vicinity of the tree. Council has a duty of care to reduce the level of risk to the public and property.

The response by Council to damage caused by trees will vary according to the nature and extent of the damage. The most commonly reported damage is those caused by tree roots.

Council trees need to be inspected and assessed to determine their potential for public risk; with trees in high risk or high use areas requiring more frequent inspections. Council currently undertakes tree risk inspections in accordance with the schedules contained in Latrobe City Tree Management Framework (Draft) 2015.

Council acknowledges that all trees have an inherent risk which must be managed effectively. This will be achieved through but not restricted to the following:

- All Council trees reported as being unsafe or hazardous by the public or identified as being of concern by staff are to be inspected by an appropriately qualified and experienced Arborist.
- All trees that are to come under the control of Council are to be assessed by a qualified and experienced arborist for their suitability for retention and to identify any remedial works required to bring them up to a good and safe condition prior to handover.
- Identify and manage potential tree risks to the satisfaction of Council's insurer.
- Tree maintenance generated through the tree risk inspection process will be recorded and scheduled for works.



TREE PRUNING

Pruning is an essential component of the management of Council's tree asset. Once trees are established, pruning is the key maintenance process to keep individual trees in a safe and visually appealing condition. The pruning of trees should be minimised as trees look more appealing when left to form their natural shape.

Council acknowledges that trees should only be pruned to achieve specific goals. This will be achieved through but not restricted to the following:

- Council trees to be pruned in accordance with the Australian Standard for Tree Pruning, AS 4373 (2007).
- Continuing the urban street tree pruning program, with each tree being visited and pruned as necessary at least once every two years.
- Continuing the ten year cyclic rural roadside pruning program.
- Individual trees may be pruned as necessary in response to customer requests from residents, Council staff or other parties.
- Pruning of Council owned trees is not permitted by anyone other than Council staff or Council engaged contractors.
- Maintain public safety through the removal of structurally unsound limbs.
- Maintain tree health through the removal of dead or diseased material.
- Maintain prescribed clearances from services.
- Maintain prescribed clearances from roads, footpaths and driveways.
- Ensure traffic safety and visibility of road signs.
- Minimise future work requirements through the removal of potential problems at an early stage.

Where private trees overhang Council property, footpaths or roadways the tree is regarded as the owner's responsibility and therefore onus is on the owner to prune the branches when requested. An order for the pruning of overhanging branches can be issued under Council's by-laws.



TREE SELECTION AND PLANTING

As most trees in the streets and parks of Latrobe City will occupy their planting sites for many years, a careful considered selection of site and tree species is vital.

Council's Suitable Street Tree Species List was developed to ensure trees are selected to suit the site conditions, including proximity to infrastructure like overhead power lines, drains, and footpaths.

Council acknowledges the selection of appropriate trees for urban street planting is critical for successful establishment and well managed streetscape. This will be achieved through but not restricted to the following actions:

- Prepare a masterplan to guide future planning for tree planting across Latrobe City after consultation with the community and a report being brought to Council.
- Develop a preferred species list after consultation with the community and a report being brought to Council.
- Conduct an annual review of the suitable tree species list and place it out for public consultation.
- Council's Supervisor Arborist shall be consulted on species suitability where there is any departure from preferred species selection.
- Continue to encourage community participation in tree planting programs to promote ongoing stewardship.
- All Council development projects incorporate planting of new trees in conformance with Council's Suitable Street Tree Species List.
- Tree planting by private developers and others in land that will become the responsibility of Council must be done in consultation with and to the satisfaction of Council.
- Where appropriate no more than two different tree species generally to be used in any one street.



PEST AND DISEASE MANAGEMENT

Trees are subject to a range of pests and diseases.

When pests and diseases occur that could affect the immediate or long term survival of Council owned and managed trees, Latrobe City will react appropriately.

There is a significant population of Elm trees within Latrobe City that require special protection. Council is committed to saving the Elm tree population by maintaining an annual Elm Leaf Beetle control program. This consists of soil injection and bark banding treatments. This will ensure Elm trees within Latrobe City are maintained for future generations.

Council acknowledges the need to minimise the threat that pests and diseases can have on the tree population. This will be achieved through but not restricted to the following actions:

- Develop specific control programs where appropriate for major pests and diseases likely to affect trees under the control of Council.
- Monitor Council's tree population to enable timely and appropriate responses when pest and disease outbreaks compromise the immediate or long-term survival of the tree/s.
- Council will undertake to notify owners of privately owned trees of pest and disease outbreaks so that the owner may take action as required.

TREE REMOVAL

Trees can take many years to develop fully and once removed cannot be quickly replaced.

Removal of any tree has the potential to create a great deal of conflict as trees often instil very emotive feelings, both for and against removal.

Trees are mainly removed for the following reasons:

- Tree threatening to cause significant property damage. (Either to private or Council owned property).
- Tree causing significant interference to services or mains i.e. Power lines, water and sewer pipes, kerb and pavements.
- Tree causing problems for pedestrians and/or motorists.
- Council or other public authorities require the removal of trees to facilitate the construction of new infrastructure.
- Tree being storm damaged or having failed in part due to shedding limbs.
- Tree is dying, diseased or dead.



The Latrobe City will seek to avoid tree removal wherever possible. This will be achieved through but not restricted to the following actions:

- Council will investigate all tree management options prior to the recommendation for tree removal.
- Council will only remove trees that are not suitable for their location and for which risk minimisation strategies will not be successful.
- Review insurance claims in accordance with advice from Council's insurer and assess the removal and replacement of trees that pose an unacceptable risk.

The strategy should be reviewed every five years in line with the review of the Latrobe City Tree Management Framework (Draft) 2015.

Approved by:	
Date approved:	
Review date:	

Street Tree Replacement List
Current List.
Updated January 2017

The following table details appropriate replacement tree species suitable for planting within an urban environment. Smaller species are to be considered under powerlines.

SPECIES	Approx Height x Width
<i>Angophora costata</i>	20m x 10m
<i>Angophora floribunda</i>	18m x 10m
<i>Angophora hispida</i>	7m x 5m
<i>Acer buergerianum</i>	6m x 6m
<i>Acer campestre</i>	7m x 6m
<i>Acer campestre</i> 'Queen Elizabeth'	8m x 6m
<i>Acer x freemanii</i> 'Jeffersred' Autumn Blaze	13m x 10m
<i>Acer ginnala</i>	7m x 6m
<i>Acer rubrum</i>	15m x 10m
<i>Acer rubrum</i> 'Brandy Wine'	9m x 6m
<i>Acer rubrum</i> 'Canadian Maple'	13m x 10m
<i>Acer rubrum</i> 'Fairview Flame'	11m x 7m
<i>Acer truncatum</i> x <i>A. platanoides</i> 'Keithsform' Norwegian Sunset	11m x 6m
<i>Acer truncatum</i> x <i>A. platanoides</i> 'Warrenred' Pacific Sunset	10m x 6m
<i>Agonis flexuosa</i> 'Burgundy'	5m x 3m
<i>Agonis flexuosa</i> 'Indigo'	4m x 3m
<i>Arbutus unedo</i>	9m x 8m
<i>Arbutus canariensis</i>	15m x 10m
<i>Backhousia citriodora</i>	10m x 6m
<i>Banksia ericifolia</i>	7m x 7m
<i>Banksia intergrifolia</i>	15m x 5m
<i>Banksia serrata</i>	15m x 10m
<i>Brachychiton acerifolius</i>	20m x 15m
<i>Brachychiton populaneus</i>	15m x 12m
<i>Callistemon citrinus</i> 'Endeavour'	3m x 3m
<i>Callistemon</i> 'Harkness'	5m x 4m
<i>Callistemon</i> 'Kings Park Special'	5m x 4m
<i>Callistemon salignus</i>	7m x 5m
<i>Carpinus betulus</i> 'Fastigiata'	10m x 6m
<i>Celtis australis</i>	15m x 8m
<i>Celtis occidentalis</i>	20m x 15m
<i>Cercis canadensis</i> 'Forest Pansy'	5m x 5m

<i>Cercis chinensis</i>	4m x 3m
<i>Cercis siliquastrum</i>	6m x 4m
<i>Crataegus laevigata</i> 'Paul's Scarlet'	5m x 4m
<i>Crataegus laevigata</i> 'Rosea Flore Pleno'	4m x 3m
<i>Eriobotrya japonica</i>	5m x 4m
<i>Eucalyptus diptera</i>	10m x 6m
<i>Eucalyptus eremophila</i>	12m x 8m
<i>Eucalyptus forrestiana</i>	7m x 4m
<i>Eucalyptus kitsoniana</i>	8m x 5m
<i>Eucalyptus lehmannii</i>	7m x 4m
<i>Eucalyptus leucoxydon</i> 'Euky Dwarf'	7m x 5m
<i>Eucalyptus macrandra</i>	8m x 8m
<i>Eucalyptus mannifera</i> 'Little Spotty'	8m x 5m
<i>Eucalyptus pauciflora</i> 'Little Snowman'	7m x 5m
<i>Eucalyptus polyanthemus</i>	12m x 8m
<i>Eucalyptus torquata</i>	10m x 5m
<i>Eucalyptus</i> 'Torwood'	8m x 6m
<i>Hakea francisiana</i>	5m x 4m
<i>Hakea laurina</i>	5m x 4m
<i>Hakea multilineata</i>	5m x 4m
<i>Hakea salicifolia</i>	5m x 4m
<i>Hakea suaveolens</i>	5m x 4m
<i>Koelreuteria paniculata</i>	7m x 7m
<i>Lagerstroemia indica</i> x <i>L. fauriei</i> 'Lipan'	4m x 3m
<i>Lagerstroemia indica</i> x <i>L. fauriei</i> 'Natchez'	8m x 6m
<i>Lagerstroemia indica</i> x <i>L. fauriei</i> 'Sioux'	4m x 3m
<i>Lagerstroemia indica</i> x <i>L. fauriei</i> 'Tuscarora'	6m x 4m
<i>Lagerstroemia indica</i> x <i>L. fauriei</i> 'Zuni'	4m x 3m
<i>Leptospermum pattersonii</i>	5m x 3m
<i>Liquidamber styraciflua</i> 'Worplesdon'	12m x 8m
<i>Magnolia grandiflora</i> 'Little Gem'	6m x 3m
<i>Malus floribunda</i>	5m x 5m
<i>Malus ioensis</i> 'Plena'	6m x 4m
<i>Malus ioensis</i> 'Rubra' (syn. 'Purpurea')	5m x 3m
<i>Malus spectabilis</i> 'Plena'	5m x 3m
<i>Malus</i> 'sutyzam'- Sugar Tyme	6m x 4m
<i>Malus tschonoski</i>	7m x 4m
<i>Metrosideros excelsa</i>	12m x 8m
<i>Nyssa sylvatica</i>	11m x 6m
<i>Parrotia persica</i>	7m x 5m
<i>Pistacia chinensis</i>	8m x 6m
<i>Prunus cerasus</i> 'New Red'	7m x 4m
<i>Prunus</i> 'Sekiyama' (syn. 'Kanzan')	5m x 4m
<i>Prunus</i> 'Shirotae' (syn. 'Mt Fuji')	4m x 6m
<i>Pyrus betuleafolia</i> x <i>P. calleryana</i> 'Edgedell'	8m x 6m
<i>Pyrus betuleafolia</i> 'Southworth' - Dancer	7m x 4m
<i>Pyrus calleryana</i> 'Chanticleer'	11m x 6m

<i>Pyrus 'Capital'</i>	11m x 3m
<i>Pyrus fauriei</i> 'Westwood'	5m x 4m
<i>Pyrus ussuriensis</i>	9m x 7m
<i>Tilia cordata</i>	9m x 6m
<i>Tristaniopsis laurina</i>	10m x 8m
<i>Ulmus parvifolia</i> 'Churchyard'	10m x 10m
<i>Ulmus parvifolia</i> 'Todd'	10m x 11m
<i>Zelkova serrata</i> 'Green Vase'	14m x 10m

