



LATROBE CITY COUNCIL

MINUTES FOR THE COUNCIL MEETING

HELD IN NAMBUR WARIGA MEETING ROOM
CORPORATE HEADQUARTERS, MORWELL
AT 6PM ON
05 JULY 2021

CM565

PRESENT:

Councillors:	Cr Sharon Gibson, Mayor	West Ward
	Cr Darren Howe, Deputy Mayor	East Ward
	Cr Tracie Lund	Central Ward
	Cr Graeme Middlemiss	Central Ward
	Cr Dan Clancey,	East Ward
	Cr Dale Harriman	East Ward
	Cr Kellie O'Callaghan	East Ward
	Cr Melissa Ferguson	South Ward
	Cr Brad Law	West Ward
Officers:	Steven Piasente	Chief Executive Officer
	Kendrea Pope	Executive Manager Office of the CEO
	Suzanne Miller	General Manager Community Health & Wellbeing
	Bruce Connolly	A/General Manager Regional City Growth & Investment
	Greg Drumm	General Manager Organisational Performance
	Jody Riordan	A/General Manager Assets & Presentation
	Hanna Steevens	Manager Governance
	Kieran Stewart	Governance Officer
	Kylie Stockdale	Governance Officer

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COUNCILLOR AND PUBLIC ATTENDANCE

PLEASE NOTE

The Victorian Government's *COVID-19 Omnibus (Emergency Measures) Act 2020* has introduced into the Local Government Act 2020 new mechanisms that allow for virtual Council Meetings to ensure local government decision-making can continue during the coronavirus pandemic.

Pursuant to section 394 of the *Local Government Act 2020*, a Councillor may attend this Council Meeting remotely by electronic means of communication; and

Pursuant to section 395 of the *Local Government Act 2020* this Council Meeting may be closed to the attendance by members of the public by making available access to a live stream of the Meeting on the Council's internet site.

1. OPENING PRAYER

The Mayor read the opening prayer.

2. ACKNOWLEDGEMENT OF THE TRADITIONAL OWNERS OF THE LAND

The Mayor read the acknowledgement of the traditional owners of the land.

3. APOLOGIES AND LEAVE OF ABSENCE

All present were welcomed there were no apologies.

4. DECLARATION OF INTERESTS

Nil.

5. ADOPTION OF MINUTES

MOTION

Moved: Cr Middlemiss

Seconded: Cr Harriman

That Council confirm the minutes of the Council Meeting held on 7 June 2021.

CARRIED UNANIMOUSLY

6. ACKNOWLEDGEMENTS

Cr Gibson acknowledged and thanked the contribution of the community in responding to the recent severe weather event.

Cr Lund acknowledged the graduate of the Ladder Step Up Latrobe Valley Program.

Cr Harriman congratulated Jade Melbourne, a local basketballer, who has been selected for the Under 19 Australian Basketball Team.

Cr Howe acknowledged the recent passing of Lindsay Cameron.

Cr Ferguson acknowledged the recent passing of Kevin Pike.

7. PUBLIC PARTICIPATION TIME

Attend as an observer

The Victorian Government's *COVID-19 Omnibus (Emergency Measures) Act 2020* has introduced into the *Local Government Act 2020* new mechanisms that allow for virtual Council Meetings and allow for Council Meetings to be closed to the public.

This meeting allowed for physical and virtual participation by members of the public in line with current COVID-19 restrictions.

To meet legislated obligations and in the spirit of open, accessible and transparent governance, the Council Meeting was livestreamed.

Public Questions on Notice

In accordance with the *Governance Rules*, members of the public were able to lodge a question on notice before 12 noon in order for the question to be answered at the meeting. The following question was answered:

From: Moira Deeming

Topic: Legalities around sex based / targeted services and facilities

Question: Under Victorian law, is it legal for Local Government Councils to provide sex based/targeted services and facilities separately to gender identity based/targeted services and facilities? If not, why not?

Response: Thank you for raising this question. The federal *Sex Discrimination Act 1984* and the state *Equal Opportunity Act 2010* prohibit local government from restricting or putting in place requirements for access to council services or facilities in a manner which disadvantages a person based on their gender identity.

Should there be further queries in relation to this issue Council Officers would recommend the questioner contact the Sex Discrimination Commissioner or the Victorian Equal Opportunity & Human Rights Commission to discuss the matter further.

Latrobe City Council is committed to its facilities being inclusive of all community members and Council aims to support and promote inclusion across all services and facilities.

Public Speakers

Members of the public who registered before 12 noon were invited to speak to an item on the agenda. There were no public speakers.

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

The Items Held Over Table provides a list of items where a further report to Council has been requested.

Work is currently underway to address these items and a target date for a report to be presented to Council is provided below. These dates are subject to change pending the status of the works.

The below items include open and confidential items and as such the report to Council may be included in an open or confidential agenda.

Initial Meeting Date	Item	Target Date for Future Report
Regional City Growth and Investment		
23 October 2017	Development Proposal - Expression of Interest	A report will be presented to Council in August 2021.
3 April 2018	Future Use of the Visitor Information Centre Building	A report will be presented to Council in November 2021.
2 September 2019	SEA Electric: Request for Land at the Gippsland Logistics Precinct	A report will be presented to Council upon receipt of advice from the State Government.
3 June 2019	Latrobe Creative Precinct - Gippsland FM Proposal to Co-locate at the Precinct	A report will be presented to Council following the completion of the construction of the Gippsland Performing Arts Centre.
11 November 2019	Celebrating the 20th Anniversary of the Sister City Relationship with Taizhou - Taizhou Garden in Latrobe	A report will be presented to Council at the conclusion of design works.
2 December 2019	2019/17: NIEIR Report	A report will be presented to Council following the finalisation of the latest NIEIR report.
7 June 2021	Latrobe City Council's participation in One	A report will be presented to Council in June 2022.

Initial Meeting Date	Item	Target Date for Future Report
	Gippsland and Gippsland Regional Plan	
Community Health and Wellbeing		
01 June 2020	Managing Camping at the Lake Narracan Foreshore Reserve	A report was presented to a Councillor Briefing in May 2021, with a report to Council to follow in July 2021. Complete
3 August 2020	2019/20 Outdoor Pool Season Review	A report will be presented to Council at the July 2021 meeting. Complete
3 May 2021	2021/06 Monitoring System of Airborne and Soil Lead Levels	Officers are preparing a response to this Notice of Motion.
Office of the CEO		
11 September 2017	Proposed Road Renaming - Ashley Avenue, Morwell	A report was presented to a Councillor Briefing in May 2021, with a report to Council to follow once consultation with Geographic Names Victoria is complete.
7 September 2020	2020/11: Naming of Reserves in Latrobe City	A report will be presented to Council early in the 2021/22 financial year.
Assets and Presentation		
3 September 2018	2018/11 Explore alternate options available to replace the supply and use of single use water bottles	A report will be presented to Council in late 2021 following an evaluation period at the Gippsland Regional Aquatic Centre.

Initial Meeting Date	Item	Target Date for Future Report
2 March 2020	2020/02 Review of Council Position 2010	A report was presented to a Councillor Briefing in April 2021 with a report to Council to follow.
8 February 2021	Traralgon Recreation Reserve and Showgrounds Masterplan	A further report will be presented to a briefing in July 2021 with a report to Council to follow.
8 February 2021	Main Street, Yinnar – Traffic Calming Options	A report will be presented to a briefing in June 2021, with a Council report following in July 2021. Complete
8 February 2021	Latrobe Significant Tree Register 2021	A report will be presented to a Councillor Briefing in September with a report to Council to follow.
8 February 2021	Building Better Regions Fund Application Approval	A further report will be presented to Council once a response has been received from the Federal Government.
12 April 2021	Draft Road Management Plan 2021-2025 - Endorsement for Consultation	A report will be presented to Council in July 2021. Complete
7 June 2021	Green Waste Disposal Amnesty for Properties in Declared Bushfire Risk Areas	A report will be presented to the August 2021 Council meeting.

NOTICES OF MOTION

9. NOTICES OF MOTION

9.1 2021/08 RESIDENT ONLY PARKING ZONE

Cr Dale Harriman

I, Cr Dale Harriman, hereby give notice of my intention to move the following motion at the Council Meeting to be held on Monday, 5 July 2021:

MOTION

Moved: Cr Harriman

Seconded: Cr Howe

That Council requests a report be presented at a future Council meeting no later than 4 October 2021 detailing the cost and impacts of installing a resident only parking zone on Henry Street between Breed Street and Albert Street in Traralgon.

CARRIED UNANIMOUSLY

Signed
Cr Dale Harriman
24 June 2021

Attachments
Nil

9.2 2021/09 SUPPORT FOR STORM AND FLOOD IMPACTED RESIDENTS

Cr Melissa Ferguson

I, Cr Melissa Ferguson hereby give notice of my intention to move the following motion at the Council Meeting to be held on Monday, 05 July 2021:

MOTION

Moved: Cr Ferguson

Seconded: Cr Harriman

That Council:

- 1. Extends its ongoing support to all residents of Latrobe City who have been impacted by recent storm and flood events;**
- 2. Write and advocate to the Emergency Services Commissioner copying in relevant Ministers requesting**
 - a. Clarification that the terms of reference of the recently announced review into the flood and storm event include an assessment of the adequacy of the emergency response in addition to the mooted assessment of the notification and warnings system and;**
 - b. That Council is consulted in relation to the development of the terms of reference of the review;**
- 3. Write and advocate in the strongest possible terms to Bushfire Recovery Victoria;**
 - a. Requesting consideration of reimbursement options for residents who have incurred costs related to necessary works to clear access to and from private property as a result of the recent severe flood and storm events impacting Latrobe City residents and;**
 - b. Council strongly supports all efforts to fully recognise the significant immediate and lasting impacts on many residents as a result of recent disasters and;**
 - c. Council will work collaboratively with all Victorian Government agencies to ensure adequate support is provided for our community.**

Council notes that Bushfire Recovery Victoria is currently looking at options to support impacted residents in the recovery phase.
- 4. Extends thanks to the front-line staff at Council who played their role as a responding agency to support the community alongside other agencies with response obligations.**

CARRIED UNANIMOUSLY

Signed
Cr Melissa Ferguson
26 June 2021

Attachments
Nil

**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

REGIONAL CITY GROWTH AND INVESTMENT

14. REGIONAL CITY GROWTH AND INVESTMENT

Agenda Item: 14.1

Agenda Item: Latrobe City Transition Taskforce

Sponsor: General Manager, Regional City Growth and Investment

Council Plan Objective: Support job creation and industry diversification to enable economic growth in Latrobe City.

Status: For Decision

MOTION

Moved: Cr Howe

Seconded: Cr Harriman

That Council:

- 1. adopts 'in principle' the draft Terms of Reference of the Latrobe City Transition Task Force, noting they will be subject to finalisation at the first Taskforce meeting; and**
- 2. mandates Council Officers to proceed to convene the first Task Force meeting.**

CARRIED UNANIMOUSLY

Executive Summary:

Latrobe City Council proposes to establish a Transition Task Force as a governance framework to foster bi-partisan support from all levels of Government.

It is proposed that the immediate objective for the Task Force is to develop a staged approach, supported by financial commitments to identified investment priorities with imminent projects for short-term job stimulus as well as supporting projects to deliver long-term economic benefits.

This process will essentially form the Latrobe City's Transition Package that will inform priority investments into the region, primarily to stimulate the economy and create jobs.

It is proposed that the core group of the Task Force will comprise of Victorian and Commonwealth Government and Opposition politicians and key decision-makers. This group would be supported in an advisory capacity by representatives from

relevant Government Departments (e.g. Regional Development Victoria – RDV, Regional Development Australia – RDA), industry (e.g. the Chamber of Commerce), unions and the community. The Secretariat will be led by the CEO of Latrobe City Council.

The Task Force is to be chaired by the Mayor of Latrobe City Council.

Next steps

It is recommended that the selected Task Force core group members will be approached to attend the first meeting in July/ August 2021.

Background:

The suggested core membership could include the following State and Federal Government representatives. The current incumbents are:

1. State Minister	1A. The Hon Tim Pallas, Minister for Economic Development 1B. The Hon Lily D’Ambrosio, Minister for Energy, Environment and Climate Change
2. Federal Minister	2A. The Hon Josh Frydenberg, Treasurer of Australia
3. State Opposition	3A. Michael O’Brien, Leader of the Opposition
4. Federal Opposition	4A. The Hon Catherine King MP, Shadow Minister for Infrastructure, Transport and Regional Development 4B. The Hon Chris Bowen MP, Shadow Minister for Climate Change and Energy 4C. Senator the Hon Kim Carr Labor Senator for Victoria (Duty Senator)
5. Local Members of Parliament (Federal)	5A. Darren Chester, Federal Member for Gippsland 5B. Russell Broadbent, Federal Member for Monash

6. Local Members of Parliament (State)	6A. Edward O'Donohue, MLC for Eastern Victoria 6B. Gary Blackwood, MLA for Narracan 6C. Russell Northe, MLA for Morwell 6D. Melina Bath, MLC for Eastern Victoria 6E. Harriet Shing, MLC for Eastern Victoria
7. Latrobe City Council	7A. The Mayor (Chair) 7B. The Deputy Mayor

Issues:

Strategy Implications

This report aligns with Latrobe City Council's Objective 1: *Support job creation and industry diversification to enable economic growth in Latrobe City.*

Health Implications

There are no direct health implications from this report.

Communication

A communication and engagement plan will be developed when the Task Force concept is more defined.

To date, external communication has occurred with the Victorian Government, and the Commonwealth Government and the Opposition representatives to gauge interest during our Canberra delegation. While the responses from the Commonwealth Government and the Opposition have been generally supportive, it has been suggested that a more defined concept is provided by Council. The State Government has seen Latrobe Valley Authority (LVA) as the structure to lead the Latrobe City transitioning.

Financial Implications

There are no direct financial implications from this report. There may be financial implications to the Council Budget if the Task Force Secretarial will be resourced by Council as there is no current budgetary allowance for the Task Force. These implications are currently being considered by Officers.

Risk Analysis

Identified risk	Risk likelihood	Controls to manage risk
Reputational risks related to Government and stakeholder engagement	3	Targeted and well-defined communication and key messages to the

Identified risk	Risk likelihood	Controls to manage risk
and communication resulting in the lack of support for the Task Force concept		Government; well-timed strategic approaches to maximise influence
Inability to secure support from both levels of Government and Opposition due to politics; not enough political goodwill to meaningfully proceed and achieve outcomes	4	Clearly defined Task Force concept that is 'socialised' effectively; negotiations with all parties where required; define clear agreed outcomes
Upcoming State and Federal elections undermining the credibility and continuity of this initiative; possible disruption due to changes to membership resulting from the elections	3	Negotiate and include aspects related to membership changes in the Terms of Reference
Political manoeuvres related to historical Task Forces (Latrobe Valley Transition Committee in 2011 led by State Liberals and Federal Labor)	2	Establish Task Force as independent from previous processes
LVA seen as the established structure to drive Latrobe City's transitioning may result in State Government's lack of buy-in	4	Well-defined communication to establish rationale for Task Force and differentiate from LVA
Political complexities resulting from the bipartisan approach	3	Negotiations to reach consensus

Legal and Compliance

No legal or compliance implications from this report.

Community Implications

No direct community implications from this report.

Environmental Implications

No foreseen environmental implications from this report.

Consultation

No immediate requirement for consultation.




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 2020*.

Supporting Documents:

Nil

Attachments

1.  Latrobe City Transition Task Force - Letter to the Prime Minister
2.  Latrobe City Transition Task Force Terms of Reference
3.  Latrobe City Transition Task Force Discussion Paper

14.1

Latrobe City Transition Taskforce

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Our Ref:
SG:LS

15 March 2021

The Hon Scott Morrison MP
Prime Minister
Minister for the Public Service
House of Representatives
Parliament House
CANBERRA ACT 2600

Dear Prime Minister

FORMATION OF LATROBE CITY TASKFORCE

As you would be aware, Energy Australia has recently announced that they will be closing down the operations of the Yallourn Power Station in 2028. As was seen from the closure of Hazelwood Power Station in 2017, this will have an enormous effect on the community and economy of the region.

Whilst the Yallourn announcement provides a seven-year window, the time will pass very quickly and Latrobe City Council wants to get on the front foot in terms of delivering on opportunities to create new industry initiatives that reshape and drive the economy and create jobs and social wellbeing.

This is not something that can or should be done solely by Latrobe City.

Latrobe City has been the powerhouse and facilitator of economic success for communities and industries across Victoria and Australia for decades, and with the changing landscape of coal-fired power generation, we are looking for the unified support of both the State and Federal Governments and Oppositions to create the next phase of our history and prosperity.

To this end Latrobe City Council is proposing to create and lead a **Latrobe City Taskforce** that has the bipartisan support of each level of Government. It will have the responsibility to create the immediate and longer-term vision and the authority and support to make the important decisions and lock in the necessary funding to deliver these identified objectives and outcomes.

As stated, the Latrobe City Taskforce would be driven by Latrobe City with the intention of ensuring the inclusion and support of all parties and stakeholders.