Photographs of Street Tree Replacement List last update January 2017



***Angophora costata*, Smoothbark Apple tree**



***Angophora floribunda*, Rough-barked Apple tree**



***Angophora hispida*, Dwarf Apple Gum tree**



***Acer buergerianum*, Trident Maple**



***Acer campestre*, Field Maple tree**



***Acer campestre* 'Evelyn', Queen Elizabeth Maple tree**



Acer x freemanii 'Jeffersred', Autumn Blaze Maple tree



Acer ginnala, Amur Maple tree



***Acer rubrum*, Canadian Maple tree**



***Acer rubrum* 'Brandy Wine', Brandy Wine Maple tree**



***Acer rubrum* 'Canadian Maple', Red Maple tree**



***Acer rubrum* 'Fairview Flame', Fairview Flame Maple tree**



***Acer truncatum* x *A. plantanoides* 'Keithsform', Norwegian Sunset
Maple tree**



***Acer truncatum* x *A. plantanoides* 'Warrenred', Pacific Sunset
Maple tree**



***Agonis flexuosa* 'Burgundy', Burgundy Weeping Myrtle**



***Agonis flexuosa* 'Indigo', Indigo Weeping Myrtle**



***Arbutus unedo*, Irish Strawberry tree**



***Arbutus canariensis*, Canary Madrone tree**



***Backhousia citriodora*, Lemon Myrtle tree**



***Banksia ericifolia*, Heath-leaved Banksia tree**



***Banksia integrifolia*, Coast Banksia tree**



***Banksia serrata*, Saw Banksia tree**



***Brachychiton acerifolius*, Illawarra Flame tree**



***Brachychiton populaneus*, Kurrajong tree**



***Callistemon citrinus* 'Endeavour', Lemon Scented Bottlebrush tree**



***Callistemon viminalis* 'Harkness', Harkness Bottlebrush tree**



***Callistemon* 'Kings Park Special', Kings Park Special Bottlebrush tree**



***Callistemon salignus*, Willow Bottlebrush tree**



***Carpinus betulus* 'Fastigata', Common Hornbeam tree**



***Celtis australis*, European Hackberry tree**



***Celtis occidentalis*, Common Hackberry**



***Cercis canadensis* 'Forest Pansy', Purple Redbud tree**



***Cercis chinensis*, Chinese Redbud tree**



***Cercis siliquastrum*, Judas tree**



***Crataegus laevigata* 'Paul's Scarlet', May tree**



***Crataegus laevigata* 'Rosea Flore Pleno', Double Pink Hawthorn tree**



***Eriobotrya japonica*, Loquat tree**



***Eucalyptus diptera*, Two Winged Gimlet tree**



***Eucalyptus eremophila*, Tall Sand Mallee tree**



***Eucalyptus forrestiana*, Fuchsia Gum**



***Eucalyptus kitsoniana*, Gippsland Mallee tree**



***Eucalyptus lehmannii*, Bushy Yate tree**



***Eucalyptus leucoxylon* 'Euky Dwarf', Dwarf Yellow Gum tree**



***Eucalyptus macrandra*, Long Flowering Marlock tree**



***Eucalyptus mannifera* 'Little Spotty', Dwarf Brittle Gum tree**



***Eucalyptus pauciflora* 'Little Snowman', Small Snow Gum tree**



***Eucalyptus polyanthemus*, Red Box tree**



***Eucalyptus torquata*, Coral Gum tree**



***Eucalyptus* 'Torwood', Torwood Gum tree**



***Hakea francisiana*, Emu tree**



***Hakea laurina*, Pincushion Hakea tree**



***Hakea multilineata*, Grass Leafed Hakea**



***Hakea salicifolia*, Willow Leafed Hakea tree**



***Hakea suaveolens*, Sweet Hakea tree**



***Koelreuteria paniculata*, Golden Rain tree**



***Lagerstoemia indica* x *L. fauriei* 'Lipan', Lipan Crepe Myrtle tree**



***Lagerstoemia indica* x *L. fauriei* 'Natchez', Natchez Crepe Myrtle tree**



***Lagerstoemia indica* x *L. fauriei* 'Sioux', Sioux Crepe Myrtle tree**



***Lagerstoemia indica* x *L. fauriei* 'Tuscarora', Tuscarora Crepe Myrtle tree**



***Lagerstoemia indica x L. fauriei* 'Zuni', Zuni Crepe Myrtle tree**



***Leptospermum patersonia*, Lemon Scented Tea tree**



***Liquidambar styraciflua* 'Worplesdon', Worplesdon Sweet Gum tree**



***Magnolia grandiflora* 'Little Gem', Little Gem Magnolia tree**



***Malus floribunda*, Crab Apple tree**



***Malus ioensis* 'Plena', Pink Flowering Crab Apple tree**



Malus ioensis 'Rubra' (syn. 'Purpurea'), Red Flowering Crab Apple tree



Malus spectabilis 'Plena', Chinese Crab Apple tree



***Malus sutyzam* 'Sugar Tyme', Sugar Tyme Crab Apple tree**



***Malus tschonoskii*, Tschonoski Crab Apple tree**



***Metrosideros excels*, New Zealand Christmas tree**



***Nyssa sylvatica*, Black Tupelo tree**



***Parrotia persica*, Persian Ironwood tree**



***Pistacia chinensis*, Chinese Pistachio**



***Prunus cerasus*, 'New Red', Sour Cherry tree**



***Prunus* 'Sekiyama' (syn. 'Kanzam'), Kanzam Cherry tree**



***Prunus* 'Shirotae' (Syn 'Mt Fuji'), Mt Fuji Cheery tree**



***Pyrus betuleafolia* x *P. calleryana* 'Edgedell', Edgewood Pear**



***Pyrus betuleafolia* 'Southworth', Ornamental Pear Southworth
Dancer**



***Pyrus calleryana*, 'Chanticleer', Callery Pear tree**



***Pyrus calleryana* 'Capital', Capital Callery Pear tree**



***Pyrus fauriei* 'Westwood', Korean Sun tree**



***Pyrus ussuriensis*, Manchurian Pear tree**



***Tilia cordata*, Small-leaved Lime tree**



***Tristania laurina*, Water Gum tree**



***Ulmus parvifolia* 'Churchyard', Churchyard Chinese Elm tree**



***Ulmus parvifolia* 'Todd', Todd Chinese Elm tree**



***Zelkova serrata* 'Green Vase', Japanese Zelkova**

Suitable Street Tree Species List Submissions 2017

First Name	Surname	Street	Town	Name of tree species:	Please include a short description of why the tree would suit street planting:	Name of tree species on list:	Please include any reasons for why the tree may need to be removed from street planting:	Outcome of discussion with resident
Angie	Barics	10 Sunderland Circuit Traralgon	Traralgon		Small trees that do not lift the concrete or leave slippery seeds that are dangerous, and not eighty foot gum trees. How about checking the trees that are on noxious weeds list. That you seem to always plant. Cheers Angie			Spoke with resident, Miss Barics raised concerns with the Melaleuca species. I have reassured her that the species are no longer on the planting list and have been identified as inappropriate, and are on the Inappropriate Tree Removal Replacement Program.
Cleo	Aristotelous	Mitchell drive	Traralgon			Photinia	It causes issues for asthmatics and people with allergies.	Discussed concerns with resident. In recent years Council have planted Photinias in a hedge form as they have been found to be hardy and reliable species. This species is no longer planted as a nature strip tree, directly out front of residential property's. The trees are known to have occasional allergy reactions during flowering. Upon Miss Aristotelous's recommendation we are accepting of removing the species from the planting list and will seek other alternatives when planting hedges. Miss Aristotelous's was pleased with the outcome.
Luke	Wilson	10 Jakobi Crt	Traralgon	Lemon Trees or other fruiting trees or nice deciduous trees.	Bonus fruit and good for Bees.			Discussed concerns with resident. The public have often associated fruiting trees as being a nuisance for residents. Residents are reluctant to become obligated to clean up fallen fruit. Fallen fruit often causes slip/trip hazards on footpaths. Also many fruit tree variety's require regular pest & disease control, this would require ongoing additional maintenance and cost for the development of the trees. Mr Wilson was very accepting of the explanation and wanted to pass on the comment that he would like more native flowering species as he has a Bee Keeper background.

Josh	Cassidy	Jennifer street	Morwell	Maple or some type of large similar deciduous tree	On my side of the street, number 1 we do not have power lines. New trees of similar species were planted on Wilson street around the corner under power lines. This has left me confused as to the quality of tree planted in Jennifer street??			Spoke with resident, Mr Cassidy raised concerns with the Magnolia species growing in his street, he feels they are slow in becoming established. An inspection found the trees to be in reasonable condition. Slight restrictions in the growth of the trees may be due to the soil quality within the area. Mr Cassidy was happy with the discussion.
Carol	Carter	Maryvale Road	Morwell			Any gum tree/eucalyptus	1. During high winds the loose foliage flies onto my property and especially the nature strip. 2. Foliage from above trees fly across from Heritage Estate verge on my nature strip & into the front garden.	Spoke with resident. Miss Carter raised concerns with the Gum trees situated along Maryvale, she has found them to block her view and fallen leaves are a nuisance. I have explained we are currently maintaining the offending trees to arboricultural standards, and also re-assured that the gums in question are not on Councils street tree planting list. Miss Carter was understanding of the discussion.

Photinia Species Photograph



Red Tip Photinia (*Photinia robusta*)

COMMUNITY SERVICES

16. COMMUNITY SERVICES

16.1 Tarwin Street Pop-Up Park, Morwell

General Manager

Community Services

For Decision

EXECUTIVE SUMMARY

This report presents a review of the trial to provide a “Pop Up” park in a closed section of Tarwin Street and the adjacent median, and due to the generally positive feedback, recommends that the park be made permanent.

Council approved the establishment of the Tarwin Street Pop Up Park in November 2015 with funding from VicHealth at the intersection with Commercial Road. Following an appropriate process, a component of the northbound lane of Tarwin Street was closed on Tuesday 9 February 2015 and included as part of the park to be activated.

In August 2016, Councillors considered a further paper seeking to extend the operations of the Pop Up Park. The purpose of this extension was to build on the community’s ownership and activation of the space and to realise the benefits from the current infrastructure investment in the Park.

At the Ordinary Council Meeting of 12 September 2016, Council extended the duration of the Tarwin Street Pop Up Park and road closure until 31 March 2017.

Efforts to engage the community to take greater ownership of this space is well advanced and activation of the Park has shifted towards the site being embraced as a community meeting place where community led events can occur as opposed to a site of entertainment where Council funds, manages and coordinates visiting acts, activities and events.

Data and feedback (attachment 1 – Visitor’s Feedback and attachment 2 – Traders Have Your Say) collected from local community members, community groups, traders and service organisations identifies that a majority of stakeholders across Morwell are very supportive of the Park and would like to see it continued.

Due to this feedback and alignments with the Draft Future Morwell Urban Design Revitalisation Plan, it is recommended that Council considers leaving the temporary Pop-Up Park in place and progress further community consultation activities to develop an agreed design and traffic management plan for the site; confirm a community led governance model; and develops a business case to secure funding for construction of the park as a permanent fixture, such as the Latrobe Valley Authority.

The other option for Council to consider is for the Pop-Up park site to be dismantled and returned to its former state as soon as practical.

RECOMMENDATION

That Council:

- 1. Endorses the concept that the temporary Tarwin Pop Up Park be made permanent and that officers consult with the community to develop acceptable park design options including a traffic management plan; and**
- 2. Publishes a Public Notice in the Latrobe Valley Express on 30 March 2017, advising the community that Council intends to exercise its powers under clause 10(1)(c) of Schedule 11 of the *Local Government Act 1989* to maintain the closure of the northbound lane of Tarwin Street, Morwell, from Commercial Road for a distance of approximately 30 metres south and of the community's rights to make a submission under section 223 of the *Local Government Act 1989*; and**
- 3. Consider any submissions received in relation to the proposed closure of Tarwin Street until 27 April 2017.**
- 4. Receives a report on the results of the agreed park design options and traffic management plan; governance model and a business case to secure funding for construction as a permanent fixture at the Ordinary Council Meeting to be held on 10 July 2017.**

DECLARATION OF INTERESTS

Officers preparing this report have declared they do not have a conflict of interest in this matter under the provisions of the *Local Government Act 1989*.

DISCUSSION

In April 2015, Latrobe City Council submitted a funding application to VicHealth for a Community Activation Program. The application outlined the proposed partial closure of Tarwin Street for a pop up park with the intent that this project be the catalyst for permanent change to the Tarwin Street area.

VicHealth advised Latrobe City Council in May 2015 that the application for funding under VicHealth's Community Activation Program was successful.

At the Ordinary Council Meeting of 16 November 2015, Council resolved:

That Council exercise its powers under clause 10(1) of Schedule 11 of the Local Government Act 1989 to temporarily close the northbound lane of Tarwin Street, Morwell, from Commercial Road for a distance of approximately 30 metres south of Commercial Road for a six month period.

The northbound lane of Tarwin Street near Commercial Road was temporarily closed from Tuesday 9 February 2016 and the activation of the space commenced. During this period, verbal communication continued with the traders about the look and use of the park; and what to expect over the coming months.

Since its activation in February 2016, there have been over 100 scheduled activities and events held in the park. A majority of the planned activities prior to July 2016 included lunch time yoga, story time for children, parents and bubs fitness classes and ready steady go kids, a program designed to get children moving and more active with excellent participation numbers. It was noted that incidental and informal usage of the park had begun to increase.

Major events held in the park included workshops and performances from the Australian Ballet, Arts Centre Melbourne and Circus Oz. Tarwin Park movie nights were recognised as a successful event with 3 nights during late summer and early autumn in 2016 attracting 218 people.

Surveys and questionnaires were completed at each of these events and at daily activities to gain additional insight into what the community members and traders wanted from the space, this in turn led to more events and some local traders choosing to open weekends that they would normally be closed.

Due to the community acceptance of the park over the initial 5 months, both traders and community members expressed support for the park and its continuation.

After being activated on 9 February 2015, the park was advertised to close on 14 June 2016. In the Councillor Briefing on 30 May 2016, Council were informed of the decision to continue the park until 8 August 2016 by utilising the full 6-month period of the Tarwin Street road closure approval period. This decision was taken in direct response to positive stakeholder feedback, particularly from traders and community members.

At the Ordinary Council Meeting on 1 August 2016, it was resolved that Council:

1. *Extends the duration of the Tarwin Street Pop Up Park until 31 March 2017.*
2. *Publish a Public Notice in the Latrobe Valley Express on 4 August 2016, advising the community that Council intends to exercise its powers under clause 10(1)(c) of Schedule 11 of the Local Government Act 1989 to maintain the closure of the northbound lane of Tarwin Street, Morwell, from Commercial Road for a distance of approximately 30 metres south of Commercial Road and of their rights to make a submission under section 223 of the Local Government Act 1989;*
3. *Consider any submissions received in relation to the proposed closure of Tarwin Street until 31 March 2017 as part of a final decision on the closure of Tarwin Street at the Ordinary Council Meeting to be held on Monday 12 September 2016.*

The community was advised of Council's intention via Public Notice published on 4 August 2016. During the four-week submission period, Council received 16 submissions in relation to the proposal.

At the Ordinary Council Meeting on 12 September 2016, Council reviewed the submission applications. In summary, the submission responses were as follows:

- *Support:* 9 submissions were in favour of the park remaining

- *Neutral:* 3 submissions had minor comments or supported it if the businesses did.
- *Objected:* 4 submissions objected due to loss of on-street parking, the impact on traffic flow, or perceived lack of use of the park

The Infrastructure Development Department were confident that the impact of losing 4 spaces is acceptable due to the combination of the amount of parking generally and because walking to a destination in a central business area is to be expected.

While Officers noted the submitters' concerns about the impact of the loss of parking, the social and community benefits of the Park were considered to give favourable weight to the proposal to continue the trial.

Officers recommended that the temporary closure be extended as proposed in the 1 August 2016 resolution.

On 13 September 2016 after due consideration, Council resolved the following;

That Council, having considered submissions received in accordance with section 223 of the Local Government Act:

1. *Exercises its powers under clause 10(1) of Schedule 11 of the Local Government Act 1989 to temporarily close the northbound lane of Tarwin Street, Morwell, from Commercial Road for a distance of approximately 30 metres south of Commercial Road, until 31 March 2017.*
2. *Advises those persons who have made a submission of Council's decision.*

On 26 October 2016, Latrobe City Council signed a funding agreement with VicHealth for a grant to support the development of a sustainable park model with greater community ownership.

Community Feedback

A "Visitors Feedback" book was made accessible for comment on site from 28 December 2016 until 7 February 2017. During this 6 week period, Council received 34 comments which are summarised in Attachment 1.

Trader Feedback

Council Officers visited individual businesses directly impacted by the Tarwin Street Pop-Up Park and the temporary partial road closure to undertake a "Morwell Traders - Have Your Say" feedback survey between 10 and 15 February 2017. Council received 46 responses to a number of questions. Please see summary of responses in Attachment 2.

Over the past 12 months, the Park has evolved, grown in acceptance and become more financially viable for Council. As a result, the following attributes of the site have been identified:

Versatility of the space

A wide range of uses across a broad cross section of community and flexible multi-use space such as:

- Accommodating large groups events
- Play activities for children and young people

- Coffee catch-up, informal meetings, breakfast or lunches between friends, business/service stakeholder partners or work colleagues
- Community Service Organisation activities
- Media, Promotion or Community Announcement activities due to central and accessible location

The range of individuals are using the park on a day to day basis which include children, parents, youth, adults meeting and grandparents looking after children.

Families appear to be the biggest user group of the park and provide most of the positive feedback to Council. Other common users identified are;

- Workers as a lunch and relaxing space during the day
- Community group meetings or gatherings (Walking Groups and Disability Support Groups)
- Community Service Organisations such as Berry Street Gippsland, Quantum Support Services and Morwell Neighbourhood House (Pop-Up Library) identify the benefit as a community asset e.g. comfortable space for meetings with clients, event space and activity space

Alignments and Partnerships

- Strong connection with the Draft Future Morwell Urban Design Revitalisation Plan
- Potential to add value to the work by the Latrobe Valley Health Assembly
- Collaboration and infrastructure funding opportunity with the Latrobe Valley Authority

Governance and Council Resource Requirement

- Strong interest from residents, community groups and service stakeholders to support park into the future, such as the “Brainstorming Group” established in late December 2016. The group has met on 3 occasions.
- Plan is to formalise a “Friend of Tarwin Park (FOTP)” group over the next 6 months to take carriage of the park moving forward (with support from Council).
- Strong ownership from community and a willingness to participate in governance as a key to sustainability.
- VicHealth will support any training needed of any FOTP members to feel comfortable participating in the longer term.
- Maintenance of park is minimal and can be part of regular maintenance schedule with other parks.

Future Opportunities

- Park will become even more important as a community place for residents to meet and relax.

- Valuable community asset to support resident's health and wellbeing with the upcoming closure of the Hazelwood Mine.
- Strong opportunities to connect with Draft Future Morwell Urban Design Revitalisation Plans.
- Creation of a real 'hub' for Morwell as a gathering place for community – with noticeboard and location of a broad range of activities, events and a space to relax.

In consideration of the above, Council may choose to:

1. Leave the temporary Pop-Up Park in place and progress further community consultation activities in the development of an agreed design and traffic management plan for the site; confirm a community led governance model; and develop a business case to secure funding for construction as a permanent fixture; or
2. Dismantle the site as soon as practical after 31 March 2017; and write to VicHealth thanking them for funding the trial of the Tarwin Pop Up Park and advising that Council does not endorse making it permanent.

STAKEHOLDER CONSULTATION

Apart from the statutory consultation requirements under Sections 207 and 223 of the *Local Government Act 1989* in relation to the temporary road closure, a variety of consultation with stakeholders has occurred as part of the Tarwin Street Project, including:

- Council Officers have visited individual businesses that are directly impacted by the Tarwin Street Project and road closure, with most traders remaining positive regarding the proposal.
- Council Officers have held individual meetings with the following groups and organisations, all of which have advocated their continuing support for the Tarwin Street Park:
 - Tarwin Park Brainstorming Group
 - The Latrobe Valley University of the Third Age (U3A)
 - Berry Street Gippsland
 - Quantum Support Services
 - Morwell Neighbourhood House
 - Morwell Traders
 - Advance Morwell – requires further investigation by Council re traffic management, community ownership and management/liability of the site

FINANCIAL AND RESOURCES IMPLICATIONS

Initially, Council received \$50,000.00 as a successful applicant for a VicHealth Community Activation Program to plan and transform the Tarwin Street, Morwell site using low cost, rapid, simple and temporary methods. As well as curate a diverse range of physical activity and engagement opportunities. This project commenced on 7 February 2016.

In October 2016, VicHealth agreed to provide both in-kind and a financial contribution totalling \$30,000.00 to Council to support the park with a view to long-term sustainability for a period of 5 months until 31 March 2017. Other key deliverables included enabling a community supported governance structure; transition from Council to greater community ownership; decreased operational costs; and to undertake and evaluate further community/business consultations.

As the focus of the park has evolved from an activity based approach to a community gathering space that attracts events, the operating costs have reduced significantly over the past 6 months.

If Council decides to retain the site as a permanent fixture, infrastructure construction funds would need to be secured. External funding sources such as the Latrobe Valley Authority under the “Liveable Latrobe Valley” stream of the funds are a viable option.

RISK IMPLICATIONS

Risk has been considered as part of this report and it is considered to be consistent with the Risk Management framework.

The existing Risk Management Plan for the operation of the Tarwin Park has been reviewed on a regular basis and updated where necessary. It was identified that there was a change required to the traffic management signage to improve its effectiveness with the duration of the period of extension.

If Council decides to continue the park as a permanent fixture, infrastructure funding will be required to determine the agreed traffic management and park design plan for the site and the associated construction costs.

A detailed plan for the pack up and removal of the park and associated work plan has been developed to ensure the site is restored safely to its original state following its closure, whatever date is set. Should Council decide to dismantle the site, it is likely to raise substantial community and Trader concerns.

CONCLUSION

The Tarwin Street Pop-Up Park has been a highly visible and successful initiative of the Latrobe City Council. It has been strongly supported by traders; local service organisations; community groups; and for people using the site as a central place to come together. It has had a positive impact on increasing the wellbeing, connection, physical activity and community pride.

The popularity of the park has continued to grow as an asset owned and embraced by the community of Morwell. A decision by Council to consider the feasibility of the site becoming a permanent fixture would provide a positive message of revitalisation during a challenging period for the municipality.