A taskforce of this nature requires members who have the authority to make decisions and act on them. We would welcome the opportunity to discuss with you, who you believe would be the most appropriate appointment/s from your entity.

Latrobe City Council has already developed a number of projects that can be considered as part of the future direction for the region, yet these are just the start. The long-term prosperity of the region relies on the collective support of all levels and persuasions of Government to make it happen.

Thank you for your time and I look forward to your response and discussions in the very near future. As you would appreciate this matter has a sense of urgency for us and we appreciate this being made one of your top priorities for your immediate attention.

Yours sincerely

A handwritten signature in black ink, appearing to read 'S. Gibson', with a large, stylized loop at the end of the name.

CR SHARON GIBSON
Mayor

Latrobe City Transition Task Force

Draft Terms of Reference



June 2021





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4. **Review of Task Force and Duration of the Task Force**



1. Objectives

- 1.1. The Task Force's role is to establish a governance structure that supports an open bipartisan dialogue with both the Victorian and Commonwealth Governments, the Opposition as well as industry, union and community representatives to ensure a planned and structured transition for Latrobe City, supported by meaningful and well-targeted investments to create employment, and sustain and grow the region's economy.

The urgent need for transition is driven by external pressures that are resulting in the closure of Latrobe City's major industries that drive the region's employment i.e. the coal-fired power generation and timber industries.

- 1.2. The Task Force has decision making authority.
- 1.3. The Task Force is established to:
 - 1.3.1. Facilitate a consolidated, consultative and collaborative approach to a long-term planned and structured transition for Latrobe City.
 - 1.3.2. Provide clarity regarding the role of Council, the community, business and industry as well as the Victorian and Commonwealth Governments in Latrobe City's transition.
 - 1.3.3. Secure funding and Government investment for a range of transition and diversification projects and opportunities as identified by the Task Force.
 - 1.3.4. Secure a long-term commitment from the Victorian and Commonwealth Government to the task of transition and economic diversification of Latrobe City.
- 1.4. The Task Force will carry out the following in order to achieve the objectives set:
 - 1.4.1. Identify immediate and future directions for the economy of Latrobe City, with the emphasis on employment, replacing the jobs to be lost from the impending closure of the region's traditional industries.
 - 1.4.2. Assist with achieving the identified outcomes.
 - 1.4.3. Perform other activities related to this Terms of Reference as requested by the Council and agreed to by the Task Force members.



2. Membership

Composition of the Task Force

2.1. Led and convened by Latrobe City Council, the Task Force brings together Victorian State and Commonwealth Government and Opposition decision-makers to form the Task Force Core Group.

1. State Minister

1A. Minister for Economic Development

1B. Minister for Energy, Environment and Climate Change

2. Federal Minister

2A. Treasurer of Australia

3. State Opposition

3A. Leader of the Opposition

4. Federal Opposition

4A. Shadow Minister for Infrastructure, Transport and Regional Development

4B. Labor Senator for Victoria (Duty Senator)

4C. Shadow Minister for Climate Change and Energy

5. Local Members of Parliament (Federal)

5A. Federal Member for Gippsland

5B. Federal Member for Monash

6. Local Members of Parliament (State)

6A. MLC for Eastern Victoria

6B. MLA for Narracan

6C. MLA for Morwell

6D. MLC for Eastern Victoria

6E. MLC for Eastern Victoria

7. Latrobe City Council

7A. The Mayor (Chair)

7B. The Deputy Mayor

2.2. The Task Force Core Group is supported by representatives from Government Departments and agencies (Regional Development Australia - RDA, Regional Development Victoria - RDV), industry (e.g. Chamber of Commerce) and other stakeholders that would be called on to provide their expertise on an as needs basis.



- 2.3. The Task Force is supported by a Secretariat under the direction and supervision of the Chief Executive Officer of Latrobe City Council.

Length of appointment

- 2.4. Whilst the Task Force shall be in place for as long as Latrobe City Council sees fit, the appointment of members shall be for a term as deemed appropriate by the Task Force.
- 2.5. In regards to an end date, this will be set by the Task Force once possible solutions have been identified and the overall timelines of these solutions are understood.
- 2.6. Prior to the expiration of each term, there will be a call for nominations for the next term. Current Task Force members are able to re-nominate.

Selection of members and filling of vacancies

- 2.7. Latrobe City Council shall determine the original membership of the Task Force.
- 2.8. The Task Force may fill any vacancies that occur within the determined year period of appointment, subject to the endorsement of Council. Where a vacancy is filled in this way, the appointment shall be limited to the remainder of the period of the original appointment.

Co-option of members

- 2.9. With the approval of the Chair, the Task Force may invite other individuals to participate in the proceedings of the Task Force on a regular or an occasional basis and including in the proceedings of any sub-groups formed.

Attendance at meetings

- 2.10. All Task Force members are expected to attend each meeting.
- 2.11. A member who misses two consecutive meetings without a formal apology may at the discretion of Latrobe City Council have their term of office revoked.
- 2.12. A member who is unable to attend the majority of meetings during the year may at the discretion of Latrobe City Council have their term of office revoked.



Resignations

- 2.13. All resignations from members of the Task Force are to be submitted in writing to the Mayor of Latrobe City Council, Latrobe City Council, PO Box 264, Morwell VIC 3840.

3. Proceedings

Chair

- 3.1. The Latrobe City Council Mayor shall chair the meetings.
- 3.2. If the Mayor is unavailable he/she shall delegate to the Deputy Mayor or another nominated Councillor to chair the meeting.
- 3.3. If neither Councillor is available, the Chair may nominate a replacement from the current membership of the Task Force to chair the meeting.

Meeting schedule

- 3.4. The Task Force determines its meeting schedule and times for each of the meetings. The duration of each Task Force meeting should generally not exceed two hours.
- 3.5. Meetings of the Task Force are held monthly initially or as may be deemed necessary by Latrobe City Council or the Task Force to fulfil the objectives of the Task Force. Special meetings may be held on an as needs basis.

Meeting procedures

- 3.6. Meetings follow standard meeting procedures as established in any guidance material.
- 3.7. All Task Force meetings and records are considered confidential and may be designated as confidential in accordance with Section 77 of the Act.
- 3.8. All recommendations, proposals and advice must be directed through the Chair.

Quorum

- 3.9. A majority of the members constitutes a quorum.
- 3.10. If at any Task Force meeting a quorum is not present within 30 minutes after the time appointed for the meeting, the meeting shall be deemed adjourned.

Voting

- 3.11. There will be no official voting process, although all members shall have equal voting rights. Majority and minority opinions will be reflected in Task Force minutes.



Minutes of the Meeting

- 3.12. A Latrobe City Officer or authorised agent shall take the minutes of each Task Force meeting.
- 3.13. The minutes shall be in a standard format including a record of those present, apologies for absence, adoption of previous minutes and a list of adopted actions and resolutions of the Task Force.
- 3.14. The minutes shall be stored in the Latrobe City Council corporate filing system.
- 3.15. The agenda shall be distributed at least 48 hours in advance of the meeting to all Task Force members, including alternative representatives.
- 3.16. A copy of the minutes shall be distributed to all Task Force members (including alternative representatives) within 10 working days of the meeting.

Reports to Council

- 3.17. With the approval of the Chair, a report to Council may be tabled on the Task Force's progress towards the objectives included in this Terms of Reference.
- 3.18. Reports to Council should reflect a consensus of view. Where consensus cannot be reached, the report should clearly outline any differing points of view.
- 3.19. Reports to Council will be co-ordinated through the Chief Executive Officer.

4. Review of Task Force and Duration of the Task Force

- 4.1. The Task Force will cease to exist by resolution of the Council, or once the objectives at item 1 have been demonstrated that they have been met, whichever occurs first.
- 4.2. A review of the Task Force will take place at least once every three years at which time the Terms of Reference will also be reviewed.
- 4.3. A review will be conducted on a self-assessment basis (unless otherwise determined by Council) with appropriate input sought from the Council, the CEO, all Task Force members, management and any other stakeholders, as determined by Council.
- 4.4. The review must consider:
 - 4.4.1. The Task Force's achievements
 - 4.4.2. Whether there is a demonstrated need for the Task Force to continue, and



4.4.3. Any other relevant matter.



Latrobe City Transition Task Force

Discussion Paper

June 2021



Purpose

The purpose of this Discussion Paper is to outline options for discussion in relation to Latrobe City Council's proposal to establish and spearhead a Transition Task Force in the context of EnergyAustralia's announcement of the Yallourn Power Station closure in 2028 and the anticipated future closures of Loy Yang A and Loy Yang B. At the same time, the region is affected by the phasing out of native forest logging by 2030 that was announced by the Andrews Government in late 2019.

As a result, imminent and serious attention is required in support of the region's transitioning from traditional industries such as coal-based power industry and forestry.

The purpose of the Task Force is to establish a governance framework for bi-partisan support from all levels of Government to collaborate on the transition package for Latrobe City that will inform priority investments into the region, primarily to stimulate the diversity of the economy and to create jobs.

The Task Force is expected to have a role in determining a staged approach, with imminent projects for short-term job stimulus as well as supporting investment to deliver long-term economic benefits.

Latrobe City Council is to lead the Task Force in order to have a visible seat at the table for a structured and measured planning for Latrobe City's transitioning, and any related Government discussions on investment opportunities and planning for projects. Additionally, the Task Force may collectively address any identified barriers for investment in Latrobe City.

Context

EnergyAustralia recently announced the closure of the Yallourn Power Station in 2028. As was seen from the closure of Hazelwood Power Station in 2017, this will have a significant effect on the community and economy of the region, with the predicted loss of at least 500 direct jobs. Further impacts are to be expected from the anticipated future closures of Loy Yang A and Loy Yang B. The ban on native timber logging is also anticipated to result in significant job losses of up to 1400 people in Latrobe City.

Latrobe City Council has advocated for Government's support for a planned and structured transition from traditional industries for many years, particularly after the Hazelwood Power Station closure in 2017. This has aligned with advocacy for priority transition projects as outlined in the Strength Led Transition Document adopted by Council in 2016.

Council has had concerns about the Government investment allocation process for Latrobe City post-Hazelwood closure announcement, limited consultation with the Council and the local community, and the lack of a measured transition plan with the focus on the region's economic stability and growth.

In March 2021, the Mayor of Latrobe City Council wrote to the Prime Minister, the Victorian Premier and the Opposition Leaders to advocate for a Latrobe City Transition Task Force.

Following the sending of these letters (in March 2021), the Mayor, the Deputy Mayor and the Acting CEO led a Latrobe City Council delegation to the Parliament House in Canberra where they attended 18 meetings over two days with Federal Ministers, their Advisors and the Opposition to advocate for the Task Force and Latrobe City's priority transition projects. Subsequent meetings have also been held with the State Opposition Leader Michael O'Brien and the Hon Mark Coulton, Federal Minister for Regional Health, Regional Communications and Local Government.

The feedback received at these meetings indicated that a more defined Task Force concept needs to be developed before further engagement with the Government and the Opposition at both levels of Government can meaningfully occur. Given that the Task Force is proposed to be a Latrobe City Council-run initiative, its structure and style of operation needs to ultimately be determined by the Council.

Scope

It is proposed that the immediate task for the Task Force is to develop a staged approach, with imminent projects for short-term job stimulus as well as supporting projects to deliver long-term economic benefits. This process will essentially form the Latrobe City's transition package that will inform priority investments into the region, primarily to stimulate the economy and create jobs.

Benefits

The benefits and deliverables of the Task Force include a collaborative bipartisan all of Government approach to transition planning; this collaboration would be expected to result in a targeted transition package, supported by financial commitments to identified investment priorities in support of the region's employment and economic growth.

Risks/ challenges

Identified risk	Risk likelihood	Controls to manage risk
Reputational risks related to Government and stakeholder engagement and communication resulting in the lack of support for the Task Force concept	3	Targeted and well-defined communication and key messages to the Government; well-timed strategic approaches to maximise influence
Inability to secure support from both levels of Government and Opposition due to politics; not enough political goodwill to meaningfully proceed and achieve outcomes	4	A clearly defined Task Force concept that is 'socialised' effectively; negotiation with all parties where required; define clear agreed outcomes

4

Upcoming State and Federal elections undermining the credibility and continuity of this initiative; possible disruption due to changes to membership resulting from the elections	3	Negotiate and include aspects related to membership changes in the Terms of Reference
Political manoeuvres related to historical Task Forces (Latrobe Valley Transition Committee in 2011 led by State Liberals and Federal Labor)	2	Establish Task Force as independent from previous processes
LVA seen as the established structure to drive Latrobe City's transitioning may result in State Government's lack of buy-in	4	Well-defined communication to establish rationale for Task Force and differentiate from LVA
Political complexities resulting from the bipartisan approach	3	Negotiations to reach consensus

Membership

Led and convened by Latrobe City Council, the Task Force would bring together State and Federal Government and Opposition decision-makers to form the Task Force Core Group.

The list below outlines the suggested core membership options presented in the order of preference based on discussions thus far (one representative to be selected from each group; subject to further discussion):

1. State Minister	1A. The Hon Tim Pallas, Minister for Economic Development 1B. The Hon Lily D'Ambrosio, Minister for Energy, Environment and Climate Change
2. Federal Minister	2A. The Hon Josh Frydenberg, Treasurer of Australia
3. State Opposition	3A. Michael O'Brien, Leader of the Opposition
4. Federal Opposition	4A. The Hon Catherine King MP, Shadow Minister for Infrastructure, Transport and Regional Development 4B. The Hon Chris Bowen MP, Shadow Minister for Climate Change and Energy 4C. Senator the Hon Kim Carr Labor Senator for Victoria (Duty Senator)

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5. Local Members of Parliament (Federal)	5A. Darren Chester, Federal Member for Gippsland 5B. Russell Broadbent, Federal Member for Monash
6. Local Members of Parliament (State)	6A. Edward O'Donohue, MLC for Eastern Victoria 6B. Gary Blackwood, MLA for Narracan 6C. Russell Northe, MLA for Morwell 6D. Melina Bath, MLC for Eastern Victoria 6E. Harriet Shing, MLC for Eastern Victoria
7. Latrobe City Council	7A. The Mayor (Chair) 7B. The Deputy Mayor

The core group would be supported by Government Departments and agencies (Regional Development Australia - RDA, Regional Development Victoria - RDV); industry (e.g. Chamber of Commerce) and other stakeholders could be called to provide their expertise on an as needs basis.

The Task Force Secretariat could be managed by Council Officers, an external agency or a Government Department (e.g. RDV). The Secretariat would provide administrative support, and conduct and coordinate research on proposed initiatives and investments.

The proposed governance structure for the Task Force is pictured below:



Timeframe

It is recommended that the Task Force is established as soon as reasonably possible. Whilst it is understood that the upcoming Victorian State Government and Commonwealth elections may alter the membership, the level of urgency of this task requires immediate attention.

In regards to an end date, this could be set by the Task Force once possible solutions have been identified and the overall timelines of these solutions are understood.

The transition process is going to be a lengthy one and as such the end date should reflect this.

Next Steps

The Terms of Reference to be considered at July Ordinary Council Meeting

The following examples could be used to inform the Latrobe City Transition Task Force, its operations and expected outcomes:

Example 1: Latrobe Valley Transition Committee

The Latrobe Valley Transition Committee was created in 2011 with the purpose of providing strategic oversight over economic development of the Latrobe Valley (spanning the local government areas of Baw Baw, Latrobe City and Wellington) in light of structural adjustment pressures associated with the transition to a low carbon economy.

Co-chaired by Deputy Secretary and Chief Executive of Regional Development Victoria and Deputy Secretary Department of Regional Australia, Regional Development and Local Government, the members included:

- Chief Executive Officer of Baw Baw Shire Council
- Chief Executive Officer of Latrobe City Council
- Chief Executive Officer of Wellington Shire Council
- Chair of Regional Development Australia Gippsland
- Secretary Gippsland Trade and Labour Council
- VECCI Regional Manager Gippsland
- Chief Executive Officer of Latrobe Community Health Services
- Executive Director Regional Development Victoria
- Regional Director Gippsland Regional Development Victoria
- Executive Officer of Regional Development Australia Gippsland
- Director Skills Victoria
- Victorian State Director Department of Regional Australia, Regional Development and Local Government

In addition to ensuring a whole of government integrated planning process, relevant Commonwealth and Victorian Government Department representatives convened with the core membership on a quarterly basis:

Victorian Government

- Director Department of Premier and Cabinet
- Director Department of Treasury and Finance
- Regional Director Gippsland Department of Sustainability and Environment
- Director Department of Primary Industries
- Director Department of Business and Innovation
- Director Department of Transport

; and relevant Commonwealth Government Departments.

The objective of the Committee was to work in two stages: Stage 1 to focus on the development of a Latrobe Valley Industry and Employment Roadmap (the Roadmap) as strategic guide for investment and Stage 2 focus on delivery of structural adjustment assistance.

Stage 1

The Committee oversaw the development and implementation of the Roadmap to guide future investment and industry development in the Latrobe Valley. The Roadmap was delivered in July 2012.

The key functions of the Committee were to:

- Provide strategic oversight and guidance to development of the Latrobe Valley Industry and Employment Roadmap; and
- Provide advice and recommendations to the Joint Ministerial Forum on progress and direction of the Roadmap development.

The Committee utilised its knowledge and expertise to provide strategic guidance to the development of the Roadmap, enable resolution of conflicting issues identified in the development process and engage stakeholders through its local networks.

Stage 2

The Committee oversaw the delivery and implementation of the Roadmap and structural adjustment assistance in the region.

The Committee provided advice and recommendations to the Joint Ministerial Forum on the progress and direction of the Roadmap development. It also provided regular briefings to the Mayoral Reference Group on the progress and direction of the Roadmap development. The Roadmap was developed through a regional leadership group, which was formalised under the Agreement for Cooperative Arrangements for the Gippsland Region to support the transition of the Latrobe Valley economy (December 2011) between the Victorian and Commonwealth Governments.

The agreement established a Joint Ministerial Forum led by the Hon Peter Ryan MLA, Victorian Minister for Regional and Rural Development and the Hon Simon Crean MP, Federal Minister for Regional Australia, Regional Development and Local Government.

Mayoral Reference Group provided first hand knowledge of local issues and concerns of the Latrobe Valley community to the Joint Ministerial Forum.

Latrobe Valley Transition Committee oversaw a range of commissioned research projects examining the region's economy, workforce and the challenges associated with the adjustment task faced by the Latrobe Valley. It also led community and industry specific consultations on its research findings and proposals for driving long-term growth. This included the development of a Latrobe Valley Transition Committee Discussion Paper (April 2012) which outlined the committee's analysis of the region's economy and series of draft strategic directions for comment and community input.

Meetings were convened six weekly or as required, and secretariat support was provided by Regional Development Victoria (RDV). The core membership meetings were held in the Latrobe Valley region and the quarterly meetings including an expanded Commonwealth and Victorian State Government Department representatives were held in Melbourne.

The Committee worked in a co-operative manner with other relevant committees and forums focussed on the development of Latrobe Valley and had the ability to co-opt members as required to ensure an integrated planning and open approach.

Some of the outcomes of the Task Force included:

- Workers in Transition Program – supported at least 30 affected employees from a range of businesses
- Technology Enabled Learning Centres (TELC) – over 400 students undertook learning and developmental opportunities through TELC sites across the region (Victorian Government funding \$5M)
- Gippsland Workforce Plan (RDV funding \$200,000)
- Supporting apprentices (RDV funding \$300,000)
- Moe Work and Learning Centre established to find and apply for jobs, access training and connect to other support services
- Regional Growth Fund (a feasibility and engineering study commissioned in support of the business case for developing a de-inked pulp plant at Maryvale Mill)
- Gippsland Freight Infrastructure Master Plan
- Accelerated Business Growth Program – 69 businesses engaged (RDV funding \$300,000)
- Investment Prospectus (RDV funding \$400,000)
- Gippsland Food Plan

The Task Force folded into RDV in 2014, and was criticised for lacking both industry and community representation.

In 2016 Regional Development Australia Gippsland chair Richard Elkington made calls to re-establish the Latrobe Valley Transition Committee as a representative body to government and a point of contact as part of the state's 'transition plan'. This initiative was supported by Federal Member for Gippsland, Darren Chester, however presumably did not proceed.

Example 2: Burnie Task Force

Caterpillar Underground Mining withdrew its manufacturing operations from Burnie to consolidate in Thailand, resulting in 280 job losses in 2015.

The challenge for the Task Force was to identify some immediate projects for short term job stimulus as well as supporting projects to deliver long term economic benefits and providing affected workers with advice and support about skills training to help to transition the workforce to become job ready.

The members included:

- Deputy Premier
- Elphinstone Group Chairman (group that was leaving and removing the jobs)
- The Mayor of the affected Council
- CAT Director (director of the company that was leaving and removing the jobs)
- Lower House State MP
- AWU Organiser
- University of Tasmania Pro-Vice-Chancellor
- Southern Prospect Managing Director (another subsidiary to the Elphinstone group)
- Department of State Growth Secretary
- Lower House Federal MP (joined later on)

The CAT closure resulted in approximately 300 jobs. This Task Force was active for a one-year period.

Outcomes of the Task Force included:

- The Tasmanian Government allocated \$250 000 to the Advanced Manufacturing Skills Initiative to support access to specific training for the sector.
- Department of State Growth launched the Our Fair Share of Defence strategy, allocating resources to focus on accessing defence tender opportunities. The Task Force funded a submission by a Tasmanian firm into the request for information process for Phase 3 of the Land 400 Defence procurement project.
- Minister for State Growth, the Hon Matthew Groom MP, through his Department and in partnership with industry identified and developed short, medium- and long-term industry support initiatives that the Government could implement state-wide after the term of the Task Force had ended.
- Task Force funded 11 project initiatives delivering at least 117 new jobs.
- \$3M of funding was also provided by the Tasmanian State Government for projects both in advanced manufacturing and for industry promotion and growth initiatives (supported by an Advanced Manufacturing Transition Fund Expression of Interest process launched by the Task Force).

Agenda Item: 14.2

Agenda Item: Latrobe City Council Submission - Inquiry into the Closure of Hazelwood and Yallourn Power Stations

Sponsor: General Manager, Regional City Growth and Investment

Council Plan Objective: Support job creation and industry diversification to enable economic growth in Latrobe City.

Status: For Decision

Proposed Resolution:

That Council adopts the Latrobe City Council Submission to the Inquiry into the Closure of Hazelwood and Yallourn Power Stations.

MOTION

Moved: Cr Middlemiss

Seconded: Cr Ferguson

That Council adopts the Latrobe City Council Submission to the Inquiry into the Closure of Hazelwood and Yallourn Power Stations with the following inclusion:

- ***“An illustration of the Latrobe Valley Authority’s (LVA) failure to fully consult with Council is the consultant’s report on Latrobe City’s Infrastructure Requirements that was commissioned by LVA in 2018. This report has not been made available to Council and as a result Council is having to engage consultants for a similar report in 2021”.***

CARRIED UNANIMOUSLY

Executive Summary:

The Legislative Council's Economy and Infrastructure Committee is calling for submissions to its Inquiry into the Closure of the Hazelwood and Yallourn Power Stations.

The Terms of Reference for the Inquiry read as follows:

- *Impact of the closure of the Hazelwood Power Station on the economy and jobs of the Latrobe Valley, and the success or otherwise of economic*

recovery efforts to date;

- *Expected economic impacts of the proposed closure of Yallourn Power Station in 2028 and options the State Government can pursue to offset the loss of more than 1,000 direct jobs from the plant, as well as associated contractors;*
- *Success or otherwise of the Latrobe Valley Authority (LVA) to help the region transition, in light of the decline of funding made available to the LVA over successive State Budgets.*

The Latrobe City Council Submission covers the following key points:

- Council's concerns about the limited consultation with the Council and the local community post-Hazelwood, and the lack of a measured, structured and inclusive transition planning with the focus on the region's employment and economic growth.
- Council's concerns about the risk of the energy sector workforce moving from full time highly skilled employment to casual work and lower paying short-term jobs.
- The acknowledgement of the Victorian Government's notable and immediate contribution to Latrobe City through a package of funded initiatives post-Hazelwood Power Station closure announcement that delivered recreational, cultural, knowledge capital and liveability outcomes, but missed opportunities to focus on economic investment to create on-going jobs particularly higher paid on-going jobs to replace those lost by the closure of Hazelwood.
- The impact felt by our region and the community by the loss of the power industry and the exacerbation of pre-existing disadvantage in our community.
- The employment and economic impacts that resulted from the Hazelwood closure, and the anticipated impacts from the Yallourn closure.
- The success and shortcomings of the Latrobe Valley Authority (LVA).
- Highlighting the solutions for the Government investment and support for the region's economic growth and job creation provided through the Latrobe City Investment Roadmap, and other Council initiatives such as the Strength Led Transition Plan and the recent proposal to establish the Latrobe City Transition Task Force.
- The recommendations include:

That the Victorian Government

- consult immediately and closely with Latrobe City Council and the community in relation to any future Government measures to aid the region's economic transitioning
- engage with Latrobe City Council and the community in discussions for

measured and structured transition planning through the Latrobe City Transition Task Force

- invest and provide support for our key industries to facilitate economic and job growth
- remove redundant coal protection overlays in Morwell North West/ Maryvale East and Area H to support further development of this land for diverse industries
- deliver targeted intervention in strategic investment in enabling utility services and infrastructure in the region particularly into employment precincts in Latrobe City.

Submissions to the Inquiry close on Friday 27 August.

Background:

Nil

Issues:

Strategy Implications

This report relates primarily to the Objective 1 of the current Council Plan: *Support job creation and industry diversification to enable economic growth in Latrobe City.*

Health Implications

There are no direct health implications from this report.

Communication

Internal communication with Councillors and relevant internal divisions to provide initial contributions to the enclosed submission.

Financial Implications

There are no direct financial implications from this report.

Risk Analysis

Identified risk	Risk likelihood*	Controls to manage risk
<p>Reputational Risk</p> <p>Risks of reputational and political nature related to addressing the concerns resulting from the</p>	<p>3</p>	<p>Clear key messages in the submission that address Council's concerns adequately but in a measured way</p>

Government action and non-action post-Hazelwood closure		
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* Inherent likelihood ratings: 1 (Rare); 2 (Unlikely); 3 (Possible); 4 (Likely); 5 (Almost Certain)

Legal and Compliance

There are no foreseen legal implications from this report.

Community Implications

There are no direct community implications from this report. Should the Victorian Government address some of the concerns raised and take action, positive community implications can be expected.

Environmental Implications

There are no direct environmental implications from this report.

Consultation

An initial opportunity has been provided to Councillors and Officers within Council to provide preliminary feedback.




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 2020*.

Supporting Documents:

Nil

Attachments

1.  Latrobe City Council Submission - Inquiry into the Closure of Hazelwood and Yallourn Power Stations
2.  Terms of Reference - Inquiry into the Closure of Hazelwood and Yallourn Power Stations
3.  Media Release - Inquiry into the Closure of Hazelwood and Yallourn Power Stations

14.2

Latrobe City Council Submission - Inquiry into the Closure of Hazelwood and Yallourn Power Stations

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Legislative Council Economy and Infrastructure Committee
Inquiry into the Closure of the Hazelwood and Yallourn Power
Stations
Latrobe City Council Submission
July 2021



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Introduction

Latrobe City Council welcomes the opportunity to provide its submission to the *Inquiry into the Closure of the Hazelwood and Yallourn Power Stations* currently being conducted by the Victorian Parliament's Legislative Council Economy and Infrastructure Committee.

Latrobe City Council representatives would be available to attend and provide further evidence at a Public Hearing in relation to this Inquiry.

Latrobe City is one of Victoria's four major regional cities, less than two hours from Melbourne. It is home to approximately 75,000 people; the Gippsland regional population exceeds 260,000 people. Latrobe City is resource rich with abundant forests, rich agricultural land, water resources and large deposits of brown coal. Latrobe City is home to 5,000 businesses and currently around 32,000 jobs. Its Gross Regional Product (GRP) is over \$5.6 billion per annum.

This region is a significant centre of Victoria's energy industry that currently produces more than 50% of the baseload electricity for the entire state of Victoria. The low-cost electricity generated from the Latrobe Valley's extensive brown coal resources has contributed to the Victoria's economic prosperity for nearly the past 100 years.

As a result of our long history of electricity generation, the region hosts an extensive electricity distribution infrastructure that connects to the existing generation facilities in Melbourne and broader Victoria. Not surprisingly, historically this sector has dominated the economic profile of the Latrobe City, with employment and economic prosperity of the region relying heavily upon electricity generation.

Latrobe City has been undergoing structural transition for many years, following the Hazelwood Power Station and Mine closures in 2017 and the subsequent significant investment in the region by the Victorian and Commonwealth Governments. Recently, Energy Australia announced the closure of the Yallourn Power Station and Mine in 2028. With the anticipated future closure of Loy Yang A Power Station and associated Mine by 2048, our region and its economic and employment trajectory continue to be profoundly impacted.



Latrobe City Council's Submission to the Inquiry

This Latrobe City Council Submission addresses the Terms of Reference of this Inquiry as follows;

(a) Impact of the closure of the Hazelwood Power Station on the economy and jobs of the Latrobe Valley, and the success or otherwise of economic recovery efforts to date;

The closure of the Hazelwood Power Station and associated Mine in March 2017 resulted in approximately 750 direct and 300 indirect job losses in the region, a decrease of \$1,220 million in output, reduction of \$255 million in demand for intermediate goods and services, and consumption effects reduced by \$103 million. Overall, the closure resulted in a decrease in total regional output of more than \$1,580 million. It is estimated that the loss of Latrobe City's gross regional product from the closure of the Hazelwood Power Station and Mine was close to \$340 million. These impacts are still deeply felt across our community and our economy.

There is a need to ensure that these structural changes to our economy do not further exacerbate the many forms of disadvantage present in Latrobe City, and the region is not disproportionately affected by job losses. As at September 2020, the average unemployment in Latrobe City was 6.2%, with Morwell experiencing the highest level of unemployment at 11.5%. As such, parts of the region continue to face significant pressures from unemployment and under-employment.¹

The Government made a notable and immediate contribution to Latrobe City through a comprehensive package of funded initiatives after the closure of the Hazelwood Power Station and associated Mine was announced in November 2016. These measures included the creation of the Latrobe Valley Economic Growth Zone and Latrobe Valley Authority (LVA) and associated funding of \$266 million. There have been further major infrastructure investments including Latrobe Regional Hospital Stage 3, coupled with funding support for major social capital projects such as Latrobe Creative Precinct, Gippsland High-Tech Precinct (which has morphed into a Call Centre), Latrobe Health Innovation Zone and Gippsland Regional Aquatics Centre.

While these projects have been beneficial for the community and brought about improvements in community liveability, knowledge capital, cultural and recreational outcomes, Latrobe City Council has had concerns about the limited consultation with Council and the local community post-closure of the Hazelwood Power Station and associated Mine,

¹ Small Area Labour Markets September Quarter 2020



and the lack of a measured, structured and inclusive transition planning with the focus on the region's employment and economic growth. Council as representatives of the local community were not at the table when decisions about programs and funding were being made.

The focus on liveability projects, while welcome to deliver positive outcomes for the community, have placed increased operational costs on Council which did not seem to be considered when the State Government were developing a program of initiatives. They also have not created ongoing jobs and employment for the region to replace the jobs lost. A co-design approach with Council and the community to transition and economic diversification may have identified these gaps and issues.

Post-closure of the Hazelwood Power Station and associated Mine, Latrobe City Council has advocated for Government's support for a planned and structured transition from the region's traditional industries to a more diversified economy. This has strongly aligned with Council's advocacy for priority transition projects as outlined in the Strength Led Transition Plan that was adopted by Council shortly after the closure announcement in December 2016.

The Strength-Led Transition Plan 2016 aims to deliver a new vision of a strong and prosperous Regional City in the midst of the transition. At the core of this transformation is a strong need to drive the region's employment and economic growth through diversification of its economic base. This is to ensure that Latrobe City will not be disproportionately affected by the structural changes currently occurring in the Australian energy sector.

Four key focus areas of the Strength Led Transition included;

- Expanding Latrobe Regional Hospital
- Relocating a Victorian Government Department
- Improving our Rail to connect community to jobs
- Securing Victoria's Energy Future in Latrobe City

Council acknowledges upgrades and expansion of Latrobe Regional Hospital and the Gov Hub project, however improvements to rail have been delayed and yet to be realised with no plans for a dedicated rail line to Melbourne to help improve efficiencies and speed of the service.

In relation to securing Victoria's Energy Future, Latrobe City is ideally placed to embrace emerging new industries and leading-edge innovation to stabilise and grow the region's and Australia's economy in the midst of the energy sector transition. These opportunities are driven by the existing strengths and competitive advantages that the region has to offer due to its long-standing history as the hub of Victoria's power generation.



The State Government's recent Renewable Energy Zone's Directions paper has been a missed opportunity to capitalise on existing electricity transmission infrastructure with no immediate projects for upgrades to transmission infrastructure only one project identified for roll out in stage 2.

The Victorian Government delivered many direct support programs in the aftermath of the closure of the Hazelwood Power Station and associated Mine e.g. a Worker Transition Service and the Supply Chain Transition and Diversification program, that provided support for Hazelwood and Carter Holt Harvey employees and their families and contractors with transitioning into new jobs, access to new markets, access to training, personal and financial counselling or to move into retirement. However, without sufficient published data, there has been significant community doubt as to the effectiveness of some of these programs.