SUPPORTING DOCUMENTS

Nil

Attachments

- 1 [↓](#). Tarwin Park Visitor's Feedback February 2017
2. Traders Have Your Say February 2017 (Published Separately) (Confidential)
3. Support letter (Published Separately) (Confidential)
4. Support letter (Published Separately) (Confidential)
5. Support letter (Published Separately) (Confidential)
6. Support letter (Published Separately) (Confidential)
7. Support Letter (Published Separately) (Confidential)

16.1

Tarwin Street Pop-Up Park, Morwell

- 1 Tarwin Park Visitor's Feedback February 2017..... 165**

Tarwin Pop-Up Park**Visitor's Feedback from 28 December 2016 until 13 February 2017****Thursday 29 December 2016**

1. Visited on a hot humid day and stopped under the cool shade of Tarwin Park. Lovely place to stop and enjoy a rest. Aaron

Wednesday 4 January 2017

2. Always enjoy our visit. One think I have noticed is that whilst I understand the need for access, and with supervision the openings to the road are quite dangerous with an 18 month old, who today ran onto the road a couple of times.
3. your first priority is to watch your children regardless of where you are
4. Great park – love the shade sail.
5. Lovely shady place to bring my 9 month old on a warm day.

Thursday 5 January 2017

6. One of the negatives is the pole tennis is too close to the road and the branch next to it
7. Me and my granddaughter have a lovely relaxing time here – simple games lots of fun

Monday 9 January 2017

8. Lots of bark and rubbish on the ground today. Please clean up.
9. Awesome place to eat lunch and meet people. Thank you. 4th day this year ☺

Tuesday 10 January 2017

10. "Four teenage boys had an absolute ball playing in the park with the bean bags for about 20 mins" observed by Tania's Deli
11. Great Park! It's great to have a place with shade for the kids. Good toys for the kids and chairs for parents. Nice place to make friends

Wednesday 11 January 2017

12. The park in the middle of Commercial Road entices us to do more business in Morwell ad the kids love to come and play here
13. "A group of 6 mums met with their babies" observed by Tania's Deli
14. I enjoyed my time here – it is really fun

Thursday 12 January 2017

15. Awesome! Luv, luv, luv it

Monday 16 January 2017

16. Great atmosphere, fun for all ages! Enjoyed a nice fish and chip lunch while our nearly 1 year old had fun exploring the park!
17. S**t hole
18. A great spot for a family to stop to have lunch

Tuesday 17 January 2017

19. Nice simple toys that kept my kids happy

Wednesday 18 January 2017

20. So we tend now to a New Year, the book is still here! *Reply by Linda Snell (Latrobe City Council) – Yes the book is still here. Thanks for adding to it!*
21. As always – great place to eat lunch in the sun and watch the world go by 😊

Thursday 19 January 2017

22. We love this park a good stop and break for my 14 month old. My 7 year old loves it as well

Friday 20 January 2017

23. Today was Lawson's 8th Birthday. We played Mega 4, put Lawson in a car tyre tunnel and played Jenga. We like it here.

Tuesday 24 January 2017

24. The grandchildren loved it

Wednesday 25 January 2017

25. Great space for a team lunch 😊

Friday 27 January 2017

26. My two girls really love playing, they played on everything and with everything. They really like the tennis pole and blocks. Love Matilda and Lilly
27. Daddy like it here he got to see his girls
28. The foldable chairs at the table are DANGEROUS. They are falling apart. Someone will get hurt! *Reply by Linda Snell, (Latrobe City Council) – All fixed.*

Monday 30 January 2017

29. Lovely to have a handy space for crawling! 😊 Thanks. Comfy bean bags too 😊

Tuesday 31 January 2017

30. A great place for children, with the right types of activities for all ages. My 3 kids love being here!!
31. My 3 kids loved playing in the park it's cool for the kids very nice

Wednesday 1 February 2017

32. Awesome spot to sit with a coffee while the kids play and make new friends

Monday 6 February 2017

33. This is a Great Idea!

Tuesday 7 February 2017

34. Good day playing but little incident with our little girl escaping from the corner of playground. Another Coates hire barrier needed.
35. Lovely day to play – kids loved the BIG connect 4. Nice place to sit and relax.

Saturday 11 February 2017

36. Great place to sit whilst market was on, would be great if live band played in park so families could use seats to sit down and enjoy the music and performance

Monday 13 February 2017

37. Great place to bring children. My kids love this pop up park. We do miss the activities you use to run during the week and on market day. It would bring the park more life. Also blue umbrella is broken when I tried to put up to sit under with my kids. Thank-you.
38. I think the park is good. Can you write in that I think this park is good.

16.2 Cultural Diversity Action Plan 2014-2018, Year Two Report

General Manager

Community Services

For Decision

EXECUTIVE SUMMARY

The purpose of this report is for Council to receive and note the Latrobe City Cultural Diversity Action Plan 2014 – 2018 Year Two (2015-2016) report.

The review of the Year Two actions was undertaken from May to November 2016; information used to inform the review was obtained from Latrobe City Council Officers.

The report demonstrates an 88% completion rate for the annual actions outlined in the Cultural Diversity Action Plan 2014-2018 with only one action yet to be commenced.

The report has been reviewed by the Latrobe City Cultural Diversity Advisory Committee at its 9 November 2016 Committee meeting. Committee members were supportive of the report being presented to Council for receiving and noting. This report was presented to the Monday, 20 February 2017 Councillor briefing for information.

RECOMMENDATION

That Council receives and notes the Latrobe City Cultural Diversity Action Plan 2014 – 2018 Year Two (2015-2016) report.

DECLARATION OF INTERESTS

Officers preparing this report have declared they do not have a conflict of interest in this matter under the provisions of the *Local Government Act 1989*.

DISCUSSION

Council has a strong commitment to building an inclusive and cohesive community which is reflected in a variety of ways from program delivery, activities, events and functions. For example Latrobe City is a signatory to the “*Racism. It Stops with me*” campaign and the municipality was declared a *Refugee Welcome Zone* on 21 March 2016. Latrobe City supports a range of culturally diverse organisations and events that take place across the municipality such as the annual Sister Cities Festival.

The Latrobe City Cultural Diversity Action Plan 2014 - 2018 provides an opportunity for Latrobe City Council services, information and facilities to be more inclusive and accessible for people from diverse backgrounds. The Plan describes Council’s commitment to recognising, valuing and supporting cultural diversity in Latrobe City and promotes participation of people from culturally diverse communities in community life.

The inaugural Cultural and Linguistic Diversity Action Plan was adopted by Council in 2004 and revised in 2006, 2010 and 2014. The current Action Plan is the third revision, covering the period from 2014 to 2018 and was adopted by Council on 2 March 2015.

A key component of the role of the Latrobe City Cultural Diversity Advisory Committee is to receive reports on progress of the development and implementation of the Latrobe City Cultural Diversity Action Plan.

The Year Two Action Plan report includes updates on 25 annual actions in the period from March 2015 to June 2016. Of the 25 actions listed in the Action Plan 88% (n=22) have been completed, 8% (n=2) are incomplete and 4% (n=1) is yet to commence.

Some highlights from the Latrobe City Cultural Diversity Year Two Action Plan report include:

Equal Access to services, resources and facilities for all residents

- Living libraries event titled 'Understanding Journeys' was successfully held at the Traralgon Library in March 2015 and 2016.
- A story on the signing of the Latrobe City Refugee Welcome Zone declaration was published in the 25 April 2016 issue of Latrobe City LINK.
- Latrobe City Departmental email and mail out lists have been updated to include contact details for Ethnic community groups provided by Gippsland Multicultural Services.

Active community consultation and participation

- The Victorian Government Multicultural Policy Consultation session held by the Victorian Multicultural Commission on 3 February 2016 and the Victorian Multicultural Commission Grants Information session held in Morwell on 1 April 2016 were promoted to the Latrobe City Cultural Diversity Advisory Committee members for their information and participation and to distribute to their networks.
- Efforts to increase participation from a number of culturally specific services on the Latrobe City Service Providers Network including the Centre for Multicultural Youth and the Latrobe Community Health Service Settlement Grants Program have been successful.

Celebrating and valuing community diversity and cultural expression

- A web link to the Calendar of Cultural and Religious Dates available on the Australian Government Department of Social Services website was placed on the Latrobe City website in May 2016.
- National flags have been provided to local communities to complement events, social and cultural activities and days of celebration. Flags supplied: Indian, Estonian and Maltese.
- Latrobe City Citizenship ceremonies were promoted through social media.

- Latrobe City Cultural Diversity Advisory Committee members have been invited to all Latrobe City Citizenship Ceremonies.

Leadership and Advocacy

- The Latrobe City Social Support team has offered/promoted volunteering opportunities within its programs to the community including those from culturally diverse backgrounds. Two volunteers from an Indian background and one from a Sudanese background approached Latrobe City to volunteer in the Meals on Wheels Program. They have commenced delivery of meals.
- Discussions were held with the Italian Seniors Group around volunteering opportunities with Social Support in January 2016. Meetings took place with Gippsland Multicultural Service Polish and Philippine Senior groups in early February 2016.

The Year Two Action Plan report has been reviewed by the Latrobe City Cultural Diversity Advisory Committee and was presented to a Councillor briefing on Monday, 20 February 2017.

Following Council's endorsement of the report, it will be placed on the Latrobe City website.

STAKEHOLDER CONSULTATION

The review of the Cultural Diversity Action Plan 2014-2018 Year Two actions was undertaken from May to November 2016; information used to inform the review was obtained from Latrobe City Council Officers.

The report has been reviewed by the Latrobe City Cultural Diversity Advisory Committee at its 9 November 2016 Committee meeting. Committee members were supportive of the report being presented to Council for receiving and noting.

FINANCIAL AND RESOURCES IMPLICATIONS

There are no financial implications in Council receiving and noting the Cultural Diversity Action Plan 2014-2018 Year Two (2015 – 2016) report.

RISK IMPLICATIONS

There are no anticipated risk implications in Council receiving and noting this report.

CONCLUSION

The Cultural Diversity Action Plan Year Two (2015-2016) report demonstrates an 88% completion rate for the annual actions outlined in the Latrobe City Cultural Diversity Action Plan 2014-2018 with only one action yet to be commenced.

SUPPORTING DOCUMENTS

Latrobe City Cultural Diversity Action Plan 2014 – 2018.

Attachments

1. [Latrobe City Cultural Diversity Action Plan 2014 -2018, Year Two \(2015-2016\) report.](#)

16.2

Cultural Diversity Action Plan 2014-2018, Year Two Report

- 1 Latrobe City Cultural Diversity Action Plan 2014 -2018,
Year Two (2015-2016) report..... 173**

Cultural Diversity Action Plan 2014 - 2018

YEAR TWO REPORT - 2015 TO 2016



English - To obtain this information in languages other than English, or in other formats (including audio, electronic, Braille or larger print), please contact Latrobe City Council on 1300 367 700.

Greek - Για να λάβετε αυτές τις πληροφορίες σε γλώσσες εκτός από τα Αγγλικά, ή σε άλλες μορφές (συμπεριλαμβανομένου ηχητικού, ηλεκτρονικού υλικού, γραφής Braille ή εκτυπώσεις μεγάλων χαρακτήρων), παρακαλείστε να έρθετε σε επαφή με το Δήμο Πόλης Latrobe στο 1300 367 700.

Italian - Per ottenere queste informazioni in lingue diverse dall'inglese, o in altri formati (tra cui audio, elettronico, Braille o con caratteri grandi) si può contattare il Comune di Latrobe al numero 1300 367 700.

Polish - W celu uzyskania informacji w języku innym niż angielski lub w innych formatach (włącznie z audio, elektronicznym, Braille'a lub większej czcionki), prosimy skontaktować się z Latrobe City Council pod numerem 1300 367 700.

Dinka - Të bïn lëk yök në thook kuön cie Dïngiilïth, ka në kuilr kök (nlijiic kaye piñ, ye tössu në tit yiic, këk ë cör ka kë cït ñöt Ked'it Nyin) , alim ba jam kekë Kanthol de Pen ë Latrobe 1300 367 700.

Nuer - Mì goorì lār eme ke thok mi dōñ mī ci la thok linliethnā, kie ke duop mī dōñ cet ke liēde ke jōw (kie rey kumputerkā, kie ke Bralille kie ke gōar mī dīit elon), yutnā muktap Latrobe City Kancil ikā rey taleponā eme 1300 367 700.

Why a Cultural Diversity Action Plan

Introduction

Latrobe City recognises the Gunai Kurnai indigenous people as the traditional custodians of the land, and values their ongoing cultural and community contribution. The City also celebrates and recognises the considerable contributions made by successive generations of migrants and refugees who have chosen to call Latrobe City home. These migrants and refugees have brought a broad range of skills, experiences, language and cultures to our municipality.

Latrobe City has a proud history of welcoming people from diverse backgrounds and cultures into the community. Their arrival has enriched our culture, strengthened our industry, added a diverse range of businesses, and made Latrobe City a more exciting, interesting and vibrant place to live. More than 30% of our community has a cultural heritage that reflects the fact that either they, or one or both of their parents, were born overseas.

Latrobe City has a vibrant social and culturally diverse community comprised of people from many different nations across the world. A total of 9,930 or 13.7% of Latrobe City residents were born overseas and 6.9% of people in Latrobe City speak a language other than English at home. ¹

Council has a strong commitment to building an inclusive, harmonious community that acknowledges diversity, engages and communicates with citizens and nurtures neighbourhoods. The development of the Cultural Diversity Action Plan demonstrates Council's commitment to address the cultural and linguistic barriers facing many of its citizens. Council recognises the need to ensure strategies are in place to capitalise on our proud and diverse multicultural history, while setting the scene for future economic, social and cultural development.

Recognising and valuing cultural diversity within the context of a harmonious community has major social and economic benefits. It creates an environment where all individuals, regardless of their cultural background, can positively contribute to society and play a constructive role in building a strong and vibrant community.

Many of the businesses within Latrobe City have international links as a direct result of our diverse and highly skilled workforce. There has also been considerable economic investment by large-scale international industry within the Latrobe City municipality.

Our Sister City relationships with Takasago in Japan and Taizhou in China are key drivers for economic, educational and cultural exchange. Our cultural diversity is also evident in regular annual high profile cultural celebrations such as our Sister Cities Festival which replaced both the Japanese Day and the Chinese Festival celebrations.

The former Monash University Gippsland Campus has attracted a large number of international students to Latrobe City, many of whom elect to make Australia their home after completing their studies.

The Latrobe City Cultural Diversity Action Plan (the Plan) has been prepared as part of Council's ongoing commitment to the cultural and linguistic diverse population in Latrobe City and outlines a strategic approach to meet the needs of our culturally diverse community. It is important that culturally diverse members of the community have access to culturally relevant and sensitive services provided by Latrobe City in accordance with the Accessible Government Services for all, a revised framework for access and equity reporting.

¹ Australian Bureau of Statistics 2011 Census results

Scope and Purpose

This Plan describes Council's commitment to recognising, valuing and supporting cultural diversity within Latrobe City. It is intended to be a long-term Plan that guides and strengthens Council's ability to embrace cultural and linguistic diversity. It is anticipated that this Plan is likely to evolve over time to better align with socio-demographic changes and community priorities.

Objectives in Detail

In order for this commitment to be put into practice, and to continuously measure our progress, the Plan has four Objectives:

1. Equal access to services, resources and facilities for all our residents

All services, resources and facilities for residents will be non-discriminatory and accessible to all members of the community. Council is committed to ensuring that access and equity principles are clearly demonstrated through our service delivery and the provision of facilities for the general community and ensure all members of the community are provided with the opportunities to access culturally relevant and sensitive services, facilities and resources.

2. Active community consultation and participation

Every person living, working, studying or visiting the municipality can contribute to the life of the broader community. The range of skills, abilities and experiences provided by community members contribute to the rich diversity and vibrancy of the Latrobe City municipality.

All residents of the municipality will be provided with the opportunity to play an active role in decision making processes. Through community development activities, all community members, regardless of their cultural or linguistic background, will be consulted and engaged on key issues, policies, strategies and actions.

3. Celebrating and valuing community diversity and cultural expression

The vibrancy and vitality that is drawn from having a large number of residents who were born outside Australia and bring a diverse mix of skills, cultures, languages and religions to the area is valued and celebrated. The harmony resulting from a multicultural society where there is acceptance and celebration of diversity is also valued.

4. Leadership and advocacy

Council must strengthen its capacity as a culturally competent organisation by embedding the philosophy of each Plan Objective into relevant Council Plans and Strategies.

There are a number of Latrobe City corporate strategies and action plans linked closely to this Plan. These include:

- Latrobe 2026, The Vision for Latrobe Valley.
- Council Plan 2013 – 2017.
- Municipal Strategic Statement.
- Municipal Public Health and Wellbeing Plan, 2013 – 2017.
- Community Engagement Plan, 2010 – 2014.
- International Relations Plan, 2011 – 2014.

- Disability Action Plan.
- Positive Ageing Plan, 2009 – 2012.
- Events Strategy and Action Plan, 2013 -2017.
- Municipal Early Years Plan, 2011 – 2015.
- Library Plan, 2011-2017.

Community development and capacity building also requires a conscious intent to look beyond the physical borders of the municipality. Council delivers a broad range of services and facilities but many issues facing local communities are the responsibility of State or Federal Governments.