In accordance with the Latrobe Valley Community Report: *Transitioning to a strong future* (November 2016 – November 2019), 80% (730) of affected Hazelwood workers registered with the Worker Transition Service and 84% (135) of former Carter Holt Harvey employees. The service provided support for more than 100 family members of affected workers, including counselling and financial support. Workers were supported to obtain more than 2000 qualifications. As a result of the service, 90 Hazelwood workers had found ongoing employment and 74% of former Hazelwood workforce were employed or not looking for work, including retirement at the end of the reporting period (November 2019). Overall, more than 1,400 workers and their families had been offered support services.²

The Worker Transfer Scheme facilitated employment of Hazelwood workers into jobs created through early retirement at other power generators in Latrobe Valley. 90 Hazelwood workers have found ongoing employment through this scheme.³

The Back to Work Scheme Up provided up to \$9000 funding per worker for businesses who employ and train unemployed people who live in the Latrobe Valley. 1245 payments had been made (1017 full time, 228 part time roles) by the end of the reporting period.⁴

Additionally, the Latrobe Valley Business and Industry Capability Fund provided small grants for start ups and micro businesses. The Community and Facility Fund provided financial support for community infrastructure projects such as refurbishment of local scout halls, and supported almost 50 local events. There were many other programs that provided significant community benefit in the immediate aftermath of the closure of Hazelwood Power Station and associated Mine. The Council would like to acknowledge the Government for the provision of this assistance.

² Latrobe Valley Community Report: *Transitioning to a strong future* (November 2016 – November 2019)

³ Latrobe Valley Community Report: *Transitioning to a strong future* (November 2016 – November 2019)

⁴ Latrobe Valley Community Report: *Transitioning to a strong future* (November 2016 – November 2019)



However, the real concern for Council is the risk of the energy sector workforce moving from what was full time highly skilled employment to casual work and lower paying jobs. As the Victorian Government has previously stated casualisation is a serious problem across the state's workforce and we see it as becoming a major issue in the Latrobe Valley. Along with this concern is the view that although construction jobs that have resulted from the recent large infrastructure projects are beneficial to our region's economy, they mostly do not create long term employment. The Council believes that these concerns have not thus far been adequately addressed by the Victorian Government.

Expected economic impacts of the proposed closure of Yallourn Power Station in 2028 and options the State Government can pursue to offset the loss of more than 1,000 direct jobs from the plant, as well as associated contractors;

The Yallourn Power Station and associated Mine that are scheduled to close in 2028 employs more than 500 permanent workers on site plus many more in the associated supply chain. During some years, for three to four months, the Yallourn workforce increases to 1000 when major unit outages are undertaken, along with four yearly integrity maintenance works adding an extra 150-200 workers. Each Yallourn worker is estimated to generate an additional four to five jobs in the Latrobe Valley. In addition, at any given time, Yallourn has at least 15 apprentices on site. The Yallourn Power Station and associated Mine contracts with over 240 small businesses and contributes over \$25 million in royalties and \$3 million in payroll tax to the state of Victoria annually.⁵

The AGL Loy Yang A Power Station and associated Mine and nearby Alinta Loy Yang B Power Station, on the other hand, have licences expiring by 2048. The AGL Loy Yang A employs approximately 600 FTE and 300 contractors, and is estimated to contribute millions of dollars every week to the local community through procurement, labour and the hiring of contractors.⁶ At 30 June 2020, Loy Yang B employed 162 people⁷ as well as estimated up to 50 contractors.⁸ Loy Yang B's total FY20 economic value distributed was approximately \$339 million, including the value generated through suppliers, employees, financiers, owners and the Government.⁹ As there was (correctly) with Yallourn, there is considerable industry and community speculation that environmental pressure will result in both Loy Yang Power Stations closing well before scheduled.

⁵ EnergyAustralia: Yallourn Factsheet, March 2021

⁶ AGL Loy Yang Mine Sustainability Report 2017 - 2018

⁷ Latrobe Valley Power Loy Yang B Power Station Sustainability Report FY20

⁸ The contractor numbers can vary; e.g. an additional 500 contractors were engaged during the major upgrade of Unit 2 in April and May 2019; Latrobe Valley Power Loy Yang B Power Station Sustainability Report FY19

⁹ Latrobe Valley Power Loy Yang B Power Station Sustainability Report FY20



Clearly, the contraction of the coal and electricity industry in Latrobe City has had, and is expected to have, a significant disruptive impact on the productivity, economic and social outcomes across our community.

At the core of Latrobe City's transition is a strong need to drive the region's employment and economic diversification, given that Latrobe City has borne, and is expected to continue to bare, a significant economic cost of the structural change currently occurring in Australia's energy sector through the power station and mine closures.

To this end, Latrobe City Council has proposed the establishment of the Latrobe City Transition Task Force as a governance structure for bi-partisan support from all levels of Government to collaborate on the transition package for Latrobe City that will inform priority investments into the region, primarily to stimulate the diversified economy and to create jobs. The Task Force is expected to have a role in determining a staged approach, with imminent projects for short-term job stimulus as well as supporting investment to deliver long-term economic benefits.

It is proposed that the immediate task for the Task Force to identify immediate and future directions for the economy of Latrobe City, with the emphasis on employment, replacing the jobs to be lost from the impending closure of the region's traditional industries.

Latrobe City's Strength-Led Transitioning process and recently adopted Investment Roadmap have provided a solid mandate for Council to support and embrace emerging new industries and leading-edge innovation to stabilise and grow the region's economy and employment in the midst of the profound energy sector change. These opportunities are driven by the existing strengths and competitive advantages that the region has to offer.

Latrobe City has a distinct competitive advantage and a strong pro-business environment, and offers new investors and industries significant benefits such as:

1. a highly skilled labour force and engineering excellence;
2. strong transport infrastructure connectivity to Melbourne and regional markets, including strong road and rail transport links, and established ports;
3. established electricity transmission and generation infrastructure;
4. locally based educational institutions;
5. affordable land prices, and relatively low rents and wages compared to the Victorian and national average.

Latrobe City Council adopted an Investment Roadmap in December 2020 that provides solutions to the Government in relation to attracting investment and creating jobs in Latrobe City and implementing Victorian Government strategies, policies and commitments in the Gippsland region. This document demonstrates that Latrobe City is investment ready, with a



focus on Industry Led Skills and Training, Advanced Manufacturing, Regional and Rural Health, and Circular Economy.

Industry Led Skills and Training

Latrobe City is in transition to a more diversified economy, coupled with changes driven through the growth industries including Food and Fibre, Health, Advanced Manufacturing, New Energy and Health. The growth of these industries is also affected by trends such as automation, globalisation and leveraging flexible employment arrangements.

The Gippsland Hi-Tech Precinct is intended as a centre for research, business incubation, new product development, start-up support, and education and training to support the growth of local industry and help in playing an important role in investment attraction by supporting the expansion of the region's growth sectors. However, it is disappointing that this centre is now used predominately as a commercial Call Centre.

This is an optimal time to capitalise on these changes to ensure that Latrobe City's workforce continues to have the skills that match immediate and future industry needs. TAFE Gippsland and Federation University already instill industry skills and capabilities in their students through partnerships and skill uplift programs. Expansion of these initiatives will continue to strengthen the future workforce.

Advanced Manufacturing

Latrobe City has a large manufacturing base, and our skilled workforce continues to drive innovation and improvement of processes to world's best practice. The workforce has contributed to building the nation with the rollout of road projects, establishment of power generation facilities as well as water, rail and gas projects. A network of business services offers expertise in the design and development of specialist equipment for the mining, paper and pulp industries, aerospace and other key sectors. Our workforce understands heavy industry fabrication requirements from start to finish - from commissioning of specialist equipment to the provision of assistance and service to better manage equipment fatigue.

Latrobe City's existing skills and assets provide a strong foundation for creating a competitive edge in advanced manufacturing in the following key sectors:

Defence Engineering

Latrobe City is renowned for its engineering excellence due to heavy industries prominent in the region. These include brown coal powered electricity generation, open cut mining operations, oil and gas exploration and extraction, pulp and paper manufacturing, as well as agribusiness and associated industries.

As the region's economic base is diversified, defence has emerged as an industry that has the potential to drive the region's economic growth. Latrobe City has the engineering capacity,



experience and skills built over generations which position it well to leverage defence opportunities both nationally and internationally.

Aside from notable transferrable business and human capital skills, the region hosts significant infrastructure assets such as rail, heavy road access routes, large industrial sites suitable for heavy defence engineering, as well as available appropriately zoned industrial land. Furthermore, the closure of Hazelwood Power Station and associated Mine in March 2017 resulted in a significant available skilled workforce in manufacturing and engineering.

Latrobe City Council has engaged the Australian Defence Alliance (ADA) (formerly Australia Industry Defence Network Vic) to deliver a number of initiatives aimed to strengthen local industry's understanding of the opportunities in the defence supply chain. The ADA assisted Council in the development of the Latrobe Valley Defence Alliance Profile that has been established to showcase the world-class engineering and manufacturing capability of the Latrobe Valley's industry. Latrobe City Council continues to work with industry to demonstrate this capability in order to enter global defence supply chains.

Food and fibre

Given its geographical position with integrated transport and access to export markets, reliable and plentiful water and electricity supply, and a stable workforce, Latrobe City is ideally positioned for food processing facilities.

The global growth, including the discerning Asian middle class expected to rise to over 3 billion people by 2030 is driving the increased demand for food. Intensive agriculture and horticulture are seen as the way forward, creating opportunities for new business. Latrobe City's proximity to Melbourne and the fast growing economies of Asia maximises the opportunity to respond to the increased demand for quality food products. Factors which contribute to the favourable investment of intensive agribusiness include proximity to global markets, affordable land, stable workforce, and existing industry.

Latrobe City is an important commercial food hub for the wider Gippsland region. As an example of centralised processing, Bega (formerly Lion), one of Australia's largest food and beverage producers has established a state of the art dairy processing plant in Latrobe City. Federation University, located in Churchill, is also an enabler to attract, retain and develop skilled workforce to operate in the food manufacturing value chain.

Building on Gippsland's highly productive dairy, meat, horticulture and vegetable production industries, which have significant processing and value adding potential, the Latrobe City's Food Manufacturing Precinct provides for a high quality 'modern' industrial development to cater for larger, high amenity, low density, manufacturing industries to meet growing national and global demand for Gippsland's quality produce.



Latrobe City Council thanks the Victorian Government for its \$10 million investment in the Latrobe City Food Manufacturing Precinct in the Victorian State Budget 2021-22. This investment will deliver a notable boost to our region's employment with up to 1700 jobs once fully operational, assist in the diversification of our economic base and build our economic resilience through enabling further investment in our food and fibre sector.

Regional and Rural Health

The health sector is the largest employer in the region and is growing steadily. The aging demographics are likely to drive further demand for qualified employees in the health and aged care sectors.

Latrobe City is a centre for health services to the broader Gippsland region through Latrobe Regional Hospital, Maryvale Private Hospital, Latrobe Community Health Services and numerous medical providers. The region has an extensive range of specialist services including pathology, aged care, palliative care, community health, cancer support, immunisation, disability services, home care, physiotherapy, parenting, paediatric, child and adolescent services.

Gippsland's health sector will benefit largely from the proposed advanced manufacturing activities in Latrobe City. Key health supplies will be able to be manufactured locally, with the ability to scale up in times of great need. Specialised training in regional and rural health skills will be built upon through targeted health workforce development and new education and training programmes. The existing focus on developing additional health training facilities in Latrobe City will go hand in hand with this initiative.

In response to this growing workforce demand in the health sector, Federation University launched a new Occupational Therapy degree in 2020, with 25 new students joining the programme in its first year. This year the University will launch a Bachelor of Physiotherapy. Federation University intends to further respond to regional skills shortages in the health sector and will establish new Allied Health facilities at the Churchill campus, along with undertaking future planning to develop a Community Health Hub and Centre of Excellence. The Victorian Government's support for these initiatives would be welcomed, and is necessary to provide pathways for regional students and to address the decline in rural health opportunities since the departure of Monash University from the region.

Circular Economy

Sustainable development will be underpinned by a circular economy model for business. Geothermal, materials recovery, recycling and harnessing renewables and hydrogen opportunities will all be pertinent in developing this model within Latrobe City.



Recyclables

Gippsland requires the establishment of a regional resource recovery facility to improve product quality and quantity; and attract new markets, job creation and investment in our region. This is a key opportunity for the Gippsland region to secure regional jobs within a future circular economy. Gippsland is well placed to be leaders of the circular economy; we have an accessible workforce and current expertise in reprocessing of green waste, plastics, cardboard and paper. This facility would improve recycling and local reprocessing of paper and cardboard, plastics and glass and with this to improve the quality of materials for reprocessing and remanufacturing. Latrobe City's industry precincts are well placed to accommodate this industry.

The establishment of the Gippsland materials recovery facility in Latrobe City is supported by a number of state and regional policies including Recycling Victoria – A New Economy, State-wide Waste and Resource Recovery Infrastructure Plan (SWIRRP), Gippsland Waste and Resource Recovery Implementation Plan 2017, Gippsland Regional Plan (2020-2025), Latrobe Planning Scheme - Clause 21.07-8, Industrial and Employment Strategy (2019) (Latrobe City Council), as well as Infrastructure Victoria.

Geothermal

Latrobe City has a unique natural, world class resource that currently is largely unused: 70-degree water, insulated through the coal layer in the Latrobe Valley, is at a very accessible depth. The water/heat can be used for various sectors, including greenhouse heating, and district heating to spa use (visitor economy).

The development of these new industries could be greatly accelerated through the transfer of international experience and knowledge and its adaption to local geological and economic conditions.

The time is right to re-examine the potential for geothermal power generation in Gippsland and the wider Australian landscape.

The Gippsland Regional Aquatic Centre is the first public aquatic facility in Victoria to incorporate a geothermal heating system.

Renewables

Latrobe City Council recognises the importance of renewable energy projects in supporting diversification of electricity production and manufacturing in Latrobe City.

Council is in-principle supportive of renewable energy projects provided that they meet our community's expectation for best practice standards. Council has also called on the Victorian Government to work collaboratively to undertake planning and identify best locations for this infrastructure.



There are currently a number of solar and wind energy projects proposed for the Latrobe Valley and this trend is only expected to continue, with potential investors looking to capitalise on the suitable rural and industrial zoned land.

Given the extensive electricity distribution infrastructure that connects the existing power generation facilities in the Latrobe Valley to Melbourne and broader Victoria, Latrobe City is well placed to support renewable technology projects.

As stated above, the State Government's recent Renewable Energy Zone's Directions paper has been a missed opportunity to capitalise on existing electricity transmission infrastructure with no immediate projects for upgrades to transmission infrastructure only one project identified for roll out in stage 2.

Hydrogen and carbon-based opportunities

Latrobe Valley's brown coal represents a significant resource which could be utilised for production of a range of value-added commodities manufactured through various low emission technologies. As part of its economic diversification, Latrobe City Council strongly supports research and development on low emission technologies and alternative uses of carbon from brown coal, including hydrogen.

Latrobe City Council acknowledges that hydrogen provides a significant emerging economic opportunity not only for this region and Victoria but also for Australia. Given the vast brown coal reserves present in the Latrobe Valley, Council believes that hydrogen from Latrobe Valley brown coal could drive the transitioning of the Australian energy sector, while supporting the region's new diversifying economic structures and economic growth.

Latrobe City Council is highly supportive of the Hydrogen Energy Supply Chain (HESC) trial project that intends to produce liquefied hydrogen from Latrobe Valley's brown coal which would be subsequently transported to Japan to be used in fuel cell electric vehicles and for power generation. Council recognises the Victorian Government's endorsement of this project.

Initiatives such the HESC could provide further economic development and job creation opportunities through safe production and transport of clean hydrogen from the Latrobe Valley to Japan. Latrobe City Council calls on all levels of Government to collaborate in the provision of a supportive policy and regulatory environment to attract and enable commercial 'green and 'brown' hydrogen production and export industry in benefit not only of this transitioning region but the whole of Australia.

Simultaneously, the CarbonNet project is investigating the potential for establishing a commercial-scale carbon capture and storage (CCS) network in the Latrobe Valley, a technology that would be required for a large-scale low emission production of hydrogen from brown coal.



Latrobe Valley brown coal represents a significant resource which could also be potentially utilised for the production of a wide range of value-added products utilising various technologies. Latrobe City Council believes that Carbon Capture and Utilisation (CCU) could provide significant product manufacturing opportunities.

The CO₂, as source of carbon, has the potential to be leveraged as a valuable 'raw material' and a component in the manufacture of a range of products such as fertilisers, chemicals, liquid fuels, carbons and agricultural products, potentially reducing the demand on the use of finite oil and gas resources. Additionally, carbon captured can be applied to manufacture of consumer products, including synthetic surface sports arenas, mattresses and upholstered furniture.

There could be a range of anticipated beneficial impacts on the local economy if carbon-based projects were developed, commercialised and delivered. Such benefits would be expected to be at least equivalent to the economic benefits from coal fired power generation.

Furthermore, opportunities exist to reduce electricity transmission losses and generate new employment in the region through co-location of intensive energy users with energy generation facilities. Latrobe City is also ready to embrace opportunities to become a biomanufacturing hub, reducing Victoria's waste to produce electricity.

Other opportunities

Investment in Gippsland Logistics Precinct

There are significant opportunities to boost economic growth and jobs in the region through further investment in the Gippsland Logistics Precinct. Latrobe City will be looking to continue its partnership with the Government to deliver the next stage of this project.

The development of the Gippsland Logistics Precinct (GLP) presents a unique opportunity for Latrobe City Council to establish an 'open access' intermodal freight terminal (GIFT) to meet the logistic needs of the Gippsland region. The purpose of this project is to facilitate economic development through the creation of a fully serviced intermodal industrial precinct, and provision of serviced industrial land with road and rail-based connectivity; and to create construction jobs in the region through the development and promotion of enabling infrastructure, supporting industry growth and more new local jobs.

The additional funding support of \$19 million would enable the activation of Stage 2 of this project, and Stage 3 would facilitate an open access intermodal freight terminal including rail siding and site development. This infrastructure would benefit and support Victoria's \$21 billion supply chain and logistics sector and create 300-500 ongoing jobs.



Activating the Latrobe Regional Airport

The Airport Development Plan (ADP) for Latrobe Regional Airport provides clear direction on the development of the airport over the next 20 year period.

Following the recent upgraded pavement strength of the LRA runways, taxiways and aprons, LRA is now able to accommodate significantly larger aircraft than before. There are further significant plans to develop the airport to facilitate freight, niche passenger services, higher education, flight training and emergency services.

The airport development will specifically support and enable growth of the aviation sector in the region by improving efficiencies for industry and providing new investment and job creation opportunities. Latrobe City Council has identified four distinct projects that are in alignment with the Airport Development Plan that could provide for the immediate activation of the airport and generate at least 50 jobs. Rapid expansion of employment at our Airport is currently hindered as the only commercial aircraft manufacturing facility in Australia (located at Latrobe City) is currently closed awaiting sale by its multinational owner.

Centre for Australian Automotive Futures (CAAF)

There are opportunities for Latrobe City to lead the advancement of automotive innovation through the proposed Centre for Australian Automotive Futures (CAAF).

The CAAF is designed to be an innovation centre for future automotive technologies and renewable energy, whilst retaining its original concept for hosting motorsport and events. To progress the project, Council committed \$60,000 for the first stage of the business case and \$1.2 million is required for business case stage 2.

The CAAF would serve as a centre for research and education, technology and innovation, and commercialisation aspects of automotive technology development, alongside attracting tourism and visitors to the region. The aim is to combine emerging technologies such as renewable energy power (electric, hydrogen), future mobility technologies including connected and autonomous vehicles, and manufacture of materials for automotive equipment and parts, into one purpose-built venue. The Centre will encompass research, development and commercialisation activities. It will have education, training and test-bed facilities onsite for industry and the development community.

The Centre will partner with government, universities, vocational training, research organisations and, importantly, industry and investors. These partners will include national and international organisations. In addition, the Centre will provide facilities and tracks for motorsport such as Formula E as well as petrol powered vehicles; driver education; and automotive company and Centre partner activities. There will be onsite accommodation, event areas and areas for commercial development and business.



Removing Redundant Coal Protection Overlays

For many years, Council has advocated for historical coal protection overlays that have applied to large areas of industry zones land in Latrobe City to be removed. The Department of Jobs Precinct and Regions (DJPR) commenced Coal Protection Provision Review in 2018. Some overlays south of Morwell were removed in 2018, while the redundant coal overlays, Morwell North West and Area H remain.

Council is also concerned that the Review has not significantly progressed in 2020. Therefore, Council Officers requested an update on 7 April 2021 from DJPR in particular status of the review and directions on Area H and Morwell North West area. Council has received early advice that the removal of these overlays is not expected as part of the current Review.

Latrobe City Council will continue to participate in the Review and to advocate for the removal of these coal overlays. The coal overlays continue to hamper investment in as much that investors need to have certainty about the land they wish to invest in. Currently, the lengthy delays in attempting to remove the overlay on parcels of land is dissuading investment. This is also compounded by the uncertainty of the removal being granted. This is particularly challenging given the imminent need to reboot our economy post-COVID.

Therefore, Latrobe City Council is calling on the Victorian Government to re-consider its position in relation to the Area H and Morwell North West overlays, and release publicly the Coal Policy Review alongside the exhibition of a relevant Planning Scheme Amendment so that appropriate planning controls can be put in place to support further development of this land.

Unlocking Infrastructure Barriers

Targeted intervention is urgently required to deliver strategic investment in enabling utility services and infrastructure in the region. This issue is evidenced by a number of residential growth and new industry investment opportunities that have 'stalled' due to limited capacity or availability of necessary infrastructure. This issue remains a significant impediment to Latrobe City continuing to grow and diversify our economic base as one of Victoria's four major Regional Cities. Recognising the critical nature of this issue, Latrobe City Council has for many years advocated for the Victorian Government of the establishment of alternative funding and regulatory arrangements to address these infrastructure barriers so as to unlock the region's economic growth and job generation potential.



(b) Success or otherwise of the Latrobe Valley Authority (LVA) to help the region transition, in light of the decline of funding made available to the LVA over successive State Budgets;

As its immediate response after the closure of the Hazelwood Power Station and associated Mine was announced, the State Government established a \$266 million Latrobe Valley Support Package.

As part of this Package, Latrobe Valley Authority (LVA) was established by the Victorian Government to support the region's worker transition e.g through the Worker Transition Service that connects workers and their families to skills development, training, information and personal support. This has enabled them to take up new employment opportunities, start their own business or move into retirement.

LVA also provided support for impacted businesses through the establishment of the Economic Growth Zone, the establishment of a Business Supply Chain diversification program and the provision of planning and grants support. LVA has also been delivering other programs such as the Latrobe Valley Business and Industry Capability Fund. This was a very successful program providing small grants (up to \$25k) to 400 start ups and micro businesses. In addition, major community infrastructure and events were funded (some major projects included GovHub, Hi-Tech Precinct, Gippsland Regional Aquatics Centre and Traralgon Sports Stadium).

While these programs have undoubtedly benefitted some of our workers and community, there is considerable community doubt that the initial aims were achieved. A few weeks' work on industry maintenance 'shuts' is not seen as replacement for secure well paid work. We strongly believe that worker and business support should continue in light of the planned Yallourn closure. However, it is suggested that these programs be reviewed and refocused in line with the suggestions in this submission.

Latrobe City Council believes that Government investment needs also be directed into industries and meaningful projects that have the potential of contributing to our economy and generating large numbers of highly skilled well paid jobs. Council believes that post-closure of the Hazelwood Power Station and associated Mine an opportunity was missed to support Latrobe City's economy due to focus on liveability projects and events.

As stated earlier, Latrobe City Council has had concerns about the limited consultation with Council and the local community in the aftermath of the closure of the Hazelwood Power Station and associated Mine, and the lack of a measured, structured and inclusive transition planning with the focus on the region's employment and economic growth. Council as representatives of the local community were not at the table when decisions about programs and funding were being made. At times Council has felt that the LVA has acted in isolation



rather than partnering with Latrobe City Council to achieve the best result for the community.

Additionally, there are many opportunities that have not been capitalised on to date to build a stronger economy such as low emissions technologies from coal using CCS, carbon utilisation, urea plants and removal of coal protection overlays. LVA support to progress these opportunities would be welcomed.

Recommendations

That the Victorian Government

- **consult closely with Latrobe City Council and the community in relation to any future Government measures to aid the region's economic transitioning;**
- **engage with Latrobe City Council and the community in discussions for measured and structured transition planning through the Latrobe City Transition Task Force;**
- **invest and provide support for our key industries to facilitate economic and job growth in Latrobe City, including low emission technologies from brown coal such as 'brown hydrogen' and manufacture of a range of products such as fertilisers, through carbon capture, utilisation and storage (CCUS);**
- **remove redundant coal protection overlays in Morwell North West and Area H to support further development of this land for diverse industries and housing development in areas such as Morwell, constrained by Coal Reserves;**
- **deliver targeted intervention in strategic investment in enabling utility services and infrastructure in the region particularly in employment precincts in Latrobe City.**



PARLIAMENT OF VICTORIA – COMMITTEES

LEGISLATIVE COUNCIL ECONOMY AND INFRASTRUCTURE COMMITTEE

Terms of Reference

59th Parliament

Inquiry into the closure of the Hazelwood and Yallourn power stations

On 17 March 2021 the Legislative Council agreed to the following motion:

That this House, requires the Economy and Infrastructure Committee to inquire into, consider and report, by no later than 13 December 2021 –

- (1) on the –
 - (a) impact of the closure of the Hazelwood Power Station on the economy and jobs of the Latrobe Valley, and the success or otherwise of economic recovery efforts to date;
 - (b) expected economic impacts of the proposed closure of Yallourn Power Station in 2028 and options the State Government can pursue to offset the loss of more than 1,000 direct jobs from the plant, as well as associated contractors;
 - (c) success or otherwise of the Latrobe Valley Authority (LVA) to help the region transition, in light of the decline of funding made available to the LVA over successive State Budgets;
- (2) and if the Committee proposes to transmit a report for the Inquiry to the House on a day when the House is not sitting, the Chair may give the report to the Clerk and –
 - (a) the Clerk must –
 - (i) as soon as practicable after the report is received give a copy of the report to each Member of the House;
 - (ii) as soon as practicable after the report is received cause the report to be published on the Tabled Documents Database and the Committee’s website;
 - (b) cause the report to be tabled in the House on the next sitting day of the House; and
 - (c) the report will be taken to be published by authority of the House



PARLIAMENT OF VICTORIA
Economy and Infrastructure Standing Committee – Legislative Council

MEDIA RELEASE

Power station inquiry to help Latrobe Valley transition

The Legislative Council’s Economy and Infrastructure Committee is calling for submissions for its inquiry into the closure of the Hazelwood and Yallourn power stations.

Committee Chair Enver Erdogan said that the Committee is interested in hearing views on how the closure of the power stations will affect the communities of the Latrobe Valley.

“While Yallourn won’t be closing until 2028, now is the right time for the State Government to be working to address the social and economic impacts of the closure of both power stations,” Mr Erdogan said.

The inquiry will also look at how the Latrobe Valley Authority can help the region transition to a new era of energy generation.

Submissions to the inquiry close on Friday 27 August.

For more on the inquiry, including how to make a submission, go to www.parliament.vic.gov.au/chypsinquiry.

Issued: 3 May 2021

Agenda Item: 14.3

Agenda Item: Latrobe Regional Airport - Airport Development Plan

Sponsor: General Manager, Regional City Growth and Investment

Council Plan Objective: Support job creation and industry diversification to enable economic growth in Latrobe City.

Status: For Decision

MOTION

Moved: Cr Middlemiss

Seconded: Cr Howe

That Council adopts the Airport Development Plan for the Latrobe Regional Airport.

CARRIED UNANIMOUSLY

Executive Summary:

Currently, the guiding document for development at the Latrobe Regional Airport ('LRA') is the Latrobe Regional Airport Masterplan (2018). The Masterplan sets out areas available for development and addresses planning issues.

To pro-actively facilitate development at LRA, an Airport Development Plan ('Plan') has been prepared. The plan sets out a framework for 20 years of development, divided into four, five year timeframe horizons. The Plan identifies development opportunities that can be unlocked in the immediate term where there are few or no barriers to development. The Plan has been developed cognisant of the requirements set out in the Masterplan and there is no conflict between the two documents.

The Plan will be a key document for LRA, defining a development pathway for the airport precincts, considering development opportunities, timing and readiness. The development pathways established by the Plan will impact and set the requirements for future funding, federal and state government support and timeframe for airside (aviation) infrastructure upgrades.

The Latrobe Regional Airport Board has participated in the development of the Plan and supported the following recommendation at its meeting on Monday 19 April 2021:

'That the Latrobe Regional Airport Asset Committee receives and notes the

Latrobe Regional Airport Development Plan and once endorsed by the Committee, notes that the Development Plan will be submitted to Council for approval at an upcoming Council Meeting.'

Next steps following adoption of the Plan will be to undertake detailed feasibility studies, further define how the respective precincts will be developed and engage with potential tenants to negotiate development opportunities, whilst proactively managing the current property portfolio to ensure that the Plan can be delivered as proposed.

Background:

Any development at LRA has been guided by the Latrobe Regional Airport Masterplan (2018). Pursuit of development opportunities have been ad hoc, often as a result of incoming inquiries or referrals for third parties.

To develop a proactive and structured approach to future development, the Latrobe Regional Airport Board ('LRAB') engaged Landrum & Brown, an experienced global aviation consultancy firm, to prepare a development plan. The project brief required that there be a structured approach to development, with the identification of priority and immediate opportunities together with medium- and long-term development horizons.

A workshop was held with the LRAB, and a series of interviews and discussions were held with stakeholders, such as Regional Development Victoria and Australian Airports Association. Landrum and Brown also used the firms experience and knowledge to provide input to the draft Plan.

The scope of the draft Plan was as follows:

- Define a **development pathway** for Latrobe Regional Airport taking into account development opportunities, timing and readiness.
- Identify development opportunities that can be **unlocked in the immediate term** where there are few or no barriers to development.
- Define 'value' – what airport activities are considered to be high, medium and low value and apply to best land use going forward.
- Do current land uses and tenancies provide the highest and best value in their current location?
- Define **precincts for development** and identifying **compatible land uses** within these precincts.
- Consideration of any potential barriers to development?
- Consider impact of runway infrastructure on airport development.

The key aspects of the draft Plan are:

- It **builds on** the Latrobe Regional Airport Master Plan that has already been developed and approved by Council.
- A **commercial focus** to the development – the aim is to facilitate development that will create return to Council, jobs and opportunities.
- Development is to be predominantly **aviation related**
- Safeguarding for **future runway development** and possible introduction of larger aircraft
- Staging of development
- Development to occur Council budget requirements and/or external funding.

The draft Plan was presented to the LRAB on 5 October 2020 by Landrum and Brown representatives. Feedback was provided to be incorporated into the final draft.

The draft Plan was presented to the Airport Tenants Association at its December 2020 meeting. There was unanimous support for the plan by the tenants.

The final draft was presented to the LRAB on 19 April 2021.

Should the Airport Development Plan does not obtain Council approval, the airport will continue to operate in the manner it has to date, with any future development considered in a reactive manner, in what could ultimately be an inefficient layout and potentially creating operational challenges. The Plan ensures that we undertake development in a considered manner, rolling out infrastructure in a logical, efficient and therefore cost-effective way.

Issues:

Strategy Implications

OBJECTIVE 1

Support job creation and industry diversification to enable economic growth in Latrobe City.

The Plan defines the land use to enable the airport to develop, create jobs, connect the region and attract investment.

Health Implications

Nil

Communication

A workshop was conducted with the LRAB members in October 2020 and with the airport tenants at the December Airport Tenants Association meeting. Interviews and discussions were also held with State Government agencies and the Australian Airports Association. Feedback from these discussions has been incorporated into the draft plan

Further consultation will take place on a project by project basis and as required as part of the planning process for future developments.

Financial Implications

There are no immediate financial implications in the approval of the Plan.

If the Plan is adopted, funding will be required to implement the proposed development areas contained in the Plan, including infrastructure and services, runway and airside infrastructure, and civil works. Funding would be a combination of Local, State and Federal Funding programmes and grants.

Any developments proposed and supported by the Plan will be subject to budgetary planning, detailed infrastructure budgets and feasibility studies where necessary. Any proposed development will be presented to the LRAB for support before being presented to Council for approval.

The below table summarises the estimated cost for necessary Civil Works, Airside & Landside infrastructure to deliver the Plan over the agreed timeframes. The budget estimated below assume all new developments are via a Ground Lease (ie tenant to pay for construction, with LRA being responsible for delivering services to the site boundaries).

Timeframe	Civil	Landside Infra	Airside Infra	TOTAL
Immediate	Nil	Nil	Nil	Nil
2- 5 years	\$0.5m	\$1.0m	\$1.5m	\$3.0m
5 – 10 years	\$0.5m	\$0.75m	\$2.5m	\$3.75m
10 years +	\$1.0m	\$0.75m	\$15.0m (incl new runway)	\$16.75m
TOTAL (inc new runway)	\$2.0m	\$2.5m	\$19.0m	\$23.5m

These indicative costs have been developed in conjunction with Landrum and Brown (Aviation Consultants).

It is the expectation that majority of funding be obtained from Federal, State and Local Government funding programmes and grants.

Risk Analysis

Identified risk	Risk likelihood*	Controls to manage risk
Service Delivery Risk	3	<ul style="list-style-type: none"> • Detailed implementation plans will be prepared for each project and action contained in the Plan • Engagement of external expertise may be required to assist in the implementation of the Plan
Occupational Health and Safety Risk	2	<ul style="list-style-type: none"> • Detailed budget planning and feasibility studies will be undertaken to further inform Council on the future funding requirements for infrastructure upgrades, civil works, landscaping and delivery of development projects. • All funding commitments will be supported through the budget processes
Financial Risk	2	<ul style="list-style-type: none"> • Detailed budget planning and feasibility studies will be undertaken to further inform Council on the future funding requirements for infrastructure upgrades, civil works, landscaping and delivery of development projects. • All funding commitments will be supported through the budget processes
Reputational Risk	3	<ul style="list-style-type: none"> • All development planning to be cognizant of the Masterplan requirements • Community engagement will be undertaken. • A Community Engagement Plan will be developed to ensure that

Identified risk	Risk likelihood*	Controls to manage risk
		the airport remains visible in the community, supporting local events and providing opportunity for local community groups to engage with the airport.
Legal/Regulatory Risk	3	<ul style="list-style-type: none"> • Legal risk to be managed and mitigated via proactive lease management • Ongoing liaison with tenants and leases.
Strategic Risk	2	<ul style="list-style-type: none"> • Strategic Risk to be

* Inherent likelihood ratings: 1 (Rare); 2 (Unlikely); 3 (Possible); 4 (Likely); 5 (Almost Certain)

Legal and Compliance

Appropriate regulatory approvals (eg CASA, Air Services) will be sought for any changes to airside planning or infrastructure.