Council plays a key role in advocating to State and Federal Government on behalf of the Latrobe City community to better inform policy-makers and ensure community needs are considered across all levels of Government. Council also aims to improve community leadership by seeking to build the capacity of community members to advocate for themselves and seek to effect change through community-based programs.

Council Plan 2013 - 2017

The Council Plan 2013 – 2017 outlines Latrobe City Council's vision and direction for the community. It guides Council's decisions making and resource allocation to deliver outcomes and services to the community. The Council Plan is reviewed annually and is a requirement of the Local Government Act 1989.

The Council Plan focuses on five key themes with supporting Objectives, Strategic Directions and Strategies and Plans. Performance Indicators are listed which align to each Strategic Direction to monitor achievements, changes and trends.

The Cultural Diversity Action Plan forms part of the supporting Strategies and Plans and is aligned to theme four:

- **Theme 4**
Advocacy for & consultation with our community.
- **Objective**
To ensure effective two-way communication and consultation processes with the community in all that we do.
- **Strategic Direction**
Actively encourage and support initiatives that promote social inclusion and diversity within our community.

Latrobe City Municipal Public Health and Wellbeing Plan 2013 - 2017

The Plan is closely linked to the Latrobe City Municipal Public Health and Wellbeing Plan 2013 – 2017 (MPHWP) through the key strategic direction of 'Staying Connected'.

The aim of the MPHWP is to build positive health and wellbeing outcomes for all residents who live, learn, work and play in Latrobe City. The key strategic direction of 'Staying Connected' encourages an active, diverse and connected community within Latrobe by ensuring access and equity for all groups in the community.

The strategies and actions within the Plan contribute to achieving this key strategic direction of the MPHWP and supporting our community to live healthy, active and connected lives.

Latrobe City Cultural Diversity Action Plan 2014 - 2018 Actions

The following actions have been identified as integral to the success of the Latrobe City Council Cultural Diversity Action Plan 2014 - 2018.

Objective 1: Equal access to services, resources and facilities for all our residents

Actions

1.1 Feature cultural diversity in Latrobe City LINK.

Responsibility: Office of the Chief Executive - Community Relations

Measure: One article per year.

Outcome: Increased awareness of the diverse cultural nature of the residents of Latrobe City.

When: Annually

Action update: Article published in May 2015 edition of LINK – 'Program supports migrants to settle'.

A diverse range of stories on Latrobe citizens including youth, aged and vulnerable have been published in LINK. Clients from Cooinda Hill helped with a story for the 26 October 2015 issue.

A story on the signing of the Latrobe City Refugee Welcome Zone declaration was published in the 25 April 2016 issue.

Action Status: COMPLETED FOR 2015 - 2016

1.2 Investigate and implement programs to targeted groups such as Culturally and Linguistically Diverse community members to support their needs.

Responsibility: Community Liveability - Libraries

Measure: One targeted program delivered per year.

Outcome: Increased usage of library services by culturally diverse communities groups.

When: Annually

Action update: Ongoing subscription to Press Display – features online daily newspapers and magazines in other languages. Added 100 items to the Libraries Chinese Collection. Engaged with Baw Baw Latrobe Local Learning and Employment Network to host Living Library event in Traralgon.

Living Library event Understanding Journeys was successfully held at the Traralgon Library in March 2015 and saw 60 women from diverse cultural backgrounds participating.

Meeting attended with representatives of Baw Baw Local Learning and Employment Network, United Muslim Sisters of Latrobe Valley, Centre for Multicultural Youth, Latrobe Community Health Settlement Grants Program and Latrobe City Community Development staff to plan a Living Libraries event during Cultural Diversity Week in March 2016 titled *Understanding Journeys*. The event was delivered on 16 March 2016 and was attended by seventy women.

The Latrobe City Libraries Coordinator attended the Cultural Diversity Advisory Committee meeting on 10 February 2016.

Coordinated a Library Open Day on 25 June 2016 specifically targeting culturally diverse communities; information flyer distributed to members of the Latrobe City Cultural Diversity Advisory Committee and other organisational groups for promotion to networks.

Action Status: COMPLETED FOR 2015 - 2016

- 1.3** Ensure the Latrobe City website has the line: "If you require this information in languages other than English, or in other formats, please contact Latrobe City on 1300 367 700".

Responsibility: Office of the Chief Executive - Community Relations

Measure: Presence of information on Latrobe City website.

Outcome: Latrobe City publications are more accessible to culturally diverse residents.

When: Annually

Action Update: Website provides a call to action: 'If you require this information in languages other than English, or in other formats, please contact Latrobe City on 1300 367 700'. The statement remains in place.

Action Status: COMPLETED FOR 2015 - 2016

- 1.4** Review Departmental email and mail out lists to identify and include culturally diverse interests.

Responsibility: All Divisions

Measure: Two intranet notices per year requesting that Departments update email and mail out lists.

Outcome: Greater communication with culturally diverse communities.

When: Bi-annually

Action Update: Email sent to Senior Managers and Coordinators to request that their teams update mailing lists to include Ethnic Community Groups (list provided by Gippsland Multicultural Services) in May 2015. The Ethnic Community Groups list has also been included in Latrobe City New Residents packs.

The list of cultural groups has been added to the master register of information at the visitor information centre. Staff and volunteers now able to provide contacts for local cultural groups to new residents or visitors.

Key Future Planning Team contact lists have been updated to have the Gippsland Multicultural Services Ethnic Community Groups list added to each. These community groups will now receive all whole community correspondence from the Statutory Planning and Future Planning teams. Latrobe City's CALD Groups are engaged in planning issues more than ever.

Contacted Gippsland Multicultural Service to obtain their current ethnic community groups list; this list was posted on the Latrobe City staff intranet in March 2016.

Action Status: COMPLETED FOR 2015 - 2016

1.5 Promote the Latrobe City Community Directory to service providers through Community Development networks.

Responsibility: Community Liveability - Community Strengthening
 Measure: Promotion of Community Directory at Community Groups Forums.
 Outcome: Greater communication with culturally diverse communities.
 When: Quarterly

Action Update: Promoted community directory at various meetings including:

- Morwell Community Groups Forum in May 2015.
- Churchill & District Community Groups Forum on 7 October 2015.
- Community Groups Event Training (2 workshops) on 8 October 2015.
- Small Towns Annual Forum 21 October 2015.
- Morwell Community Groups Facebook Workshop in November 2015.
- Reducing and Managing Fraud/Risks Community Groups Forum on 18 November 2015.
- Best Practice for Office Bearers workshop on 9 March 2016 and 4 May 2016.
- Morwell Community Groups Forum on 23 March 2016.
- Strategic Planning Community Groups Forum on 1 June 2016.

Attended meeting with the President of the Filipino Seniors and Carers Support Group in April 2016 and assisted to enter details into Community Group Directory.

Response to letter received from Slavic Women of Gippsland confirming their recent inclusion in the directory.

Directory listings have increased from 70 to 120.

Action Status: COMPLETED FOR 2015 – 2016

1.6 Promote the Latrobe City Community Grants program and individual assistance available to culturally diverse communities.

Responsibility: Community Liveability - Community Strengthening
 Measure: Promote the annual Community Grants to culturally diverse communities.
 Outcome: Strengthen the ability of culturally diverse communities to access Community Grants.
 When: Annually

Action Update: The Latrobe City Community Grants program and individual assistance available was promoted at the Writing Success Grant Applications Community Groups Forum and at the Morwell Community Groups Forum in May 2015.

Information on Latrobe City Community Grants Program for 2015/ 2016 distributed amongst networks and CALD groups. Contact lists for culturally diverse groups were reviewed and updated.

Action Status: COMPLETED FOR 2015 - 2016

1.7 Include information for culturally diverse communities in Latrobe City New Residents Packs for distribution through Gippsland Multicultural Services and other appropriate Agencies

Responsibility: Planning and Economic Sustainability – Tourism

Measure: Information is included in New Residents packs and provided to Gippsland Multicultural Services and other appropriate agencies for distribution.

Outcome: Increased awareness of the diverse cultural nature of the residents of Latrobe City.

When: Quarterly

Action Update: Translating & Interpreting service contact number listed on 'Welcome to Latrobe City' pamphlet.

A section on 'Cultural Diversity' in the Latrobe City section titled 'A great place to work, an even better place to live' is included within the booklet. This includes the relationship Latrobe City has with Japan and China. This section also provides contact information for the International Relations team unit for readers. A section on Arts, Culture & Events is also included in the booklet.

Cultural information such as contact details for Gippsland Multicultural Service is included in the 'Linking Latrobe' information card.

Promotion of events such as the 'Sister Cities' festival in the 'What's on in Latrobe' magazine.

A Cultural & Lifestyle section in the Latrobe City 'Living Edge' guide.

Information for culturally diverse communities was included in all New Residents Packs and distributed through the Council Service Centres, the Visitor Information Centre and Gippsland Multicultural Services in October, November and December 2015 and in March, April and May 2016.

Assistance provided in the development of a new flyer on joining community groups.

Action Status: COMPLETED FOR 2015 - 2016

Objective 2: Active community consultation and participation

Actions

2.1 Identify community safety issues relevant to people from culturally diverse backgrounds (evidence based) and consider how these could be incorporated into Latrobe City community safety activities.

Responsibility: Community Liveability - Community Strengthening

Measure: Number of issues identified and incorporated in community safety activities.

Outcome: Positive perceptions of safety for people from culturally diverse backgrounds.

When: Annually

Action Update: The Latrobe City Cultural Diversity Advisory Committee was asked to identify any relevant safety issues. Limited feedback has been received and so further follow up is required.

Action Status: **INCOMPLETE**

2.2 Invite representatives from service providers to a Cultural Diversity Advisory Committee meeting to discuss service needs of culturally diverse communities.

Responsibility: Community Liveability - Community Strengthening

Measure: Services providers identified and invited to attend a Cultural Diversity Advisory Committee Meeting.

Outcome: Increased awareness of service issues for people from culturally diverse backgrounds.

When: Annually

Action Update: This action was listed on the agenda for the 13 May 2015 Latrobe City Cultural Diversity Advisory Committee meeting. The meeting did not go ahead due to the lack of a quorum.

A representative from Victoria Police and representatives from the Youth Advisory Group from the Centre for Multicultural Youth attended the 11 November 2015 Committee meeting.

A representative from the LV Community Mental Health Service and the Coordinator of Latrobe City Libraries attended 10 February 2016 Committee meeting.

A representative from the Gippsland Community Legal Service attended the 11 May 2016 Committee meeting.

Action Status: **COMPLETED FOR 2015 - 2016**

2.3 Identify culturally specific services and invite participation on the Latrobe City Service Providers Network.

Responsibility: Community Liveability - Community Strengthening

Measure: Culturally specific services identified and invited to attend the Latrobe City Service Providers Network.

Outcome: Increased awareness of the diverse cultural nature of the residents of Latrobe City.

When: Annually

Action Update: Strong participation from a number of culturally specific services on the Latrobe City Service Providers Network includes the Centre for Multicultural Youth and Latrobe Community Health Service (Settlement Grants Program). Gippsland Multicultural Service and Gippsland Ethnic Committee Council invited to participate.

Attended and assisted with the Latrobe City Service Providers Network workshop on 4 February 2016, on 'Early Steps to Preventing Family Violence' with culturally specific services present. Ten participants identified being from a CALD, Migrant or culturally specific service.

Action Status: COMPLETED FOR 2015 - 2016

2.4 Promote community consultations offered by the Victorian Multicultural Commission to gain an understanding of issues facing culturally diverse communities.

Responsibility: Community Liveability - Community Strengthening

Measure: Community consultation sessions promoted.

Outcome: Increased awareness of community consultations and provide a voice to State Government.

When: As they occur.

Action Update: Promoted the Victorian Government Multicultural Policy Consultation session held by the Victorian Multicultural Commission on 3 February 2016 to the Latrobe City Cultural Diversity Advisory Committee members.

Promoted the Victorian Multicultural Commission Grants Information Session held in Morwell on 1 April 2016 to the Latrobe City Cultural Diversity Advisory Committee members.

Action Status: COMPLETED FOR 2015 - 2016

Objective 3: Celebrating and valuing community diversity and cultural expression

Actions

3.1 Ensure images in the Latrobe City Council photo library are representative of the diverse nature of residents in Latrobe City and are regularly published.

Responsibility: Office of the Chief Executive - Community Relations

Measure: Publications reflect the diverse nature of our community.

Outcome: Increased awareness of the diverse cultural nature of the residents of Latrobe City.

When: Annually

Action Update: Photo library maintained (diversity images are identified). We continue to take photos at the citizenship ceremonies and various events around Latrobe City ensuring our images are representative of a diverse community. Photographers are also briefed to capture diversity.

Action Status: **COMPLETED FOR 2015 – 2016**

3.2 Develop a list of significant cultural days for culturally diverse communities and place on the Latrobe City website.

Responsibility: Community Liveability - Community Development

Measure: List of significant cultural days for culturally diverse communities is published on the Latrobe City website.

Outcome: Increased awareness of the diverse cultural nature of the residents of Latrobe City.

When: Annually

Action Update: Web link to the Calendar of Cultural and Religious Dates available via the Australian Government Department of Social Services website placed on the Latrobe City website in May 2016.

Action Status: **COMPLETED FOR 2015 - 2016**

3.3 Support National/Cultural days activities at Immigration Park by supplying National Flags when requested.

Responsibility: Planning and Economic Sustainability – Events & International Relations

Measure: National flags displayed on days of cultural significance.

Outcome: Increased awareness of the diverse cultural nature of the residents of Latrobe City.

When: Annually

Action Update: National Flags provided to local communities to complement events, social & cultural activities and national days of celebrations. Supplying National Flags complements Latrobe City's diverse multicultural festivities and celebrations. Flags supplied: Indian, Estonian and Maltese.

Action Status: **COMPLETED FOR 2015 - 2016**

3.4 Support the promotion of Immigration Park to the community and visitors.

Responsibility: Planning and Economic Sustainability - Tourism

Measure: Immigration Park is actively promoted to the community and visitors.

Outcome: Increased awareness of the diverse cultural nature of the residents of Latrobe City.

When: Annually

Action Update: Immigration Park was promoted on the Latrobe City tourism website, 'What to See and Do' brochures and the Central Gippsland Official Visitor Guide and when appropriate, by staff and volunteers at the Visitor Information Centre.

Promoted the Immigration Park in the Central Gippsland Official Visitors Guide and e-brochure on two tourism websites.

Conducted a promotional photo shoot at Immigration Park. New images have been included in the new Central Gippsland Official Visitor Guide being developed.

Immigration Park is suggested as a place of interest to see for visitors at the visitor centre.

Promotion of the Park Tracks App on Facebook, this App includes the Heritage Walk.

Promoted all events and multicultural celebrations staged at Immigration Park via Latrobe City's Calendar of Events and social media platforms.

Action Status: COMPLETED FOR 2015 - 2016

3.5 Promotion of Citizenship Ceremonies via Latrobe City Council's Twitter and Facebook accounts to build greater community awareness of our cultural diversity.

Responsibility: Office of the Chief Executive - Community Relations

Measure: Citizenship Ceremonies promoted on Latrobe City social media channels.

Outcome: Increased awareness of the diverse cultural nature of the residents of Latrobe City.

When: Annually

Action Update: Dates of Citizenship ceremonies scheduled in Social Media Planner. Citizenship ceremonies promoted through social media.

Action Status: COMPLETED FOR 2015 – 2016.

3.6 Utilise networks to promote Australia Day celebrations.

Responsibility: Planning and Economic Sustainability – Events & International Relations

Measure: Australia Day celebrations promoted to networks.

Outcome: Greater community awareness of our cultural diversity.

When: Annually

Action Update: Latrobe City Celebrated Australia Day 2015 with a variety of different events and activities including township breakfasts and celebrations, ambassador luncheon and Civic function which included a citizenship Latrobe City and Australia Day Awards presentation and Sporting Hall of Fame Inductees. Over 4745 people attending Latrobe City sponsored events on the day.

2016 Australia Day community celebrations successfully completed.

Information sheet to advise nominations for 2017 Australia Day Awards closing on 9 September 2016 provided to Community Development to distribute through their CALD databases. To be promoted on Latrobe City Website when the promotions campaign is activated for 2017. Communications plan includes distribution through CALD database.

Action Status: COMPLETED FOR 2015 – 2016

3.7 Cultural Diversity Advisory Committee members are invited to attend Latrobe City Citizenship Ceremonies.

Responsibility: Community Liveability - Community Strengthening

Measure: Develop roster for Cultural Diversity Advisory Committee members' attendance at Citizenship Ceremonies.

Outcome: Increased awareness of the diverse cultural nature of the residents of Latrobe City.

When: As they occur.

Action Update: Latrobe City Cultural Diversity Advisory Committee members invited to all Latrobe City Citizenship Ceremonies. Citizenship Ceremony dates promoted to Committee members at Committee meetings and through the Committee meeting agenda.

Action Status: COMPLETED FOR 2015 - 2016

3.8 Investigate options for individuals to wear their National costumes at Citizenship Ceremonies.

Responsibility: Office of the Chief Executive - Mayoral and Council Support

Measure: Candidates are encouraged to wear National costumes at Citizenship Ceremonies.

Outcome: Increased awareness of the diverse cultural nature of the residents of Latrobe City.