Any potential changes to commercial tenancy arrangements in the future will be undertaken in accordance within all regulatory and compliance frameworks.

Community Implications

The Plan will create new industry and jobs in Latrobe City. Potential incoming businesses will provide additional services to support the aviation community.

Environmental Implications

All planning will have regard to the current environmental overlays ensuring the Environmental Protection Zones around the airport are protected.

Consultation

Consultation with industry regulators, tenants, local community and all key stakeholders will be undertaken as the Plan is progressed.

The draft Plan was presented to the Airport Tenants Association at its December 2020 meeting. There was unanimous support for the plan by the tenants.

The Plan will be incorporated into the next Masterplan, which requires extensive consultation across all levels of Government, stakeholders, planners and the aviation community.

Other

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 2020*.

Supporting Documents:

Nil

Attachments

1 [↓](#).  Latrobe Regional Airport Development Plan (Final Draft)

14.3

Latrobe Regional Airport - Airport Development Plan

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1 Introduction

The methodology for this project has been informed by the vision statement that was adopted for the 2019 Latrobe Airport Master Plan.

"To promote the development and expansion of the Latrobe Regional Airport as a regionally significant airport providing a hub for aviation services and employment thereby adding economic and social benefit to the region, whilst maintaining options for future transport services."

The key objectives of this study have been:

- Defining a development pathway for Latrobe Airport that considers development opportunities, timing and readiness;
- Identifying how the development opportunities can be unlocked on an airport where land resources and connectable infrastructure exist and where there are few barriers such as adverse land conditions or inherent environmental conditions such as flooding;
- Definition of precincts for development and identifying compatible land uses within these precincts;
- Providing more clarity around current land uses and tenancies, and whether these provide the highest and best value for the airport in their current location;
- Definition of 'value' – what airport activities are considered to be high, medium and low value and are these impacting best land use going forward;
- Identifying roadblocks to development and investigating how these can be removed and / or ameliorated;
- Define development opportunities for Latrobe airport in relation to the precincts both in terms of land use and value to the airport;
- Identify if the Civil Aviation Safety Authority (CASA) 2020 Manual of Standards (MoS) changes relating to runway strip widths and clearances have unlocked additional land resources on the airport;
- Safeguarding for future aeronautical developments;
- Define in more clarity, future planning for each precinct considering potential land block sizes, road and airfield access, height controls, and relationship to the airfield and aircraft parking aprons;
- Develop staging plans for immediate development, 2-5, 5-10, and > 10 year periods. Land for immediate development will be that adjacent to existing roads and connected to existing services.

The outcomes of the project have been to develop plans that can act as a roadmap for future development.



2 Existing Condition

2.1 Location

Latrobe Regional airport is owned and operated by the Latrobe City Council. It is located just to the north of the Princes Freeway and adjacent to the Latrobe Regional Hospital. It is roughly equidistant to the major centres of Morwell and Traralgon. The airport site has an area of approximately 166.8 hectares.

The main airport access is by Airfield Drive to the east. Secondary access to the airport site is via Village Avenue and Valley Drive. Old Melbourne Road forms the boundary to the north of the airport. The airport site is shown below.

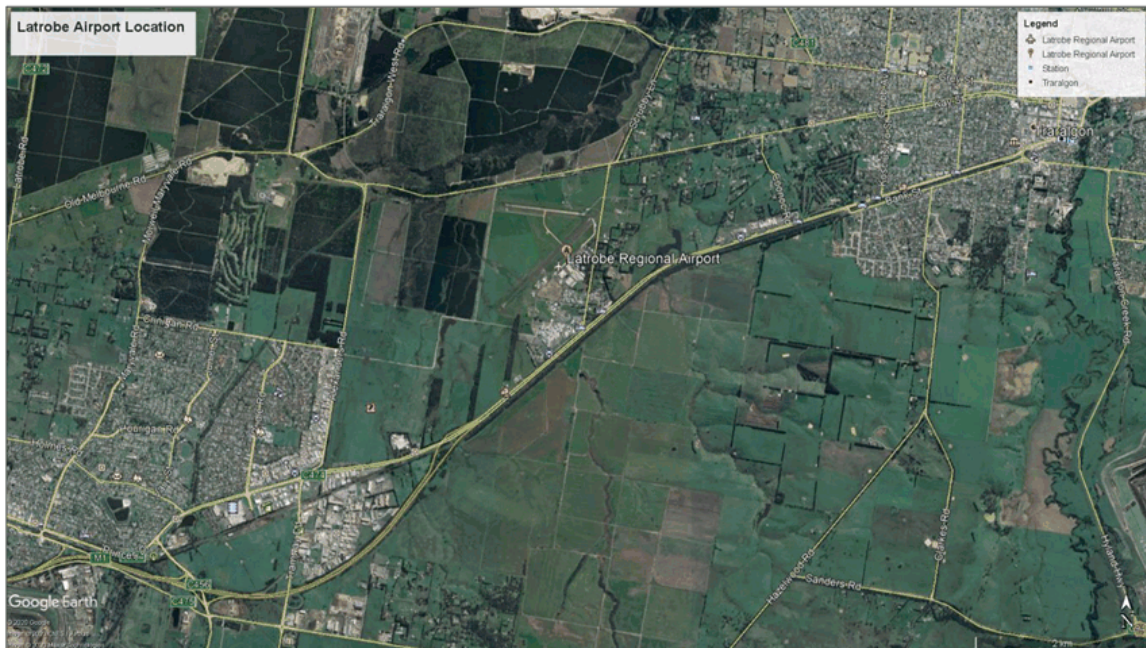


Figure 2-1: Latrobe Airport Location

2.2 Airfield and Runway

The main airfield and runway features of the airport are as follows:

- Runway 03/21 is the main runway for the airport. It has a sealed runway which is 1,430m long, 23m wide and has a 90m runway strip.
- Runway 09/27 is the cross runway to 03/21. It is a gravel strip, 919 metres long by 18 metres wide and has a 90 metre runway strip.
- There is also a 500 metre long glider strip that is intermittently used.
- All taxiways are Code B except that linking the runway to the Terminal Apron – this is Code C.

There were previous RPT operations (operated by Hazelton Airlines) at the airport using SAAB A340 aircraft. These are Code C aircraft that operated under a CASA dispensation. It is believed that this dispensation may be grandfathered.

However, should any 'substantial' works (such as lengthening or widening) be undertaken to the runway, then this would remove the grandfathering and full compliance to current CASA MoS standards would be required.

It is worth noting that CASA are now disinclined to provide any dispensations.

The AirServices En Route Supplement Australia (ERSA) Aerodrome Information Package (AIP) for Latrobe Airport is shown below.

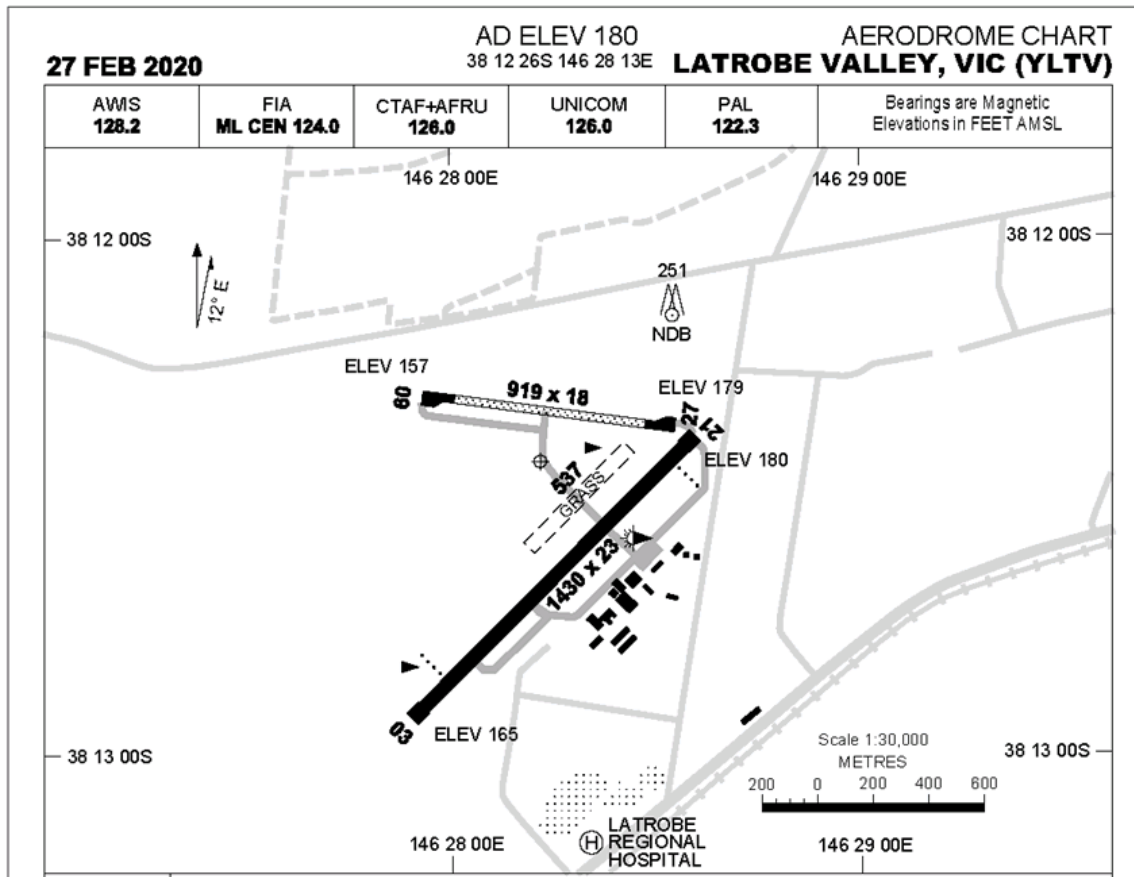


Figure 2-2: Latrobe Airport AIP¹

2.3 Land Use

Latrobe Airport is primarily a General Aviation (GA) airport though there have been RPT services operating from the airport in the past.

The primary land uses are:

- Terminal building and associated parking area;
- Gippsland Aero Club;
- Aviation museum;
- Aviation businesses – including Mahindra (aircraft manufacturing) and East Coast Aviation (aircraft maintenance and repair);
- Private hangars;
- Government and emergency services. This includes:
 - Country Fire Authority (CFA) fire station;
 - State Emergency Service (SES) base;
 - Department of Environment, Land, Water and Planning (DELWP) aircraft base;
 - Helicopter Emergency Medical Service (HEMS) facility. This is the base for the ambulance helicopter that serves the Latrobe hospital, also known as HEMS 2;
 - Royal Australian Air Force (RAAF) Air cadets.

Most of the active land uses are concentrated in the Central Core located to the east of the airport on the Airfield Road boundary.

¹ https://www.airservicesaustralia.com/aip/current/dap/LTVAD01-162_13AUG2020.pdf



There is also an area designated for environmental purposes adjacent to the Airfield Road boundary.

Much of the land on airport is underutilized and/ or vacant. Some of this land has direct road and airfield access available.

Existing land uses are shown below and in Appendix A.



Figure 2-3: Existing Airport Land Uses



Figure 2-4: Central Core Land Use



3 2019 Master Plan

The Strategic Development Plan that has been developed builds on the Latrobe Airport Master Plan that was finalised in 2019. The Latrobe Regional Airport Master Plan is self-described “as a foundation to underpin all activities and decisions of the Latrobe Regional Airport Board and Latrobe City Council”. The overall aim of this review is to revise the current 20-year Master Plan for Latrobe Regional Airport in order to revitalise the airport. The principal objectives for the Latrobe Regional Airport Master Plan 2015 (Updated 2019) are that it should:

- Set the vision for the Latrobe Regional Airport to 2035 and beyond, including the key market opportunities that should be pursued to achieve the vision;
- Clarify the positioning work that needs to be undertaken in order for the Latrobe Regional Airport to achieve its vision including processes and timing that need to occur;
- Link into the strategic context of Latrobe City Council and its objective of the Latrobe Regional Airport as a key employment zone. At a more detailed level, the objectives of the review include a desire to:
- Review and revise the existing Latrobe Regional Airport Master Plan 2009 as identified within the Latrobe Planning Scheme’s Local Planning Policy Framework (LPPF);
- Review the current vision statement and develop a revised Master Plan for the sustainable development of the airport and its environs that will guide future growth of associated industries and business at the Latrobe Regional Airport over the period;
- Assess the success of the current business model under which the Latrobe Regional Airport operates;
- Identify future growth and business development opportunities at the Latrobe Regional Airport, highlighting community benefits and opportunities while providing direction for diversity in business and industry at the Latrobe Regional Airport;
- Identify marketing opportunities that will attract aviation businesses and achieve a critical mass that will ensure the continued development of a recognised aviation/aerospace hub at the Latrobe Regional Airport;
- Review the land tenure model (leasehold, premium leasehold, freehold) to ensure it remains relevant;
- Review existing land use planning and development controls applicable to the Latrobe Regional Airport and its environs and identify any necessary amendments to the Latrobe Planning Scheme where required to support the objectives of the revised Master Plan;
- Review existing and future Obstacle Limitation Surfaces (OLS) areas together with Procedures for Air Navigation Systems – Aircraft Operations (PANS-OPS) surfaces and the Australian Noise Exposure Forecast (ANEF) mapping applicable to the Latrobe Regional Airport and verify their incorporation within the appropriate provisions of the Latrobe Planning Scheme;
- Prepare Development Guidelines for the Latrobe Regional Airport to ensure an attractive and sustainable built form of new development. The Development Guidelines will facilitate the ongoing useability, functionality and viability of the development precincts over the next 20 years;
- Consider future demand for Airport services in the context of projected demographic and economic changes in the region;
- Review relevant Commonwealth, State and Local government policy, and other relevant studies and strategies likely to be of significance to the future planning and development of the Latrobe Regional Airport; and
- Ensure that Latrobe Regional Airport Board, Latrobe City Council, key stakeholders and the community are fully engaged in the review and development of the Master Plan.²

The 2019 Master Plan identified five zones for the airport:

- **Terminal Zone:** The existing terminal, Latrobe Valley Aero Club, SES and CFA facilities, private hangars, Latrobe Flying Museum, some commercial operations and the landscape conservation zone.
- **Central Business and Employment Zone:** Currently occupied by Mahindra Aviation, HEMS 2, and DELWP base. There is still development scope in this area.

² <https://www.latrobe.vic.gov.au/sites/default/files/2020-04/2019%20Airport%20Master%20Plan.pdf>



- **Southern Business and Employment Zone:** Minor development has occurred in this area and there is significant scope for development.
- **Northern Business and Employment Zone:** Currently undeveloped.
- **Recreational and Events Zone:** Currently undeveloped.

There were additional areas identified for 'Future Development' that have not had uses identified for them. The extent of the large zone to the west cannot be fully defined until the future runway configuration is determined.

A major component of the Master Plan was safeguarding for future aeronautical development. This included provision for:

- Extension of Runway 03/21 by 150 metres to 1,580 metres;
- Provision of a new 1,680 metre long runway west of the existing Runway 03/21; and
- Upgrading of additional taxiways to Code C.

This Strategic Development Plan agrees with these safeguards and they have been incorporated into the plan.



4 Strategic Development Plan

4.1 Key Aspects

The key aspects of the Strategic Development Plan that has been developed are:

- It builds on the Latrobe Airport Master Plan that has already been developed. Many aspects of the Master Plan have been incorporated into the Strategic Development Plan;
- There is a commercial focus to the development – the aim is to facilitate commercial development that will provide return to Latrobe City Council, and create jobs and opportunities for the Latrobe City and wider Gippsland community;
- Development is to be aviation related. Council stakeholders have indicated that there should be a clear preference for airport development (particularly commercial development) to have an aviation focus rather than more general development. Access to the airfield is an important aspect of all the proposed land development;
- Future aeronautical development has been safeguarded as part of the plan. This includes allowance for construction of a future runway and upgrading of taxiways for larger aircraft types. Upgrading of aeronautical assets will largely depend on any future introduction of sustainable Regular Passenger Transport (RPT) services; and
- Staging of development. Incremental growth is the driver for development stages – the aim is to align airport funded development with private sector development. This will ensure that Council funded investment and capital outlays are immediately or closely followed by private sector development.

4.2 Competitor Airports

Latrobe Airport is similar to four other airports in regional Victoria. These airports are:

- Bendigo (BXG/ YBDG)
- Ballarat (YBLT)
- Mangalore (YMNG)
- West Sale (YWSL).

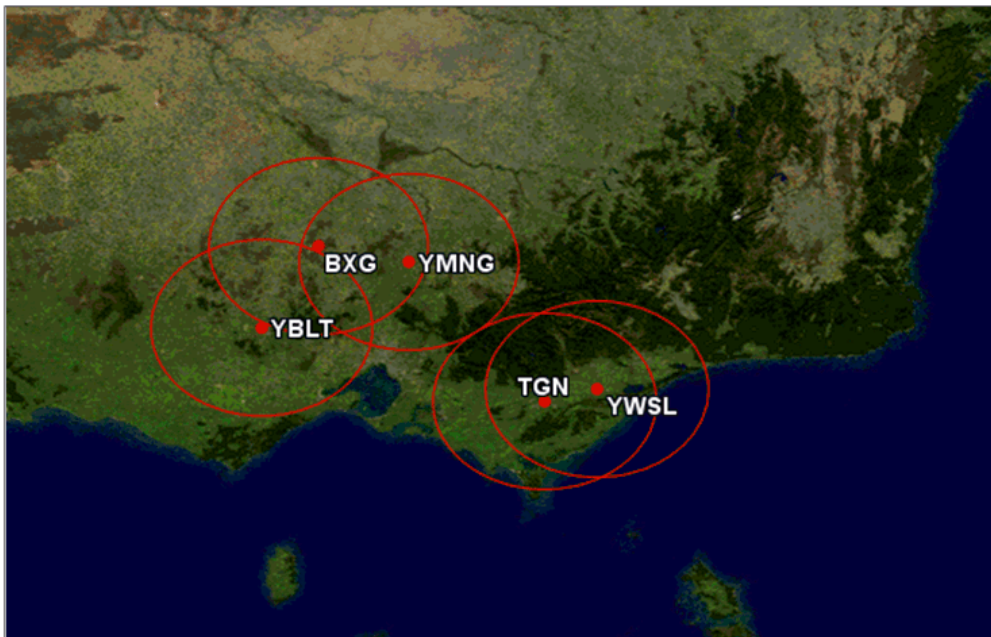


Figure 4-1: Victorian competitor airports showing 100km catchment radius



These airports have similarities to Latrobe such as:

- They are located in a radius from Melbourne that is between 100 and 200 kilometres;
- They are largely GA based airports (with the exception of Bendigo); and
- They have various levels of commercial development on site.

These airports could be classed as competitors to Latrobe in terms of attracting investment and possible RPT air services. The question is what differentiates them from Latrobe and each other, and what are the comparative advantages of each and what can Latrobe learn or otherwise.

The comparison issues that were investigated included:

- Aviation infrastructure;
- Overall land resource;
- Proximity to land transport infrastructure; and
- Catchment area.

Below is an overview of each of these airports.

4.2.1 Bendigo Airport

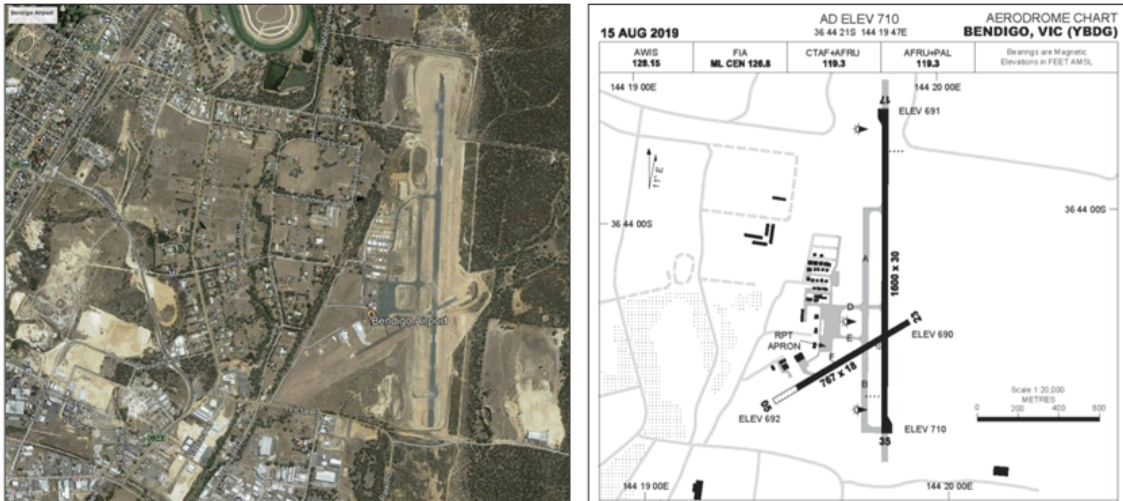


Figure 4-2: Bendigo Airport

Main features of Bendigo Airport are:

- The airport is located away from main roads and has only secondary roads for access;
- There are limited commercial opportunities due to limited land resources;
- Approximate land area of 140 hectares; and
- RPT services to Sydney were introduced in 2019.



4.2.2 Ballarat Airport

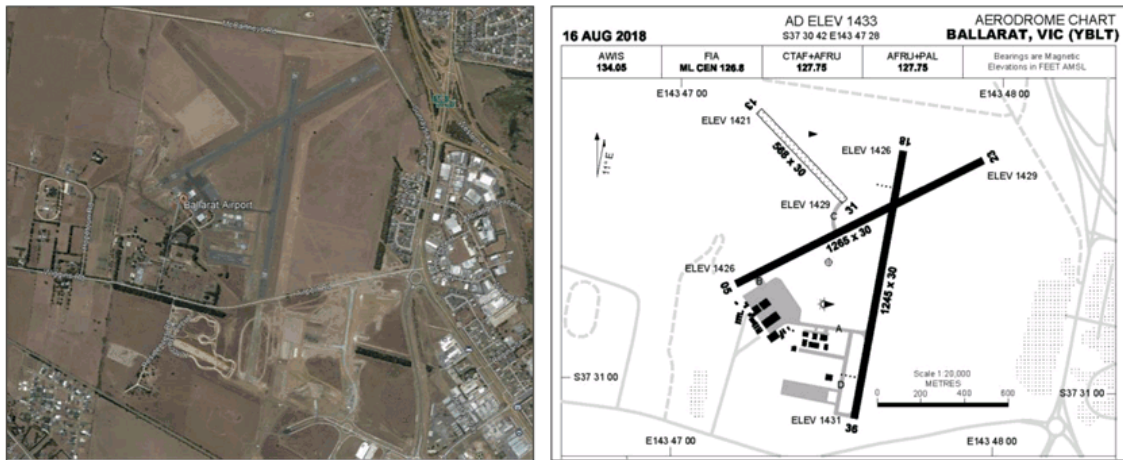


Figure 4-3: Ballarat Airport

The main features of Ballarat Airport are:

- There is a large airport land resource that is an extension of main Ballarat industrial development area;
- Additional land is currently being released. This is being developed as freehold land so in future would not be regarded as an airport land resource. This may also limit or constrain future airport development;
- Close connection to Western Freeway will facilitate major industrial development;
- Approximate land area of 261 hectares. Due to land sales being made, this area will reduce;
- A Regional Airport Grant was approved in 2020 for runway extension and strengthening. This is targeted at possible future RPT services and heavier gauge emergency services aircraft; and
- Of the airports assessed, Ballarat is the equal closest regional airport to Melbourne Airport, therefore it has a significant catchment overlap with Melbourne Airport.

4.2.3 West Sale Airport

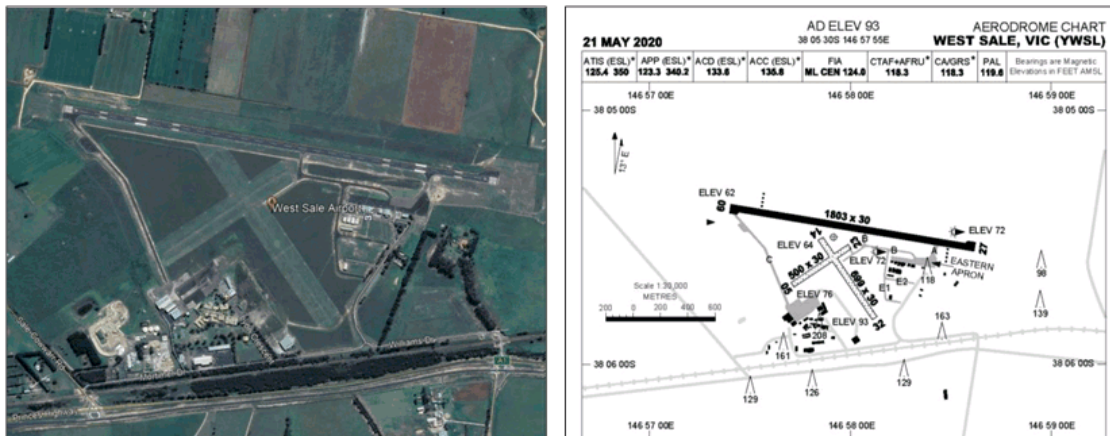


Figure 4-4: West Sale Airport



Of the airports that have been considered West Sale is the furthest regional airport from Melbourne. Other key features are:

- The airport has a largely undeveloped land resource with an approximate land area of 172 hectares; and
- The airport is located adjacent to the Princes Highway and the main Gippsland rail line.

4.2.4 Mangalore Airport

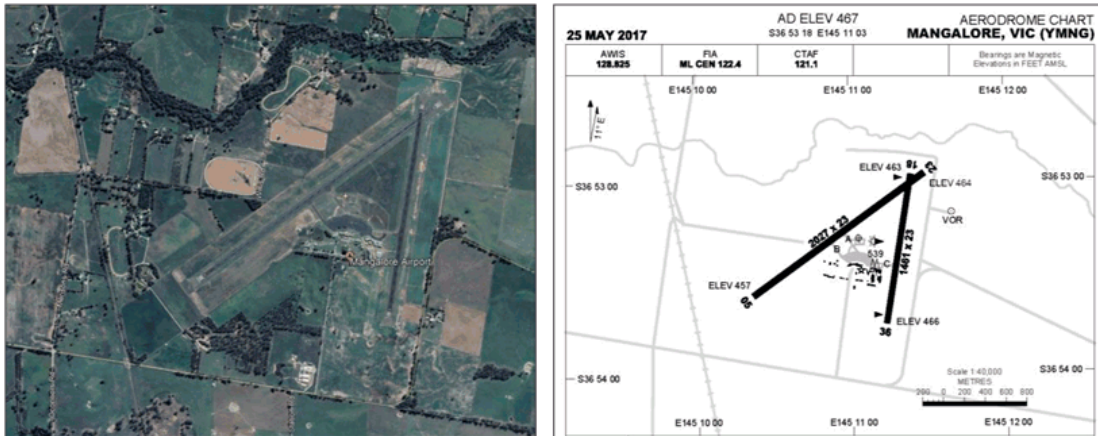


Figure 4-5: Mangalore Airport

The main features of Mangalore Airport are:

- It is the equal (long with Ballarat) closest regional airport to Melbourne Airport, therefore it has more catchment overlap;
- The approximate land area of Mangalore Airport is 172 hectares;
- It has a largely undeveloped land resource;
- The airport is equidistant to two freeways (Hume and Northern) but only local road access. Commercial development on airport would require significant road funding investment; and
- Unlike the other airports assessed, there is no large population centre that can act as catchment or as a labour resource for commercial development.

4.2.5 Comparison of Similar Airports

Table 4-1 below shows the comparative aspects of the competitor airports with each and Latrobe Airport. The major differentials assessed are:

- Distance in kilometres from Melbourne CBD and Melbourne Airport;
- Catchment radius from each airport and catchment population based on 2016 census figures. The areas excluded from each airport's catchment population are noted;
- Airport ownership type;
- Airport aviation infrastructure; and
- Airport land area.



		Latrobe	Ballarat	Bendigo	Mangalore	West Sale
Distance (km)	Melbourne CBD	158	125	159	130	206
	Melbourne Airport	184	117	142	117	232
Catchment Population ¹		193,572	169,085	144,053	116,615	183,685
Catchment Radius ² (km)		80	80	80	90	100
Local Government Areas in Catchment		-Latrobe -Baw Baw -South Gippsland -Wellington	-City of Ballarat -Mooroolboud ³ -Heppburn -Central Goldfields -Pyrenees -Golden Plains West -Ararat	-Greater Bendigo -Campaspe -Mount Alexander -Loddon	-Mitchell North -Greater Shepparton -Benalla -Strathbogie -Mansfield -Murrindindi	-Wellington -South Gippsland -East Gippsland ⁴ -Latrobe
Ownership		Local Govt	Local Govt	Local Govt	Private	Local Govt
Runways (m)	Asphalt 1	1,430 x 23	1,645 x 30	1,600 x 30	2,027 x 23	1,803 x 30
	Asphalt 2	-	1,265 x 30	767 x 18	1,461 x 23	-
	Grass/Gravel 1	919 x 18	568 x 30	-	-	699 x 30
	Grass/Gravel 2	500 (glider)	-	-	-	500 x 30
Airport Area ² (ha)		166.8	261	140	205	172
Current RPT Services		No	No	Yes	No	No
¹ 2016 SA4 ² Approximate ³ Except Bacchus Marsh ⁴ Except Orbost Eastwards						

Table 4-1: Regional Airport Comparisons

The comparisons show that Latrobe Airport has the comparative advantages of:

- High catchment population;
- Available land resources; and
- Easy access to major roads by available road assets.

This is balanced against limited airfield infrastructure, particularly runway length and width. Though this is a not an issue relating to feasible commercial development, it may be an issue for the introduction of RPT services.

4.3 Land Type Definition and Value

Two major aspects of the Strategic Development Plan are:

- Definition of land types – land allocation is largely dependent on the relative commercial value of the land and the intended usage of the land; and
- Definition of 'value' - In an airport land resource, the definition of 'value' is a key factor in land apportionment. Higher value land provides the opportunity for greater financial returns to the airport (higher rents etc.) or may have value adds due to proximity to a key function (car rentals to a terminal building) or may attract other tenants to the airport – a honey pot effect.



There is a major difference between this Strategic Plan and the 2019 Master Plan. The Strategic Plan is more pragmatic and less prescriptive of what development may occur. A range of compatible developments may take place in each land use type. This will allow for greater flexibility and ensure that a potential investor should not be deterred from considering locating their business at Latrobe Airport or making a significant capital spend to facilitate that investment.

The Strategic Plan identifies development types that are largely related to commercial value. The plans developed allocate land to each of these five zoning categories.

- A. Terminal related especially if RPT services are introduced – high value uses such as car parking, car rentals, tourist related. This area includes the Gippsland Aero Club building.
- B. Higher Value Commercial – larger land parcels that can support larger commercial operations such as MRO or flight training. Road access and frontage are key components. This is a key commercial land use that has the potential to generate optimal commercial returns for the airport and region through employment generation and possibly attracting similar types of complementary businesses. The aim is to maximize attractiveness of this land resource and facilitate development of this land use type. Some degree of land use flexibility is advantageous so that land users can grow in future if required. In some circumstances, there is the potential for this land use type to take over land occupied by a lower perceived value.
- C. Small commercial – small operators such skydiving or joyrides, only small land parcels required. Road frontage is preferred, and airfield access is essential. Ideally, there would be some flexibility to allow these businesses to expand if required.
- D. Private hangars – lower value land largely occupied by private aircraft owners to house their aircraft that requires only basic infrastructure beyond airfield access. Road frontage is not required though airfield access is essential. It is considered that the occupants of private hangars have a long term commitment to the airport that derives from being embedded in both the airport and wider community.
- E. Emergency services – helipads, CFA, DELWP, etc. Emergency services are a key airport use due to the need to provide for firefighting resources and the existing helicopter base that is used for air access to the adjacent Latrobe Regional Hospital.

4.4 Aeronautical Development

As this project is primarily about land and commercial development, aeronautical development are largely considered to be secondary and as enablers to land development. The following are to be noted:

- Development assumes that the runway strip to Runway 03/21 will at some stage be widened from 90 metres to 140 metres. This will be dependent on any significant runway work that would trigger the wider strip. Therefore, the wider 140 metre runway has been safeguarded in the development plans;
- Taxiways that facilitate access to the terminal are proposed to be safeguarded for Code C. This would allow a wider range of aircraft to be utilised in future;
- Taxiways and taxilanes that access commercial areas are proposed to be Code B. This will allow aircraft with a wingspan of up to 24 metres to access these areas. The nature of current and likely future aviation operations and business were discussed during the study and it is considered unlikely that wider wingspan aircraft will be required; and
- Additional aircraft parking apron may be required to service commercial development. This will be developed on a case by case basis.



5 Strategic Development Plan Stages

5.1 Development Stages Overview

Incremental growth is the driver for development stages – the aim is to align airport funded development with private sector development. This focus on incremental growth is a second departure from the 2019 Master Plan where the emphasis was on large development stages and major airport investments required to facilitate that investment.

Incremental growth also allows for development flexibility so that changes in demand can be met without major disruption. An overriding aim in the development of the staging plans has been avoidance of definitive decision points which will define development paths that may be difficult or expensive to change or deviate from.