When: As they occur

Action Update: The following is included in the Citizenship Ceremony Information Sheet provided to candidates. *“People attending citizenship ceremonies usually wear smart casual or formal clothing. You are also welcome to wear your national costume if you so choose”.*

Action Status: **COMPLETED FOR 2015 - 2016**

3.9 Provide information regarding Australia Day awards to the Cultural Diversity Advisory Committee for distribution to networks.

Responsibility: Community Liveability - Community Strengthening

Measure: Information provided to Cultural Diversity Advisory Committee members to promote to their networks.

Outcome: Increased awareness of Australia Day Awards and encourage nominations from our culturally diverse communities and residents.

When: Annually

Action Update: 2016 Australia Day Nominations closed on 9 October 2015. Australia Day Awards 2017 Nominations close on 9 September 2016.

Information distributed to Committee members for circulation to their networks.

Action Status: **COMPLETED FOR 2015 – 2016**

Objective 4: Leadership and advocacy

Actions

4.1 Promote Latrobe City Social Support volunteer programs to culturally diverse communities.

Responsibility: Community Liveability – Social Support

Measure: Social Support volunteer programs promoted to culturally diverse communities.

Outcome: Increased participation and access by residents from culturally diverse backgrounds in Latrobe City Social Support volunteer programs.

When: Annually

Action Update: Social Support continues to offer/promote volunteering opportunities within its programs to the community including those from culturally diverse backgrounds. Volunteer opportunities are promoted in a multitude of ways that are inclusive of people's diversity.

The volunteer base is continually changing in its profile including an increase in volunteers from culturally diverse backgrounds.

Inclusive and culturally sensitive practice maintained by staff. Increased staff awareness in the diversity of their volunteer base.

Latrobe City Social Support Coordinator attended LG Pro Special Interest Group for Volunteers in November 2015.

Two volunteers from an Indian background and one from a Sudanese background approached Latrobe City to volunteer in the Meals on Wheels Program. They have commenced delivery of meals.

Discussions held with Italian Seniors Group around volunteering opportunities within Social Support in January 2016.

Meetings took place with Gippsland Multicultural Service and Polish/Philippine Senior groups in early February 2016.

Action Status: COMPLETED FOR 2015 -2016

4.2 Gather information about how other Local Government Authorities in Gippsland are working with culturally diverse communities.

Responsibility: Community Liveability - Community Strengthening

Measure: Information gathered and presented to Cultural Diversity Advisory Committee.

Outcome: The Cultural Diversity Advisory Committee is informed of activities.

When: Annually

Action Update: Two local governments contacted to date, with each having little to report.

Action Status: **COMPLETED FOR 2015 – 2016**

4.3 Identify opportunities to promote activities of the Latrobe City Cultural Diversity Advisory Committee in the local media.

Responsibility: Community Liveability - Community Strengthening

Measure: Activities promoted through local media.

Outcome: Increased awareness of the activities of the Cultural Diversity Advisory Committee.

When: As appropriate.

Action Update: The adoption of the Latrobe City Cultural Diversity Action Plan 2014 -2018 was featured in a media release in the Latrobe Valley Express on 12 March 2015.

Media release to promote the Centre for Multicultural Youth, Youth Advisory Group's attendance at the Cultural Diversity Advisory Committee meeting on 11 November published in Latrobe Valley Express on 7 December 2015.

Action Status: **COMPLETED FOR 2015 - 2016**

4.4 Develop and deliver a cultural competency training program for Latrobe City staff.

Responsibility: Corporate Strategy - Learning and Development

Measure: Cultural competency training program developed and delivered.

Outcome: Council Officers have increased skills in working with culturally diverse clients. Latrobe City has increased skills in understanding and working with diversity. Council officers have the skills and knowledge to embed cultural diversity into plans, strategies and projects.

When: Annually.

Action Update: This project was put on hold in 2015 due to conflicting priorities and staff changeover within the Learning and Development Team. Initial scoping commenced in 2016.

Action Status: **NOT STARTED**

4.5 Encourage stronger links between culturally diverse communities and Neighbourhood Houses and Universities of the Third Age.

Responsibility: Community Liveability - Community Strengthening

Measure: Neighbourhood Houses Coordinators and University of the Third Age representatives invited to a Cultural Diversity Advisory Committee Meeting.

Outcome: Increased awareness of educational opportunities and mutual support programs for culturally diverse communities.

When: 2014 – 2015

Action Update: Invitation not issued as guest speaker roster for Latrobe City Cultural Diversity Advisory Committee meetings during 2015 – 2016 was full.

Action Status: **INCOMPLETE**

16.3 Municipal Garden Competition

General Manager

Community Services

For Decision

EXECUTIVE SUMMARY

The purpose of this report is to recommend to Council the continuation of the annual Latrobe City Municipal Garden Competition to support enhanced community health and wellbeing outcomes for 2017.

In 2016, Council successfully delivered the inaugural Municipal Garden Competition in partnership with the resident and business community.

The Municipal Garden Competition aims to create the opportunity for Council to:

- Enhance the visual amenity of our neighbourhoods.
- Respond to the strong desire of the community
- Build pride
- Enhance the profile of our communities
- Celebrate the residents and ratepayers who demonstrate genuine care and pride in their municipality.
- Support the outcomes of the Municipal Public Health and Wellbeing Plan (category – food garden and physical activity)
- Support the outcomes and recommendations of the Hazelwood Mine Fire Inquiry and the subsequent implementation of the Latrobe Valley Health Innovation Zone (recommended identifying opportunities to build pride and participation in the community.)

It is anticipated that the competition will be announced in June 2017 with entries for the competition to open from the start of September with the following 8 categories:

- Best small garden/pot garden (under 1200 square metres)
- Best large garden
- Best kitchen garden/vegetable garden
- Best school garden
- Best rental garden
- Best senior's garden (over 65)
- Best community garden
- Best native/habitat garden

Also, all entries were eligible for a Mayor's Award for:

- Best overall garden

- Encouragement award
- Sustainability Award.

Judging and the announcement of winners in each category will occur in November 2017.

The estimated cost of the Municipal Garden Competition will be approximately \$10,000. However, sponsorship will be sought to decrease the cost to ratepayers.

Council may choose to:

- Proceed with the development of a Municipal Garden Competition for 2017.
- Not proceed with the development of a Municipal Garden Competition for 2017.
- Seek further information.

RECOMMENDATION

That Council:

- 1. Continues the provision of an annual Municipal Garden Competition from June – November, as an opportunity to build pride and enhance the health and wellbeing of residents; and**
- 2. Allocates \$10,000 for the Municipal Garden Competition.**

DECLARATION OF INTERESTS

Officers preparing this report have declared they do not have a conflict of interest in this matter under the provisions of the *Local Government Act 1989*.

DISCUSSION

Since February 2015, Latrobe City Council's Community Resilience Team has been supporting neighbourhood groups across Morwell in their recovery from the Hazelwood Mine Fire and is extending this strength-based approach across the municipality.

The Municipal Public Health and Wellbeing Plan is assisting this work in supporting a range of positive community led outcomes.

Research identifies that healthy communities are more resilient communities which are able to 'bounce back' from experiencing significant events. Similarly, resilience also refers to the ability to a system to absorb change and still carry on – an important attribute for our community.

Our emphasis on resilience aims is to focus on the community's positive attributes, capabilities and opportunities rather than dwelling on their vulnerabilities or deficits. It challenges our community to envisage a strong, healthy and connected future by having developed local neighbourhood elements across the municipality.

Council's recovery work in partnership with our community has had a strong focus on identifying local neighbourhood actions which support enhanced health and wellbeing. In reviewing these 3 Morwell Neighbourhood Plans (Rose Garden,

Morwell East and Morwell North), there is a clear connection between the green visual amenity of our neighbourhoods and a sense of neighbourhood pride through gardening activities.

While the Community Resilience Team was working in the Morwell neighbourhoods, Council's Parks and Gardens team have also identified an opportunity to use a garden competition as a way to recognise, celebrate and reward the achievements of community members who take pride in their gardens, helping to make our communities better places to live, work and do business. Together, these teams worked cooperatively to develop a combined model for a municipal garden competition in 2016.

At the Ordinary Council Meeting on 20 June 2016, it was resolved:

That Council implement an annual Municipal Garden Competition from July – November, as an opportunity to build pride and enhance the health and wellbeing of residents.

Entries for the competition opened on Monday 8 August 2016 with promotion occurring in the Latrobe Valley Express and via the Council website. Closure date for entries was Friday 14 October 2016

The 8 garden categories for the competition were:

- Best small garden/pot garden
- Best large garden
- Best kitchen garden/vegetable garden
- Best school garden
- Best business/industrial garden
- Best senior's garden (over 65)
- Best community garden
- Best native/habitat garden

There was a prize nominated for the winner and a runner up awarded in each category. Also, all entries were eligible for a Mayor's Award for:

- Best overall garden
- Encouragement award
- Sustainability Award.

Council received generous sponsorship in support of prize awards for each category from a number of local garden centres, nurseries and local businesses such as:

- Grow Master Traralgon (Major sponsor)
- JR's Tremendous Trees
- Dunbar Road Landscape Supplies
- Traralgon West Nursery

- Firmins Lane Garden Supplies
- TMH Timber and Hardware Moe
- Bensons Hardware
- Drop and Leave
- Pazzaz Printing
- Morwell Garden Supplies
- Glengarry Plant Farm
- Bunnings Morwell
- Moe Garden Supplies
- S&S Equipment Hire

With the generous support of our sponsors, the cost of the competition was reduced to \$5,657.

A Judging Panel was appointed with horticultural expertise in local business area and a community representative. The Panel shortlisted all applicants and participated in 3-day garden site inspection from 24 until 26 October 2016.

All short-listed applicants were invited to attend an Awards night to celebrate the competition participation of our residents, sponsors and judging panel on 23 November 2016. The event was very well attended and enthusiastically embraced by all.

KEY POINTS/ISSUES

Council Officers reviewed the competition experience in February 2017 and received feedback from the following respondents:

- Non shortlisted applicants (47%)
- Shortlisted applicants (70%)
- Sponsors (57%)

A summary of responses from non-shortlisted and short listed applicants are as follows;

Question: What was it that encouraged you to enter?

Many applicants stated they are in the Traralgon Horticulture Garden Club.

Others stated that they were proud of their gardens and wanted to share them with the community, including promoting the use of Australian native plants and kitchen gardens.

Also, people appreciated the opportunity to work collaboratively within their own communities i.e. retirement village, school and community garden.

Question: Has the competition inspired you to spend more time in the garden?

Overwhelmingly, most entrants already spent a lot of time in their gardens.

Question: What has worked well in the competition?

The theme of positive responses included:

- *“Community all coming together and so many families proud of what they had created”*
- *“Mixture of different categories as well as wide ranging people involvement. E.g. school children, individuals, seniors and community groups”*
- *Having kids interact with the judges. They loved showing off their school. We loved that all ages could be involved from Prep to Grade 6”.*
- *I felt it ran very well. The awards night ran very smoothly and kept you interested.*

A majority of feedback received (75%) either strongly agreed or agreed that the competition was an important opportunity to highlight the positives of our community.

Some adverse feedback themes included:

- *“Haven’t heard any feedback, who were the winners?”*
- *“From our point of view, the thought that our hard work could be worthy of consideration, and possible meeting people of a like mind and seeing their gardens.”*

Question: What could be improved in the competition?

Short-listed applicants were selected from their submitted photographs to the competition. The property address and applicant details were de-identified prior to shortlisting by the judges. Feedback from non-shortlisted applicants identified that photographs limited the potential for their garden to progress through to shortlisting;

- *“A garden can’t be judged from a couple of photographs which depends on the skill of the photographer. A visit to the garden entered would be much appreciated.”*

Further clarification detailing the garden categories for judging and being able to nominate for multiple categories was suggested.

Improved advertising including the use of photographs for the competition results was requested.

One sponsor and judge generously offered:

- *“(I) would like some time for questions from the entrants to ask to judges for advice on how to improve their gardens.”*

Question: If Latrobe City Council has another garden competition, would, you enter?

A majority (75%) of applicants would enter the competition again.

One applicant made the comment;

- *“We hope our success in the competition encourages more residents in Retirement Villages to enter their gardens. We look back happily on our achievement last year and have decided not to enter this time. Instead we will collate photos of our progress as we implement the plans for our new project: a “Reflection Corner.” This has been the result of sponsorship and support by John Ruyg and JR’s Tremendous Landscapes. THANKS!*

A summary of sponsorship comments included:

- *“To be involved with this program is a great fit for my business as I do very little advertising and rely on word of mouth, this program has a lot of people talking about better gardens”*
- The competition encouraged our sponsorship as it *“Combined passion to promote better gardens and community involvement”*
- *“We would definitely be interested in sponsoring the competition again. It's a great way to get communities, the elderly and local schools to become involved with a community event and also to see recognition for their efforts.”*

Competition survey summary reports for the Non-Shortlisted and Shortlisted Applicants (attachment 1) and Sponsorship Feedback (attachment 2) is available for further information.

SUMMARY

The aims of the Municipal Garden Competition are to:

- Promote healthy living (category: food garden). Access to fresh food is a key component of Latrobe City's Municipal Public Health and Wellbeing Plan.
- Build pride of place through celebrating local performance.
- Enhance community engagement at a local level particularly through the schools and community kitchen garden elements of the competition.
- Empower communities to make physical changes to their environment
- Build social cohesion
- Engage residents of all age and cultural backgrounds
- Encourage physical activity.

Recommendations:

- As there were no applicants for the Business Garden category, Council is to consider including a category for rental property residents
- Increased lead in time for the competition to promote, judge the gardens and provide timely feedback to community
- Consider a site visit to all garden applicants in the short-listing process
- Use of photographs to promote the competition
- Allow applicants to ask gardening advice questions to judges during site visit
- Celebrate the garden awards with all applicants at a large venue or garden site
- Opportunity for garden applicants to visit each other's garden

STAKEHOLDER CONSULTATION

Council has undertaken specific engagement and consultation on the matter of reviewing the inaugural Municipal Garden Competition for 2016. This activity is consistent with the Community Engagement Strategy and Action Plan 2015-2019.

This engagement has highlighted a strong community enthusiasm by residents and business sponsors to celebrate and be proud of the visual attractiveness of neighbourhoods and public space.

The review has identified opportunities to develop the competition further; encourage physical activity; value our green assets; and promote connectedness, health and well-being.

FINANCIAL AND RESOURCES IMPLICATIONS

A small allocation from the operational provisions will be earmarked for this activity from the Community Resilience Team and the Infrastructure Gardening Team. Council officers will seek sponsorship in order to reduce the annual cost to ratepayers.

RISK IMPLICATIONS

Risk has been considered as part of this report and it is considered to be consistent with the Risk Management framework.

CONCLUSION

Council has the opportunity to build on the success of the inaugural Latrobe City Municipal Gardening Competition in 2016 and to make this an annual event in celebrating community pride. The Gardening Competition has a direct link to Council's Municipal Public Health and Wellbeing Plan and supports enhance social cohesion; physical activity; community health and wellbeing outcomes.

SUPPORTING DOCUMENTS

Nil

Attachments

1. Competition Resident Feedback Summary (Published Separately) (Confidential)
2. Competition Sponsor Feedback Summary (Published Separately) (Confidential)

CORPORATE SERVICES

17. CORPORATE SERVICES

17.1 Assemblies of Councillors

General Manager

Corporate Services

For Information

EXECUTIVE SUMMARY

Section 80(A)2 of the *Local Government Act 1989* requires:

The Chief Executive Officer must ensure that the written record of an assembly of Councillors is, as soon as practicable - (a) reported at an ordinary meeting of the Council; and (b) incorporated in the minutes of that Council meeting.

Since the Ordinary Council Meeting on 6 March 2017, the following Assembly of Councillor records have been submitted to be presented to Council:

Date	Assembly Details	In Attendance	Confidential	Declarations of Interest
14 February 2017	Traralgon CBD Safety Committee	Councillors Cr Darren Howe Officers Steve Tong, Andrew Legge	Not Confidential	Nil
20 February 2017	Councillor Briefing	Councillors Cr Alan McFarlane, Cr Graeme Middlemiss, Cr Darrell White, Cr Dale Harriman, Cr Kellie O'Callaghan, Cr Darren Howe, Dr Dan Clancey, Cr Bradley Law, Cr Sharon Gibson Officers Gary Van Driel, Steve Piasente, Phil Stone, Amy Phillipps, Sarah Cumming, Sara Rhodes-Ward, Jodie Pitkin, Angelo Saridis, Matthew Rogers	Confidential under section 89(2)(h) a matter which the Council or special committee considers would prejudice the Council or any person	Nil

Date	Assembly Details	In Attendance	Confidential	Declarations of Interest
21 February 2017	Churchill & District Community Hub Advisory Committee meeting	Councillors Cr White Officers Edith Heiberg	Not confidential	Nil
27 February 2017	Municipal Public Health and Wellbeing Plan Reference Group	Councillors Cr Kellie O'Callaghan Officers Sara Rhodes-Ward, Steve Tong, Heather Farley, Stuart Simmie, Teresa Pugliese	Not Confidential	Nil
27 February 2017	Councillor Briefing	Councillors Cr Alan McFarlane, Cr Graeme Middlemiss, Cr Darrell White, Cr Kellie O'Callaghan, Cr Darren Howe, Dr Dan Clancey, Cr Bradley Law, Cr Sharon Gibson Officers Gary Van Driel, Sarah Cumming, Steven Piasente, Edith Heiberg, Phil Stone, Jodie Pitkin, Amy Phillips, Bruce Connolly, Karen Tsebelis, Jamey Mullen, Gail Gatt, Michael Bloyce, Angelo Saridis, Christine Wright	Confidential under section 89(2) (h) a matter which the Council or special committee considers would prejudice the Council or any person (a) Personnel matters (e) Proposed developments	Nil
06 March 2017	Municipal Emergency Management Planning Committee	Councillors Cr Darren Howe, Cr Brad Law Officers Lance King, Rebecca Johnson, Heather Farley, Deb Brown	Not Confidential	Nil

RECOMMENDATION

That Council receives and notes the Assemblies of Councillors records submitted which have been held within the period 14 February 2017 – 06 March 2017.

DECLARATION OF INTERESTS

Officers preparing this report have declared they do not have a conflict of interest in this matter under the provisions of the *Local Government Act 1989*.

Attachments

- 1. Traralgon CBD Safety Committee 14 February 2017
- 2. Councillor Briefing 20 February 2017
- 3. Churchill & District Community Hub Advisory Committee meeting 21 February 2017
- 4. Municipal Public Health and Wellbeing Plan Reference Group 27 February 2017
- 5. Councillor Briefing 27 February 2017
- 6. Municipal Emergency Management Planning Committee 06 March 2017

17.1

Assemblies of Councillors

1	Traralgon CBD Safety Committee 14 February 2017	203
2	Councillor Briefing 20 February 2017	205
3	Churchill & District Community Hub Advisory Committee meeting 21 February 2017.....	207
4	Municipal Public Health and Wellbeing Plan Reference Group 27 February 2017.....	211
5	Councillor Briefing 27 February 2017	213
6	Municipal Emergency Management Planning Committee 06 March 2017	215



Assembly of Councillors Record

This form must be completed by the attending Council officer and returned to the Governance Team for processing as soon as possible.

Assembly details:	Traralgon CBD Safety Committee
Date:	Tuesday 14 February 2017
Time:	11.00 am - 12.00 pm
Assembly Location:	Grand Junction Hotel Traralgon

In Attendance

Councillors: Arrival / Departure Time:	<input type="checkbox"/> Cr Alan McFarlane	<input type="checkbox"/> Cr Graeme Middlemiss	<input type="checkbox"/> Cr Darrell White
	<input type="checkbox"/> Cr Dale Harriman	<input type="checkbox"/> Cr Kellie O'Callaghan	<input checked="" type="checkbox"/> Cr Darren Howe 11.00 am = 12.00 pm
	<input type="checkbox"/> Cr Dan Clancey	<input type="checkbox"/> Cr Bradley Law	<input type="checkbox"/> Cr Sharon Gibson
Officer/s:	Steve Tong, Andrew Legge		
Matters discussed:	<ol style="list-style-type: none"> 1. Skateboarding in the Traralgon Multilevel Carpark 2. Traralgon CBD Crime Statistics 3. CCTV in and around the Traralgon CBD 4. Latrobe City Liquor Accord Update 5. LV Buslines Report and Late Night Bus Service Statistics 6. Victoira Police Report 7. Late Night Venues Update 		
<p>Are any of the matters discussed, considered confidential under the <i>Local Government Act 1989</i>?</p> <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>Please list the confidentiality reasoning next to the matter discussed, as per the example in the guidance notes.</p>			

**Conflict Of Interest Disclosures:**

Councillor / Officer making disclosure	Left Meeting: Yes / No

Record Completed by: Andrew Legge 20/02/2017



Assembly of Councillors Record

This form must be completed by the attending Council officer and returned to the Governance Team for processing as soon as possible.

Assembly details:	Councillor Briefing
Date:	20 February 2017
Time:	5.03 pm - 11:12pm
Assembly Location:	Nambur Wariga Meeting Room, Corporate Headquarters, 141 Commercial Road, Morwell

In Attendance

Councillors: Arrival / Departure Time:	<input checked="" type="checkbox"/> Cr Alan McFarlane	<input checked="" type="checkbox"/> Cr Graeme Middlemiss from 5:07pm	<input checked="" type="checkbox"/> Cr Darrell White
	<input checked="" type="checkbox"/> Cr Dale Harriman from 6:03pm to 9:40pm	<input checked="" type="checkbox"/> Cr Kellie O'Callaghan	<input checked="" type="checkbox"/> Cr Darren Howe
	<input checked="" type="checkbox"/> Cr Dan Clancey	<input checked="" type="checkbox"/> Cr Bradley Law	<input checked="" type="checkbox"/> Cr Sharon Gibson until 9:30pm
Officer/s:	Gary Van Driel, Steve Piasente, Phil Stone, Amy Phillips, Sarah Cumming (from 5:16pm to 7pm), Sara Rhodes-Ward (from 6:20pm - 10:10pm), Jodie Pitkin (from 6:20pm), Angelo Saridis (from 6:20pm - 10:25pm), Matthew Rogers (from 6:20pm - 10:10pm)		
Matters discussed:	<p>Tonight's Presentations - confidential under section 89(2)(h) a matter which the Council or special committee considers would prejudice the Council or any person</p> <p>Future Presentations - confidential under section 89(2)(h) a matter which the Council or special committee considers would prejudice the Council or any person</p> <p>Presentation From The Chair Of The Audit And Risk Committee - confidential under section 89(2)(h) a matter which the Council or special committee considers would prejudice the Council or any person</p> <p>Draft Council Plan Content Review</p> <p>Proposal To Rename Part Of Bradys Road Tyers</p> <p>Councillor Community Engagement</p> <p>Cultural Diversity Action Plan 2014-2018, Year Two Report</p> <p>Parking Overlay - Collection Of Financial Contribution Policy</p> <p>Lake Narracan Draft Foreshore Landscape Plans</p>		



	<p>Latrobe Leisure Hydrotherapy Program</p> <p>2016/17 Budget Reallocation - Building Demolition Program</p> <p>Disposal Of Illegally Dumped Rubbish On HVP Plantations Land</p> <p>Outstanding Issues - confidential under section 89(2)(h) a matter which the Council or special committee considers would prejudice the Council or any person</p> <p>Strategic Issues For Future Briefings - confidential under section 89(2)(h) a matter which the Council or special committee considers would prejudice the Council or any person</p>
<p>Are any of the matters discussed, considered confidential under the <i>Local Government Act 1989</i>?</p> <p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Please list the confidentiality reasoning next to the matter discussed, as per the example in the guidance notes.</p>	

Conflict Of Interest Disclosures:

Councillor / Officer making disclosure	Left Meeting: Yes / No

Record Completed by: Amy Phillips, Coordinator Governance





Assembly of Councillors Record

This form must be completed by the attending Council officer and returned to the Governance Team for processing as soon as possible.

Assembly details:	Churchill & District Community Hub Advisory Committee meeting
Date:	Tuesday 21 February, 2017
Time:	5.00pm
Assembly Location:	Board Room, Green Inc, Churchill

In Attendance

Councillors: Arrival / Departure Time:	<input type="checkbox"/> Cr Alan McFarlane	<input type="checkbox"/> Cr Graeme Middlemiss	<input checked="" type="checkbox"/> Cr Darrell White
	<input type="checkbox"/> Cr Dale Harriman	<input type="checkbox"/> Cr Kellie O'Callaghan	<input type="checkbox"/> Cr Darren Howe
	<input type="checkbox"/> Cr Dan Clancey	<input type="checkbox"/> Cr Bradley Law	<input type="checkbox"/> Cr Sharon Gibson
Officer/s:	Edith Heiberg - Manager Communications & Customer Relations		
Matters discussed:	1. Security shutters – bid for funds: 2. Air lock for Hub front door – bid for funds: 3. Four Year Strategic Plan - Actions		
Are any of the matters discussed, considered confidential under the <i>Local Government Act 1989</i>? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Please list the confidentiality reasoning next to the matter discussed, as per the example in the guidance notes.			

Conflict Of Interest Disclosures:

Councillor / Officer making disclosure	Left Meeting: Yes / No

Record Completed by: Edith Heiberg





Guidance Notes for Completing Assembly of Councillor Records

Assembly of Councillors Local Government Act 1989 requirements:

Section 3 Definition

"An Assembly of Councillors (however titled) means a meeting of an advisory committee of the Council, if at least one Councillor is present, or a planned or scheduled meeting of at least half of the Councillors and one member of Council staff which considers matters that are intended or likely to be—

- (a) the subject of a decision of the Council; or*
- (b) subject to the exercise of a function, duty or power of the Council that has been delegated to a person or committee—*

but does not include a meeting of the Council, a special committee of the Council, an audit committee established under section 139, a club, association, peak body, political party or other organisation;"

Section 80A – Written Record

"(1) At an assembly of Councillors, the Chief Executive Officer must ensure that a written record is kept of:

- (a) the names of all Councillors and members of Council staff attending;*
 - (b) the matters considered;*
 - (c) any conflict of interest disclosures made by a Councillor attending under subsection (3);*
- (2) whether a Councillor who has disclosed a conflict of interest as required by subsection (3) leaves the assembly."*

The Chief Executive Officer must ensure that the written record of an assembly of Councillors is, as soon as practicable –

- (a) reported at an ordinary meeting of the Council; and*
- (b) incorporated in the minutes of that Council meeting"*

Section 80A – Conflict of Interest

"(3) If a Councillor attending an assembly of Councillors knows, or would reasonably be expected to know, that a matter being considered by the assembly is a matter that, were the matter to be considered and decided by Council, the Councillor would have to disclose a conflict of interest under section 79, the Councillor must, at the time set out in subsection (4), disclose to the assembly that he or she has a conflict of interest and leave the assembly whilst the matter is being considered by the assembly.

- (4) A Councillor must disclose the conflict of interest either—*
 - (c) immediately before the matter in relation to which the Councillor has a conflict of interest is considered; or*
 - (d) if the Councillor realises that he or she has a conflict of interest after consideration of the matter has begun, as soon as the Councillor becomes aware that he or she has a conflict of interest."*

Additional Notes and Examples

Examples of an Assembly of Councillors include:

- Councillor Briefings; onsite inspections; meetings with residents, developers, other clients of Council; meetings with local organisations, Government Departments, Statutory Authorities

Provided:

- The meeting was planned;
- At least five Councillors and one Council Officer is present (excluding Advisory Committees)
- The matter/s considered are intended or likely to be subject of a future decision by the Council or an officer decision under delegated authority; and
- That the meeting was not a meeting of any other organisation.

Advisory Committee meetings require at least one Councillor to be in attendance in order to be classed as an Assembly of Councillors.



Public events **are not** classified as an Assembly of Councillors.

Audit and Risk Committee **is not** classified as an Assembly of Councillors.

For all items, only the title of the matter being discussed is required to be listed, not the details or minutes of any discussion. This includes confidential matters.

Conflicts of Interest

All Councillors and Council Officers are required:

- To declare any Conflict of Interest prior to the discussion of any matter, or as soon as they become aware of a conflict; and
- Leave the meeting while the item is being discussed, and have this noted on the Assembly of Councillor record. To leave the meeting, a Councillor or Officer should move to a location outside the room where he or she cannot see or hear the meeting. Arrangements should be made to notify the Councillor when the relevant matter is concluded.

Recording of Confidential Matters

Assembly of Councillor records are presented in the public section of Council Meetings wherever possible.

Confidential Matters discussed should be listed with a note, including the confidential reason as per the *Local Government Act 1989* as below:

Example only

Matters discussed:	1. Matter discussed 2. Matter discussed - confidential under Section 89(2)(e) proposed developments (Please choose the reason that applies) 3. Matter discussed
---------------------------	---

The Assembly of Councillors record will then be provided as a confidential attachment to the open Council report.

Confidential reasons:

- (a) Personnel matters;
- (b) The personal hardship of any resident or ratepayer;
- (c) Industrial matters;
- (d) Contractual matters;
- (e) Proposed developments;
- (f) Legal advice;
- (g) Matters affecting the security of Council property
- (h) Any other matter which the Council or Special Committee considers would prejudice the Council or any other person;

Leaving a Meeting

It is only necessary to record when a Councillor or Officer leaves the room due to a Conflict of Interest. It is not necessary to list any other arrivals or departures.

Officer completing Assembly of Councillors record

Please insert your name, and title in the Record Completed By field

Any queries on whether a meeting forms an Assembly of Councillors, how to list a confidential item or any other question should be directed to the Governance Officer on 5128 5717 or egovernance@latrobe.vic.gov.au



Assembly of Councillors Record

This form must be completed by the attending Council officer and returned to the Governance Team for processing as soon as possible.

Assembly details:	Municipal Public Health and Wellbeing Plan Reference Group
Date:	Monday, 27 February 2017
Time:	11.00 am
Assembly Location:	Nambur Wariga, Latrobe City Corporate Headquarters 141 Commercial Road Morwell

In Attendance

Councillors:	<input type="checkbox"/> Cr Alan McFarlane	<input type="checkbox"/> Cr Graeme Middlemiss	<input type="checkbox"/> Cr Darrell White
	<input type="checkbox"/> Cr Dale Harriman	<input checked="" type="checkbox"/> Cr Kellie O'Callaghan	<input type="checkbox"/> Cr Darren Howe
	<input type="checkbox"/> Cr Dan Clancey	<input type="checkbox"/> Cr Bradley Law	<input type="checkbox"/> Cr Sharon Gibson
Arrival / Departure Time:			
Officer/s:	Sara Rhodes-Ward, General Manager Community Services Steve Tong, Manager Community Development Heather Farley, Corodinator Community Strengthening Stuart Simmie, Coordinator Community Resilience Teresa Pugliese, Community Development Officer		
Matters discussed:	<ul style="list-style-type: none"> - Year 3 Action Plan reporting - Vic Health Bright Futures Regional Roadshow - Draft Year 4 Action Plan for discussion and endorsement - MPHWP Reference Group Membership - Draft MPHWP Referenec group Meeting Schedule - Action Plan themes to be explored in depth - Year 4 Action Plan - Development of the next MPHWP (2017-2021) 		
Are any of the matters discussed, considered confidential under the <i>Local Government Act 1989</i>?			



Yes No

Please list the confidentiality reasoning next to the matter discussed, as per the example in the guidance notes.

Conflict Of Interest Disclosures:

Councillor / Officer making disclosure	Left Meeting: Yes / No

Record Completed by: Teresa Pugliese





Assembly of Councillors Record

This form must be completed by the attending Council officer and returned to the Governance Team for processing as soon as possible.

Assembly details:	Councillor Briefing
Date:	27 February 2017
Time:	5:00pm - 9.26pm
Assembly Location:	Nambur Wariga Meeting Room, Corporate Headquarters, 141 Commercial Road, Morwell

In Attendance

Councillors:	<input checked="" type="checkbox"/> Cr Alan McFarlane	<input checked="" type="checkbox"/> Cr Graeme Middlemiss	<input checked="" type="checkbox"/> Cr Darrell White
	<input type="checkbox"/> Cr Dale Harriman	<input checked="" type="checkbox"/> Cr Kellie O'Callaghan	<input checked="" type="checkbox"/> Cr Darren Howe
	<input checked="" type="checkbox"/> Cr Dan Clancey	<input checked="" type="checkbox"/> Cr Bradley Law	<input checked="" type="checkbox"/> Cr Sharon Gibson from 5.25pm-8pm
Arrival / Departure Time:			
Officer/s:	Gary Van Driel, Sarah Cumming, Steven Piasente, Edith Heiberg, Phil Stone, Jodie Pitkin, Amy Phillips, Bruce Connolly (5pm-5.45pm), Karen Tsebelis (6pm-6.33pm), Jamey Mullen (6pm-6.33pm), Gail Gatt (6.34pm-8.12pm), Michael Bloyce (6.34pm-7.50pm), Angelo Saridis (8.26pm-9.25pm), Christine Wright (8.26pm -9.25pm)		
Matters discussed:	<p>Tonight's Presentations - confidential under section 89(2)(h) any other matter which the Council or special committee considers would prejudice the Council or any person</p> <p>Future Presentations</p> <p>Council Meeting 06 March 2017</p> <p>Notice of Motion Requests</p> <p>Alternative Motion Requests</p> <p>Visitor Information Centre Options for Future Operations - confidential under Section 89(2) (a) - Personnel matters.</p> <p>Investigation into the merits of introducing a Planning Committee for the consideration of planning applications</p> <p>Kingsford Reserve and Our Future Our Place - confidential under Section 89(2) (e) Proposed developments</p> <p>Policy Review Program Update</p>		



	<p>Proposed Lease - The Star Hotel, Peterkin Street, Traralgon</p> <p>Council Plan Draft Content Review</p> <p>Quarterly Performance Report - Quarter 2 2016/17</p> <p>2016/17 Mid Year Budget Review</p> <p>eServices Project</p> <p>Outstanding Issues - confidential under section 89(2)(h) any other matter which the Council or special committee considers would prejudice the Council or any person</p> <p>Strategic Issues for Future Briefings - confidential under section 89(2)(h) any other matter which the Council or special committee considers would prejudice the Council or any person</p>
<p>Are any of the matters discussed, considered confidential under the <i>Local Government Act 1989</i>?</p> <p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Please list the confidentiality reasoning next to the matter discussed, as per the example in the guidance notes.</p>	

Conflict Of Interest Disclosures:

Councillor / Officer making disclosure	Left Meeting: Yes / No

Record Completed by: Amy Phillips - Coordinator Governance





Assembly of Councillors Record

This form must be completed by the attending Council officer and returned to the Governance Team for processing as soon as possible.

Assembly details:	Municipal Emergency Management Planning Committee
Date:	06 March 2017
Time:	10am - 12pm
Assembly Location:	MacFarlane Burnet Room

In Attendance

Councillors: Arrival / Departure Time:	<input type="checkbox"/> Cr Alan McFarlane	<input type="checkbox"/> Cr Graeme Middlemiss	<input type="checkbox"/> Cr Darrell White
	<input type="checkbox"/> Cr Dale Harriman	<input type="checkbox"/> Cr Kellie O'Callaghan	<input checked="" type="checkbox"/> Cr Darren Howe 10am -12pm
	<input type="checkbox"/> Cr Dan Clancey	<input checked="" type="checkbox"/> Cr Bradley Law 10am - 12pm	<input type="checkbox"/> Cr Sharon Gibson
Officer/s:	Lance King, Rebecca Johnson, Heather Farley, Deb Brown		
Matters discussed:	Council's Emergency Directions White Paper Emergent management Legislation Amendment Bill Essential Water Replacement Policy West Gippsland Flood Management and Engagement Strategy Resilient Recovery Discussion Paper Emergency Management Bulletin Reports - DET, DHHS, HVP, Vic SES, CEC, DEDJTR - ERR LEAP Reports CEC Community Bushfire Preparedness Crisisworks Training MEMP Audit and Plan Review Sub Plan Reviews: - Hazardous Materials Released from a Facility Sub Plan - Heatwave Sub Plan		





	<ul style="list-style-type: none"> - Flood Sub Plan - Municipal Management Sub Plan - Recovery Sub Plan CERA Review Hazelwood Mine Fire Enquiry Safer Together Strategy Small Towns Community Visits DEDJTR Report VicRoads Report CFA Reports Red Cross Report WICEN Report Latrobe City Report DHHS Report VicPol Report AGL Report Ambulance Victoria Report
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Are any of the matters discussed, considered confidential under the *Local Government Act 1989*?

Yes No

Please list the confidentiality reasoning next to the matter discussed, as per the example in the guidance notes.

Conflict Of Interest Disclosures:

Councillor / Officer making disclosure	Left Meeting: Yes / No

Record Completed by: Rebecca Johnson



17.2 Review of Council Policies

General Manager

Corporate Services

For Decision

EXECUTIVE SUMMARY

Good governance principles establish that Council should determine its policy position and put in place a periodic review process. Council adopted a new Council Policy Development Policy at its meeting held on 29 February 2016. With the adoption of this policy, Council policy reviews have recommenced.

To ensure that all policies are kept relevant and up to date during the term of a Council, policies are taken through a review process that allows for key stakeholders to provide feedback, and benchmarking to occur.

The following policies have been reviewed, and are listed for decision by Council:

- Occupational Health and Safety Policy
- Fraud and Corruption Control Policy (replacing the Fraud Policy)

Both Policies are considered to be operational in nature; however, the recommendation provides for different outcomes for both.

The Occupational Health and Safety Policy is duplicated at the operational level, and it is a requirement for the Chief Executive Officer to adopt this Policy. Based on this, officers are recommending that the Occupational Health and Safety Policy is rescinded at the Council level. In relation to the Occupational Health and Safety statutory requirements for Councillors, it is recommended that provisions are included as part of the review of the *Provision of Resources and Support to Councillors Policy*.

The Fraud and Corruption Control Policy however, sets the Council direction on fraud and corruption, and will apply to Councillors, Council employees, contractors, suppliers and volunteers. It is for this reason that the policy is recommended to remain at the Council level.

RECOMMENDATION

That Council:

- 1. Adopts the Fraud and Corruption Control Policy with an effective date of 27 March 2017;**
- 2. Notes that with the adoption of this Policy, that any previous versions of the Fraud Policy are now rescinded;**
- 3. Makes the Fraud and Corruption Control Policy available to the public on Council's website; and**
- 4. Rescinds the (Council level) Occupational Health and Safety Policy effective from 27 March 2017 and removes this policy from circulation.**

DECLARATION OF INTERESTS

Officers preparing this report have declared they do not have a conflict of interest in this matter under the provisions of the *Local Government Act 1989*.

DISCUSSION

There are two levels of Policy, being Council policy (which relates to strategic matters of the Council, or Statutory policies that must be adopted at a Council level), and Operational policies. Operational policies are those that relate to the administration of Council services, including internal policies that are required to be maintained by the Chief Executive Officer. These are adopted by the Executive Management Team, whereas Council policies are adopted by the Council.

The fundamental principle underlying the program is that policy is policy; the requirement for the organisation to follow a policy is regardless of whether it is a Council or operational policy.

During the review of each policy, a determination is made as to whether:

- a policy should exist (is it still relevant or duplicates legislation)
- it is a Council or operational policy, and
- it can be incorporated into other policies to simplify and streamline organisational procedures

The Policy Review Table set out below lists all policies presented for consideration in this stage, identifying the status assigned to each policy and the revisions made (if any) under the following headings:

<i>Statutory Review</i>	Policy review is a statutory requirement
<i>No change</i>	No change to current policy
<i>Title change</i>	Amendment to existing policy title
<i>Policy level change</i>	Change from a Council policy to an operational policy or vice versa
<i>Minor change(s)</i>	Minor amendment within policy content to reflect the passage of time; enhance language and/or correct grammatical errors
<i>Significant change(s)</i>	Significant amendments within policy content
<i>Superseded / obsolete</i>	Existing policy no longer required and /or superseded by another document or policy
<i>New</i>	New policy developed

Adopted Policy Title	Statutory Review	No change	Title Change	Policy level change	Minor Change(s)	Significant Change(s)	Superseded / Obsolete	New
Occupational Health and Safety Policy	X			X			X	
Fraud Policy						X		

Occupational Health and Safety Policy

The *Occupational Health and Safety Policy* is considered to be a requirement of the *Occupational Health and Safety Act 2004 (OHS Act)*. The requirement for a policy to be authorised by the Chief Executive Officer (CEO) stems from the definition in the OHS Act of employer, and the role of the CEO in accordance with the *Local Government Act 1989*. Therefore, the Executive Management Team have endorsed an Occupational Health and Safety operational policy accordingly with the CEO adopting the Policy.

Occupational Health and Safety is a provision that also relates to Councillors. There was consideration that this be included in the Councillor Code of Conduct, however this was not seen as appropriate. Councillors may wish to include provisions for Occupational Health and Safety within the *Provision of Resources and Support to Councillors Policy* (which is due for review). This is the recommended course of action.

This being the case, officers are recommending that the Occupational Health and Safety Policy is abolished at the Council level.

Fraud Policy

The current Fraud Policy has been completely revised in order to address issues raised as part of the Financial and Fraud Controls internal audit conducted in 2014. Whilst it was not a specific action of the internal audit to revise the Policy itself, the changing nature surrounding fraud as actions from the audit have been implemented, and the additional scrutiny on Council, demonstrated a need for the policy to be reviewed and updated.

It has been presented and received feedback from the Audit and Risk Committee at its meeting held on 01 December 2016. Feedback from the Committee has been included in the proposed policy, which is now proposed to be called the *Fraud and Corruption Control Policy*.

The current Fraud Policy is attached, as well as the proposed Policy. In addition, there is also a Fraud Operational Framework, which is adopted at the Executive level. This will be recommended for abolishment once Council has adopted a position on fraud.

The proposed Policy states that *'Council has a zero tolerance for fraud and corruption. Its intention is to eliminate risks arising from fraudulent and corrupt behaviour and to protect the organisation from the consequences of those risks'* and aligns with guidance provided in the Australian Standard (AS 8001- 2008 Fraud Control and Corruption Control). The Australian Standard is observed by all Victorian Councils.

The proposed Policy applies to Councillors, Council employees, contractors, suppliers and volunteers. There are various supporting documents referenced in the Policy that contain either specific legislative requirement, support the position taken by Council or contain measures or processes to support reporting of alleged fraudulent or corrupt activity.

The Policy outlines key accountabilities and responsibilities for application of the Policy and contains evaluation and review requirements. It will be supported with an internal Fraud Plan.

STAKEHOLDER CONSULTATION

Applicable consultation has occurred within the organisation on both of these Policies. In addition, Council's Audit and Risk Committee has been consulted in relation to the Fraud Policy.

FINANCIAL AND RESOURCES IMPLICATIONS

There are no financial implications with the adoption of the Fraud Policy, or with the recommendation to abolish the Occupational Health and Safety Policy. However, the resource implications are positive, in that there is less red tape within Council through maintaining or implementing Council and operational policies.

RISK IMPLICATIONS

Both policies address types of risks that can occur within an organisation.

The recommendation made by officers will improve management of a potential risk of staff not being aware of their compliance requirements as there will be a reduction of policies requiring maintenance and compliance by officers.

CONCLUSION

The recommendation to abolish the Occupational Health and Safety Policy at the Council level is made due to the duplication of this policy at the organisation level, and that it is operational in nature.

The recommendation to adopt the Fraud Policy by Council even though it is operational in nature is due to the scope of the Policy. Any operational policy currently in place will be recommended to be abolished once Council has determined its position on the Fraud Policy.

SUPPORTING DOCUMENTS

Council Policy Development Policy

Attachments

- 1 [↓](#). Current Council Occupational Health and Safety Policy
- 2 [↓](#). Current Fraud Policy
- 3 [↓](#). Proposed Fraud and Corruption Control Policy

17.2

Review of Council Policies

- 1 Current Council Occupational Health and Safety Policy 223**
- 2 Current Fraud Policy 225**
- 3 Proposed Fraud and Corruption Control Policy 227**

Document Name: **Occupational Health and Safety Policy** **11 POL-3**

Adopted by Council: **22 August 2011**

Policy Goals

The purpose of this policy is to define Latrobe City Council's commitment to Occupational Health and Safety.

Relationship to Latrobe 2026 & Council Plan

This policy relates to the following Strategic Objectives contained within Latrobe 2026: The Community Vision for Latrobe Valley and the Council Plan:-

Governance

Latrobe 2026:

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.

Council Plan:

- Ensure that Latrobe City Council applies a sound risk management approach to decision making and service delivery.

Regulation and Accountability

Latrobe 2026:

In 2026, Latrobe Valley demonstrates respect for the importance of rules and laws to protect people's rights, outline obligations and support community values and cohesion.

Council Plan:

- Ensure that Latrobe City Council meets all relevant legislative obligations and is positioned to respond to legislative change in a manner which inspires community confidence.

Policy Implementation

Latrobe City Council is committed to providing and maintaining, as far as is reasonably practicable, a working environment at all Council workplaces that is safe and without risks to health to all employees, contractors, volunteers and visitors. We are adamant in our resolve to help build a safety culture throughout the many diverse workplaces of Council by proactive management and planning for hazard identification, risk assessment and control.

Occupational Health and Safety is a shared responsibility shared amongst elected representatives, employees, managers/supervisors, contractors, volunteers and visitors to Council workplaces.

As a demonstration of our commitment, we are supporting the implementation and maintenance of an Occupational Health and Safety Operating Framework and comprehensive occupational health and safety management system (OHSMS), which will be based on AS/NZS 4801. The objectives of this management system will be to:

1. Meet the requirements of the Occupational Health & Safety Act 2004 and other relevant legislation;
2. Instill a culture that demonstrates safety and health in the workplace as a fundamental element of organisational excellence;
3. Instill the understanding that those who manage or control activities that give rise to risks to health and safety are responsible for eliminating or reducing health and safety risks so far as reasonably practicable;
4. Ensure effective consultation with all employees on matters that may directly affect their health, safety or welfare;
5. Develop, implement and maintain Divisional / Work Area OH&S plans to promote safe workplaces for employees, contractors and visitors.
6. Establish and review measurable health and safety objectives and targets, aimed at elimination or reduction of work related injury or disease;
7. Achieve continuous improvement through ongoing review.

Review

This Policy will be reviewed annually and shall be distributed and communicated to each workplace in Council.

This policy has been reviewed after giving proper consideration to all the rights contained within the *Charter of Human Rights and Responsibilities Act 2006*; and any reasonable limitation to human rights can be demonstrably justified.

Signed : _____
Chief Executive Officer

Date : <insert date.

Signed : _____
Health and Safety Representative

Date : <insert date.

Document Name: **Fraud Policy** **11 POL-2**

Adopted by Council: **7 February 2011**

Policy Goals

Latrobe City Council is committed to the elimination of all forms of fraud and to creating an ethical environment and culture that discourages and prevents fraud.

All councillors and staff are responsible for the prevention and detection of fraud.

All allegations and suspicions of fraud will receive attention and all substantiated cases will be dealt with appropriately either by criminal, disciplinary or administrative mechanisms suitable to the particular case (having due regard for the rights of all persons, including any person reporting a fraud and of any alleged perpetrator of fraud).

Relationship to Latrobe 2026 & Council Plan

This policy relates to the following Strategic Objectives contained within Latrobe 2026: The Community Vision for Latrobe Valley and the Council Plan:-

Governance

Latrobe 2026:

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.

Council Plan:

- Ensure that Latrobe City Council continues to meet the highest standards of financial probity.

Regulation and Accountability

Latrobe 2026:

In 2026, Latrobe Valley demonstrates respect for the importance of rules and laws to protect people's rights, outline obligations and support community values and cohesion.

Council Plan:

- Ensure that Latrobe City Council meets all relevant legislative obligations and is positioned to respond to legislative change in a manner which inspires community confidence.
- Ensure audit programs are conducted in accordance with best practice guidelines.

Policy Implementation

This policy, together with the Fraud Policy Operational Framework, will guide the ethical and moral conduct of all Councillors and staff with a view to avoidance of fraud and management of situations which may be regarded as unethical conduct.

The implementation of this policy is set out in the Fraud Policy Operational Framework document adopted by Council's Executive Team and updated from time to time.

This policy has been reviewed after giving proper consideration to all the rights contained within the *Charter of Human Rights and Responsibilities Act 2006*; and any reasonable limitation to human rights can be demonstrably justified.

Signed : _____ Date : 08/02/2011.
Chief Executive Officer



Fraud and Corruption Control Policy

Version DRAFT

Approval Date: (insert date)

Review Date: (insert date)



Fraud and Corruption Control Policy

DOCUMENT CONTROL

Responsible GM	General Manager Corporate	
Division	Corporate Services	
Last Updated (who & when)	Manager Governance	2016
DOCUMENT HISTORY		
Authority	Date	Description of change
Council	(day, month & year)	(Insert detail of change to policy)
References	Refer to Section 8 and 9 of this policy	
Next Review Date	(Month & Year)	
Published on website	Yes	
Document Reference No		

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Responsible Division	Corporate Services	Approved Date	(day, month, Year)	Review Date	(month & year)
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Fraud and Corruption Control Policy

1. Background

Latrobe City Council is committed to the elimination of all forms of fraud and corruption and to creating an ethical environment and culture that discourages and prevents fraud and corruption.

2. Objectives

Council has a zero tolerance for fraud and corruption. Its intention is to eliminate risks arising from fraudulent and corrupt behaviour and to protect the organisation from the consequences of those risks.

3. Scope

The Policy will apply to all Councillors, Council employees, contractors, suppliers and volunteers.

4. Principles of Management

Fraudulent and corrupt behaviour can cause damage to Council on a number of levels, including financial, reputational, staff morale and potentially, service delivery. Managing risks associated with fraud and corruption is a priority activity within Council's risk management program. All Councillors and staff are aware of their responsibilities to engender the highest standards of integrity and promote an ethical workplace culture. Council is committed to manage fraud and corruption in accordance with the AS 8001 - 2008.

5. Accountability and Responsibility

All Councillors and Council staff have a responsibility for preventing fraud and corruption as far as practicable.

Councillors set the tone and expected standards of behaviour from the top. They are ultimately responsible for ensuring that obligations under the *Local Government Act 1989* are met and that they comply with specific obligations in the Councillor Code of Conduct.

Management is responsible for the prevention, detection and investigation of fraud and corruption and other irregularities that arise and reporting such occurrences. Each member of the management team will familiarise themselves with the types of improprieties that might occur within their area of responsibility and be alert for any indication of irregularity. Any irregularity that is detected or suspected will be acted upon immediately.

Latrobe City Council requires all staff at all times to act honestly and with integrity and to safeguard Council's resources for which they are responsible consistent with the staff Code of Conduct.

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Responsible Division	Corporate Services	Approved Date	(day, month, Year)	Review Date	(month & year)
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Fraud and Corruption Control Policy

All staff are required to understand and discharge their responsibilities in relation to fraud and corruption.

Other accountabilities and responsibilities are set out in the Fraud and Corruption Control Plan.

Accountability and responsibility for this policy is outlined below.

5.1. Council

- Responsibility to ensure this Policy is consistent with Latrobe City Council Strategic Direction and other Latrobe City Council Policies.
- Responsibility for the decision to approve this Policy by Council Resolution.

5.2. Chief Executive Officer

- Overall responsibility for compliance with this policy;
- Overall responsibility for enforcing accountability;
- Overall responsibility for providing resources; and
- Overall responsibility for performance monitoring and reporting.

5.3. General Manager

- Responsibility for compliance with this policy;
- Responsibility for enforcing accountability;
- Responsibility for providing resources; and
- Responsibility for performance monitoring and reporting.

5.4. Manager

- Develop frameworks and procedures in compliance with this policy, including reporting requirements;
- Enforce responsibilities to achieve compliance with frameworks and procedures; and
- Provide appropriate resources for the execution of the frameworks and procedures.

5.5. Employees, Contractors and Volunteers

- Participate where required in the development of frameworks and procedures in compliance with this policy; and
- Comply with frameworks and procedures developed to achieve compliance with this policy.

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Responsible Division	Corporate Services	Approved Date	(day, month, Year)	Review Date	(month & year)
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Fraud and Corruption Control Policy

6. Evaluation and Review

This Policy will be reviewed on request of Council or in the event of significant change in the Executive Team, significant changes to legislation applying to fraud and corruption control or on the recommendation of Council's Audit and Risk Committee or, in any other case, every two years.

7. Definitions

Fraud is defined by the Commonwealth Fraud Control Guideline as: "dishonestly obtaining a benefit, or causing a loss, by deception or other means".

Fraud against Latrobe City Council may include (but is not limited to):

- theft;
- accounting fraud (false invoices, misappropriation etc);
- unlawful use of or obtaining property, equipment, material or services;
- causing a loss or avoiding and/or creating a liability;
- providing false or misleading information to Latrobe City Council or failing to provide it when there is an obligation to do so;
- misuse of Latrobe City Council's assets, equipment or facilities;
- making or using false, forged or falsified documents and wrongfully using Latrobe City Council's information or intellectual property;
- accepting or seeking anything of material value from contractors, vendors, licensees or persons providing services/materials to Latrobe City Council Victoria without appropriate compliance with the Gifts, Benefits and Hospitality Policy.

Corrupt conduct has the meaning given in Section 4(1) of the *Independent Broad-based Anti-Corruption Commission Act 2011* as follows:

- Person that adversely affects the honest performance by a public officer or public body of their functions;
- Public officer or public body that constitutes or involves the dishonest performance of their functions;
- Public officer that knowingly or recklessly breaches public trust;
- Public officer or public body that involves the misuse of information or material acquired in the course of the performance of their role or function, whether or not for the benefit of the public body or person;
- Public officer or public body who conspires or attempts to engage in the above corrupt activity.

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Responsible Division	Corporate Services	Approved Date	(day, month, Year)	Review Date	(month & year)
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Fraud and Corruption Control Policy

8. Related Documents

Fraud and Corruption Control Operational Policy 2016
 Internal Fraud and Corruption Investigation Procedures 2016
 Protected Disclosure Procedures 2016
 Risk Management Program (including the Risk Management Policy and Risk Management Operational Policy)
 Councillor Code of Conduct 2016
 Latrobe City Council's Employee Code of Conduct
 Gifts, Benefits and Hospitality Policy 2016

9. Reference Resources

AS/NZS ISO 8001: 2008
 Local Government Act 1989
 Local Government (Planning and Reporting) Regulations 2014
 IBAC Investigations Guide

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Responsible Division	Corporate Services	Approved Date	(day, month, Year)	Review Date	(month & year)
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17.3 eServices Project

General Manager

Corporate Services

For Decision

EXECUTIVE SUMMARY

The eServices Project is focused on upgrading and integrating Latrobe City Council's core systems through a staged approach in order to provide improved customer service with associated internal efficiencies.

Over the past 12 months considerable work has been undertaken to understand Latrobe City Council's current state system and data architecture. This work has enabled a determination of the most desirable future state architecture based on cost, benefit and risk profiles.

The recommendation is to introduce a Customer Relationship Management (CRM) system that will fundamentally control and manage all customer interactions and information in a well-integrated platform delivering upon the strategic aim to substantially improve the customer experience when dealing with Latrobe City Council. This platform will be the single system that the organisation will receive and manage customer requests from all channels from over the counter or on the phone to requests received via new or improved digital channels.

Outlined is the proposed roadmap for the eServices Project over 4 years having been defined conceptually to address the shortcomings in the current system and data architecture that will be delivered with a relatively short payback period of less than 5 years.

It is requested that Council provide its formal support for the eServices Project.

RECOMMENDATION

That Council endorses the four year eServices program.

DECLARATION OF INTERESTS

Officers preparing this report have declared they do not have a conflict of interest in this matter under the provisions of the *Local Government Act 1989*.

DISCUSSION

There is increasingly a gap between Latrobe's City Council's online offerings and customer expectations, and this gap is likely to widen as customers increasingly become accustomed to digital capabilities.

Additionally, within the operations of Latrobe City Council, there are challenges presented by paper-based processing, multiple systems to complete a task, lack of timely information and no single source of the truth around the customer and their needs.

A strategic approach using the lens of the customer and process efficiency has been applied in finding the most effective path forward. Current State System Architecture map (Attachment 1) was developed to provide a visual of the challenges Latrobe City Council were under in providing digital services and to enable an enriched customer experience. Not only is the current state system architecture ineffective, not well integrated nor digitally fit, it is costly to maintain and provides little customer or internal efficiency benefits.

A Proposed Future System Architecture model (Attachment 2) has now been developed that will introduce a fully operational Customer Relationship Management (CRM) system interfaced to new and reduced Enterprise Resource Planning (ERP) systems. This was determined based on a favourable benefit, risk and cost position.

The approach will also provide:

- A customer centric service experience,
- A single source of information around our critical data sets such as Customer and Property,
- Improved internal efficiencies in how we process customer requests and transactions, and
- Over time reduce the cost to serve and transact.

This project, or series of projects, will be known as the eServices Project.

STAKEHOLDER CONSULTATION

Strategically assessing the most viable path forward architecturally resulted in comprehensive review and consultation with industry peers, solution providers and internal stakeholders.

During the phases of the project, customer journey mapping exercises will be conducted that will involve consultation within representative customer groups. This process will inform the solution and process designs.

FINANCIAL AND RESOURCES IMPLICATIONS

Total estimated costs calculated for the eServices Project has been substantially funded in Council Reserves with the balance of \$750,000 being required over the next 3-4 financial years.

This funding will be sourced through the annual budget process.

RISK IMPLICATIONS

Using Latrobe City Council's risk framework, risks associated with the current state system architecture were assessed and a baseline risk profile was determined.

The overall baseline risk score for the current state system architecture was assessed as Extreme and was driven up by factors such as inefficient processes, lack of digital service provisions for our customers, organisational readiness for digital, non-defined processes or processes not ready for digital and associated high cost to serve.

The risk assessment of the proposed future state system architecture reduced the baseline risk profile by 57%.

CONCLUSION

The eServices Project has completed a comprehensive suite of preparatory work that provides a recommended path forward in improving Latrobe City Council's core systems. A range of solutions have been assessed, including detailed consideration of the market and what other government agencies are doing to digitally transform their systems.

The recommended future system architecture will not only improve the shortcomings of our existing systems but introduce new customer centric systems, while enabling Latrobe City Council to also improve customer transactions via traditional methods.

Costing estimates will be firmed up at each phase of the project, and it is recognised that the estimates provided represent our best knowledge at the current time but may be subject to further change.

Council's support for the continuation of the project will be sought through the adoption of the budget on an annual basis. Updates will be provided to Councillors at appropriate project stages.

SUPPORTING DOCUMENTS

Councillor Briefing Report – 27 February 2017 – eServices Project

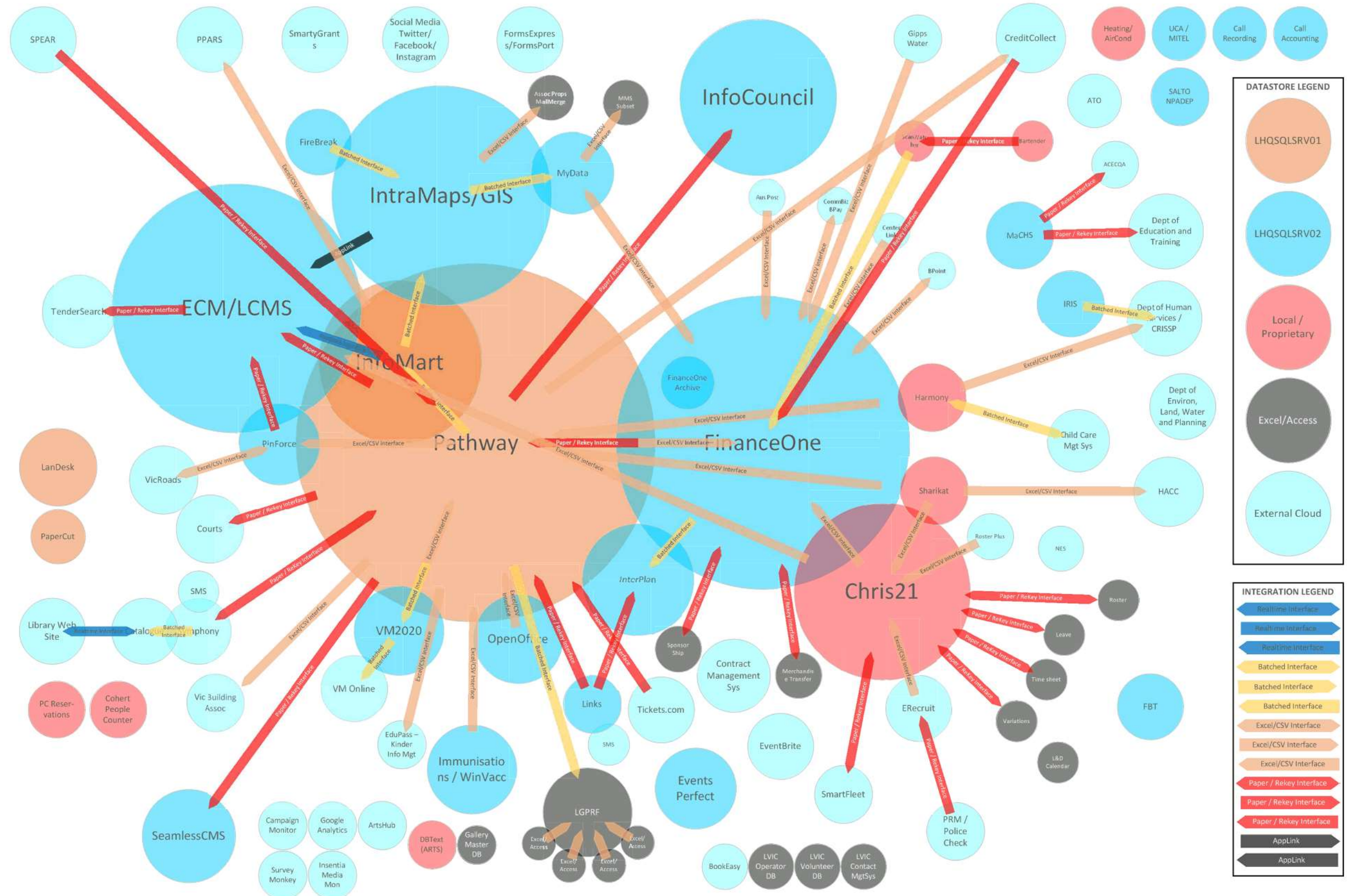
Attachments

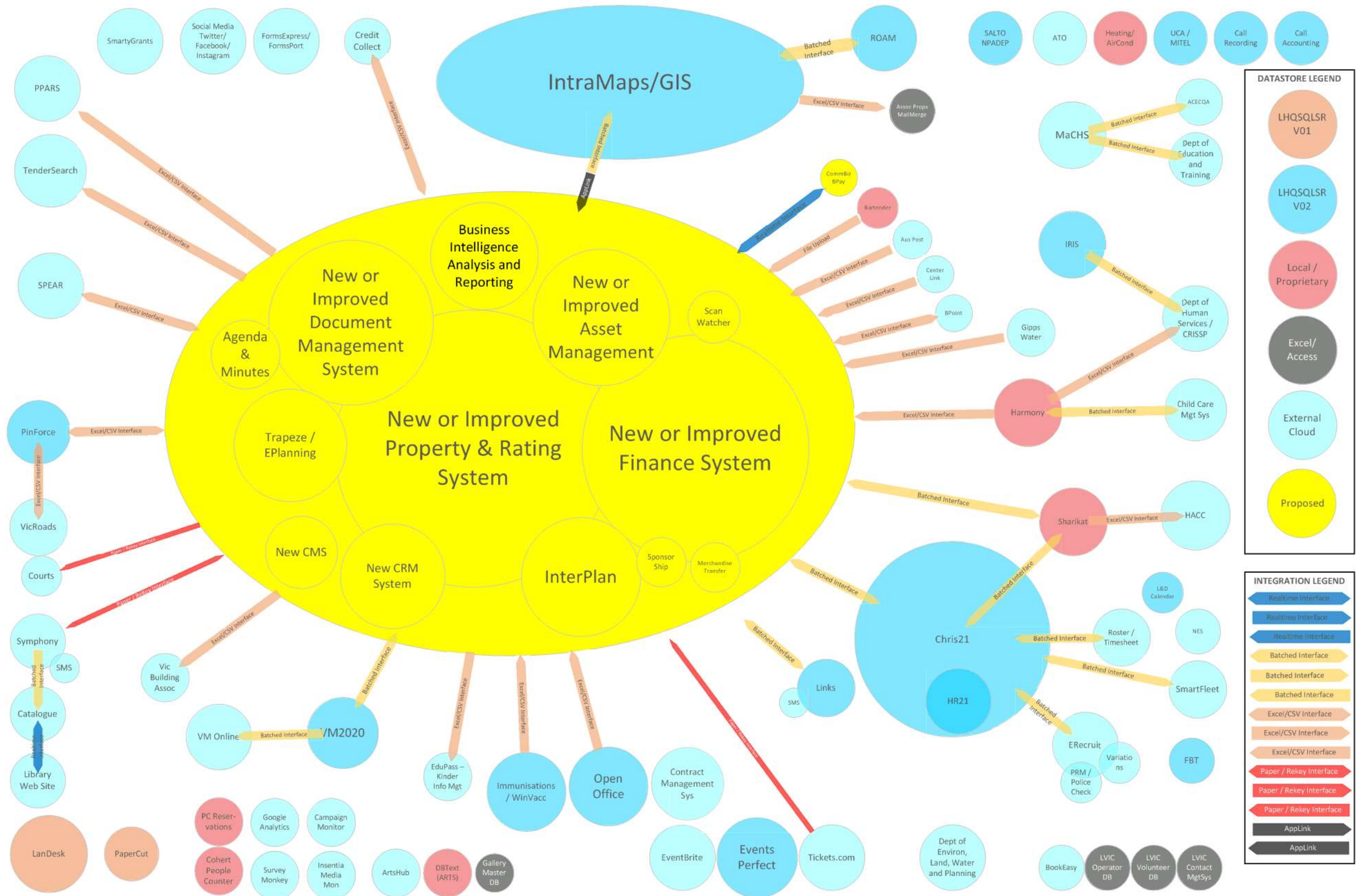
- 1 [↓](#). LCC Current State System Architecture
- 2 [↓](#). LCC Proposed Future State System Architecture
3. eServices Project Estimated Costs & Funding (Published Separately)
(Confidential)

17.3

eServices Project

- 1 LCC Current State System Architecture 237**
- 2 LCC Proposed Future State System Architecture 239**





URGENT BUSINESS

18. URGENT BUSINESS

Business may be admitted to the meeting as urgent business in accordance with clause 26 of the Meeting Procedure Local Law by resolution of the Council, if it relates to a matter which has arisen since distribution of the agenda and:

- 1. cannot safely or conveniently be deferred until the next Ordinary meeting; or*
- 2. involves a matter of urgent community concern.*

MEETING CLOSED TO THE PUBLIC

19. MEETING CLOSED TO THE PUBLIC

Section 89(2) of the *Local Government Act 1989* enables the Council to close the meeting to the public if the meeting is discussing any of the following:

- (a) Personnel matters;
- (b) The personal hardship of any resident or ratepayer;
- (c) Industrial matters;
- (d) Contractual matters;
- (e) Proposed developments;
- (f) Legal advice;
- (g) Matters affecting the security of Council property;
- (h) Any other matter which the Council or Special Committee considers would prejudice the Council or any person;
- (i) A resolution to close the meeting to members of the public.

RECOMMENDATION

That Council closes this Ordinary Meeting of Council to the public to consider the following items which are of a confidential nature, pursuant to section 89(2) of the *Local Government Act 1989* for the reasons indicated:

- 19.1 FUTURE MORWELL REVITALISATION PLAN**
Agenda item 19.1 *Future Morwell Revitalisation Plan* is designated as confidential as it relates to contractual matters (s89 2d) and proposed developments (s89 2e)
- 19.2 GIPPSLAND LOGISTICS PRECINCT**
Agenda item 19.2 *Gippsland Logistics Precinct* is designated as confidential as it relates to contractual matters (s89 2d)
- 19.3 LATROBE CITY AEROSPACE PRECINCT DEVELOPMENT**
Agenda item 19.3 *Latrobe City Aerospace Precinct Development* is designated as confidential as it relates to proposed developments (s89 2e)