The identified development stages are:

- Existing development – land use development as it is now. The existing condition is outlined in Section 2.3 above;
- Immediate development – land that can be developed up to 2 years out from 2020 - this is land that has access to roads, airfield and services. Development can occur quickly without major investment from the Council or Airport;
- 2 to 5 year;
- 5 to 10 year;
- 10 years +; and
- 20 years +.

The latter stages are considered to be more aspirational and will largely depend on development decisions especially the introduction of RPT services and larger aircraft. These would drive major airfield developments.

The areas shown for development are indicative only. Planning for larger land parcels will be subject to further planning dependent on ongoing market demands.

Large scale drawings are included as Appendix B of this report.

5.2 Immediate Development Stage

Land identified for 'Immediate' development has the following qualities:

- Direct road access;
- Access to services – power, water, sewage;
- Cleared land; and
- Access to the airfield.

It is expected that this land resource can be brought online quickly and at comparatively low cost.

There will still need to be some site works required to make this land serviceable.

All of the land identified for immediate development is located in the 'Central Core' area located to the east of the site. Land identified for immediate development is shown below.

The additional private hangars (shown in orange) are not included in this stage as they are currently under construction.

Associated with land development are airfield developments. These are:

- Code B taxiway extension to facilitate development of Area B2 (adjacent to Valley Drive); and
- Apron works associated with the development of Area B1 (off Airfield Road).



Approximate areas for each land use type and in each sub area are shown in the table below.

Zone		Sub - Zone	Immediate Development
A	Terminal Related High Value	A1	
		A2	
B	Commercial Development: Larger Businesses Higher Value	B1	7,900
		B2	48,300
		B3	
		B4	
		B5	
C	Smaller Businesses Lower Value	C1	450
		C2	2,400
		C3	3,700
D	Private Hangars	D1	
		D2	
E	Emergency Services / Government	E1	
		E2	

Table 5-1: Immediate Development Stage – Land Areas



Figure 5-1: Immediate Development Stage – Land Location in Central Core

Larger scale drawings of the Immediate Development Stage are included as Appendix B of this report.

5.3 2 – 5 Year Development Stage

Land intended to be developed in the 2 – 5 Year Development stage is located at the southern end of the airport adjacent to Village Drive and close to the Latrobe Regional Hospital.

Development proposed for this stage are:

- Additional commercial land (Area B3) with frontage to Village Avenue. This includes enabling Code B taxilane works to support this area; and
- Development of a helipad to serve the Latrobe Regional Hospital.



The additional areas proposed to be developed at this stage are shown below:



Figure 5-2: 2 – 5 Year Development Stage

It will be noted that there is a kink in the extended Code B taxiway. This is proposed as it is considered that the current land parcels fronting Village Avenue have insufficient depth to attract high value commercial businesses. It is proposed that the new taxiway be offset 28.5 metres (centre to centre) from the existing. This will allow for a future dual taxiway at the northern end should this ever be required in future.

The additional areas and cumulative land development are shown in the table below.

Zone		Sub - Zone	Immediate Development	2 - 5 Years
A	Terminal Related High Value	A1		
		A2		
B	Commercial Development: Larger Businesses Higher Value	B1	7,900	7,900
		B2	48,300	48,300
		B3		13,150
		B4		
		B5		
C	Smaller Businesses Lower Value	C1	450	450
		C2	2,400	2,400
		C3	3,700	3,700
D	Private Hangars	D1		
		D2		
E	Emergency Services / Government	E1		
		E2		

Table 5-2: 2 – 5 Year Development Stage – Land Areas



5.4 5 – 10 Year Development Stage

It is proposed that there be development be development at both and north of the airport in the 5 – 10 Year Development Stage. The overall airport plan at this stage is shown below.



Figure 5-3: Overall 5 – 10 Year Development Plan

In detail, the proposals for this stage are:

- Additional Zone B development at the northern end. This is intended to replace area current allocated as Zone D (Private Hangar);
- Zone A terminal related development close to the terminal;
- Extension of the Zone B commercial area southwards along Village Avenue; and
- Development of private hangars and associated infrastructure to the south of the airport site.

Area details for this stage are shown below and refer to drawings following the table:

Zone		Sub - Zone	Immediate Development	2 - 5 Years	5-10 Years
A	Terminal Related High Value	A1			8,500
		A2			
B	Commercial Development: Larger Businesses Higher Value	B1	7,900	7,900	9,300
		B2	48,300	48,300	48,300
		B3		13,150	21,350
		B4			
		B5			
C	Smaller Businesses Lower Value	C1	450	450	450
		C2	2,400	2,400	2,400
		C3	3,700	3,700	3,700
D	Private Hangars	D1			8,900
		D2			
E	Emergency Services / Government	E1			
		E2			

Table 5-3: 5 - 10 Year Development Stage – Land Areas



Figure 5-4: 5 – 10 Year Development Plan – Central Core



Figure 5-5: 5 – 10 Year Development Plan – South End



5.5 10 Year Plus Development Stage

The major aspect of the 10 year Plus development stage is that it has been assumed that sustainable RPT services would be introduced. These would trigger runway upgrades which in turn would have impacts on the existing land resource.

The following assumptions have been made:

- The introduction of RPT services would require widening of Runway 03/ 21 to thirty metres. This in turn would trigger widening of the runway strip;
- A parallel Code C taxiway would be required to link the southern and northern halves of the airport. The alternative to this would be that the runway would need to be used for taxiing. This would have a major impact on overall runway capacity;
- The widening of the runway strip and the construction of the taxiway would have both spatial and OLS impacts on the existing land resource allocated to Zone E – Emergency Services. There would be loss of assets and the need to relocate some functions elsewhere; and
- A new parallel runway would be economically hard to justify and has not been included.

Should it be decided that the construction of a new parallel runway could be justified, then the actions of this stage that derive from the runway upgrade would not be required.

The proposed overall 10 year Plus plan is shown below.

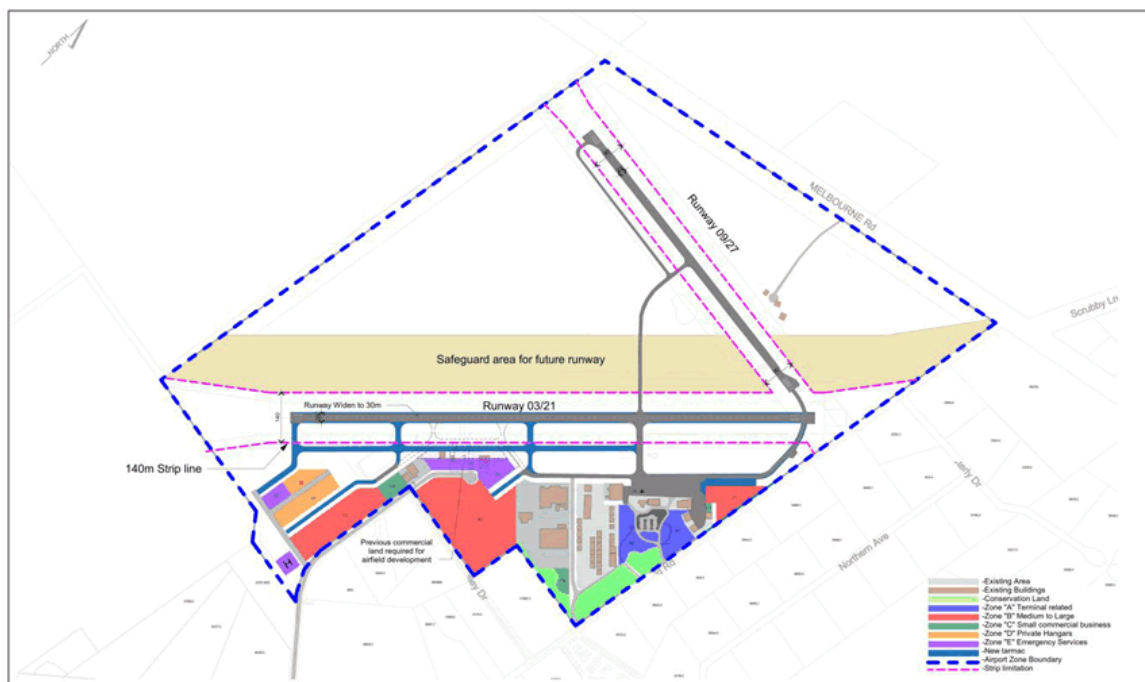


Figure 5-6: Overall 10 Year Plus Development Plan

Proposed aspects of this stage are:

- Development of the terminal zone to provide uses that are complimentary to a passenger terminal. These functions may include expanded car parking, car rental facilities, commercial facilities that could serve the whole airport precinct;
- As part of the proposed development of the Terminal Zone, it is proposed that some existing functions and facilities currently located in this area would be relocated. This includes the CFA station, SES base, and the Air Cadets Hall;



- Some emergency services currently located on Village Avenue would need to be relocated due to OLS constraints imposed by the widened runway strip and the need to facilitate construction of the parallel taxiway;
- Therefore, there would need to be a comprehensive reorganization and relocation of all government and emergency services located on site. Some of the existing services such as the CFA and SES may not need to be located on the airport site; and
- A second taxiway is proposed for the south end of the airport. This would serve additional private hangars and relocated emergency services.

Zone		Sub - Zone	Immediate Development	2 - 5 Years	5-10 Years	10 Years plus
A	Terminal Related High Value	A1			8,500	8,500
		A2				9,150
B	Commercial Development: Larger Businesses Higher Value	B1	7,900	7,900	9,300	9,300
		B2	48,300	48,300	48,300	48,300
		B3		13,150	21,350	21,350
		B4				
		B5				
C	Smaller Businesses Lower Value	C1	450	450	450	450
		C2	2,400	2,400	2,400	2,400
		C3	3,700	3,700	3,700	3,700
D	Private Hangars	D1			8,900	8,900
		D2				4,150
E	Emergency Services / Government	E1				13,800
		E2				3,200

Table 5-4: 10 Year Plus Development Stage – Land Areas



Figure 5-7: 10 Year Plus Development Plan – Central Core

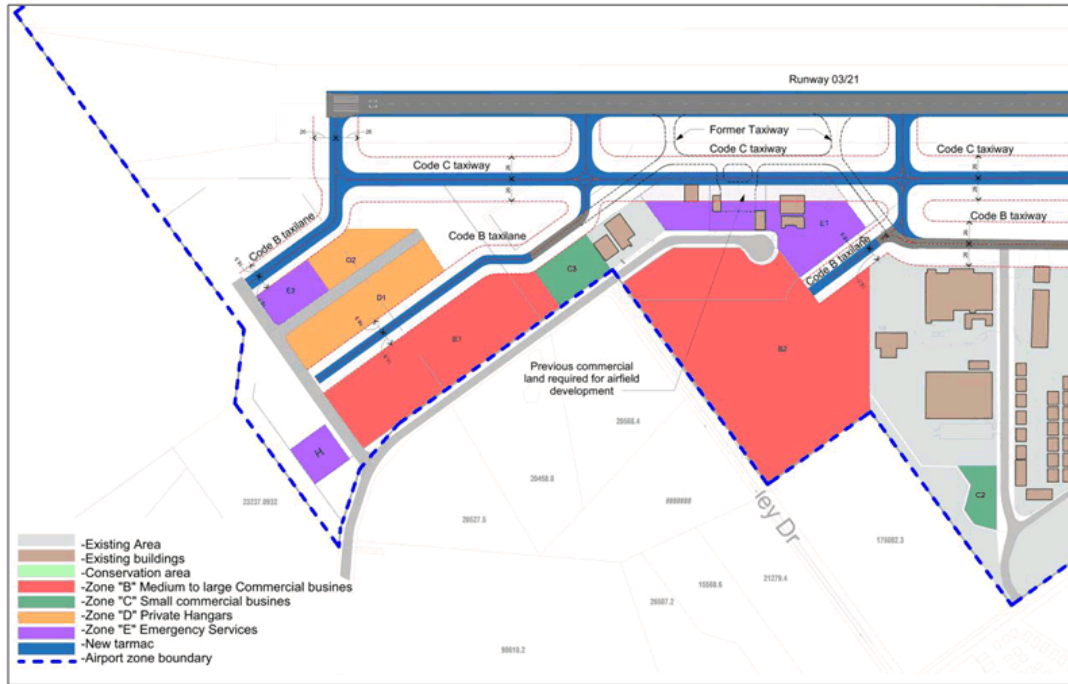


Figure 5-8: 10 Year Plus Development Plan – South End



5.6 20 Year Plus Development Stage

It is assumed that development of land west of the proposed runway would not occur for at least 20 years. This is major land resource and those areas fronting Old Melbourne Road have good road access. However, this area does not have any connection to services so land development will be expensive.

The areas to the south west of the airport have neither road access nor services connections. Development of this area is considered to be much in the future.

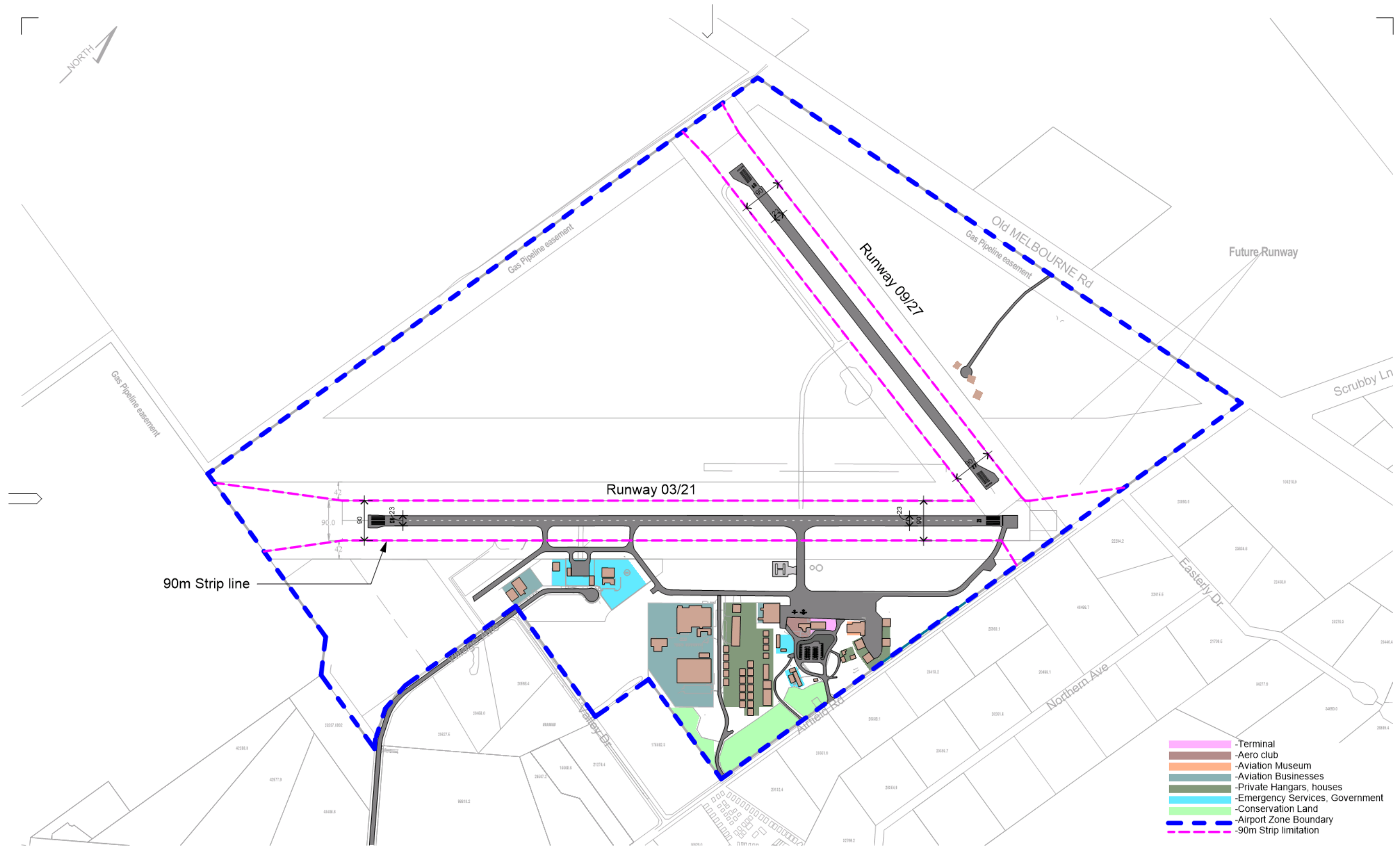
The proposed overall 20 year Plus plan is shown below.



Figure 5-9: Overall 20 Year Plus Development Plan



Appendix A: Existing Conditions



- Terminal
- Aero club
- Aviation Museum
- Aviation Businesses
- Private Hangars, houses
- Emergency Services, Government
- Conservation Land
- Airport Zone Boundary
- 90m Strip limitation

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PROJECT
 Project Name

DRAWING TITLE
 Existing Airportland



DRAWING NO.
 LB-00-003

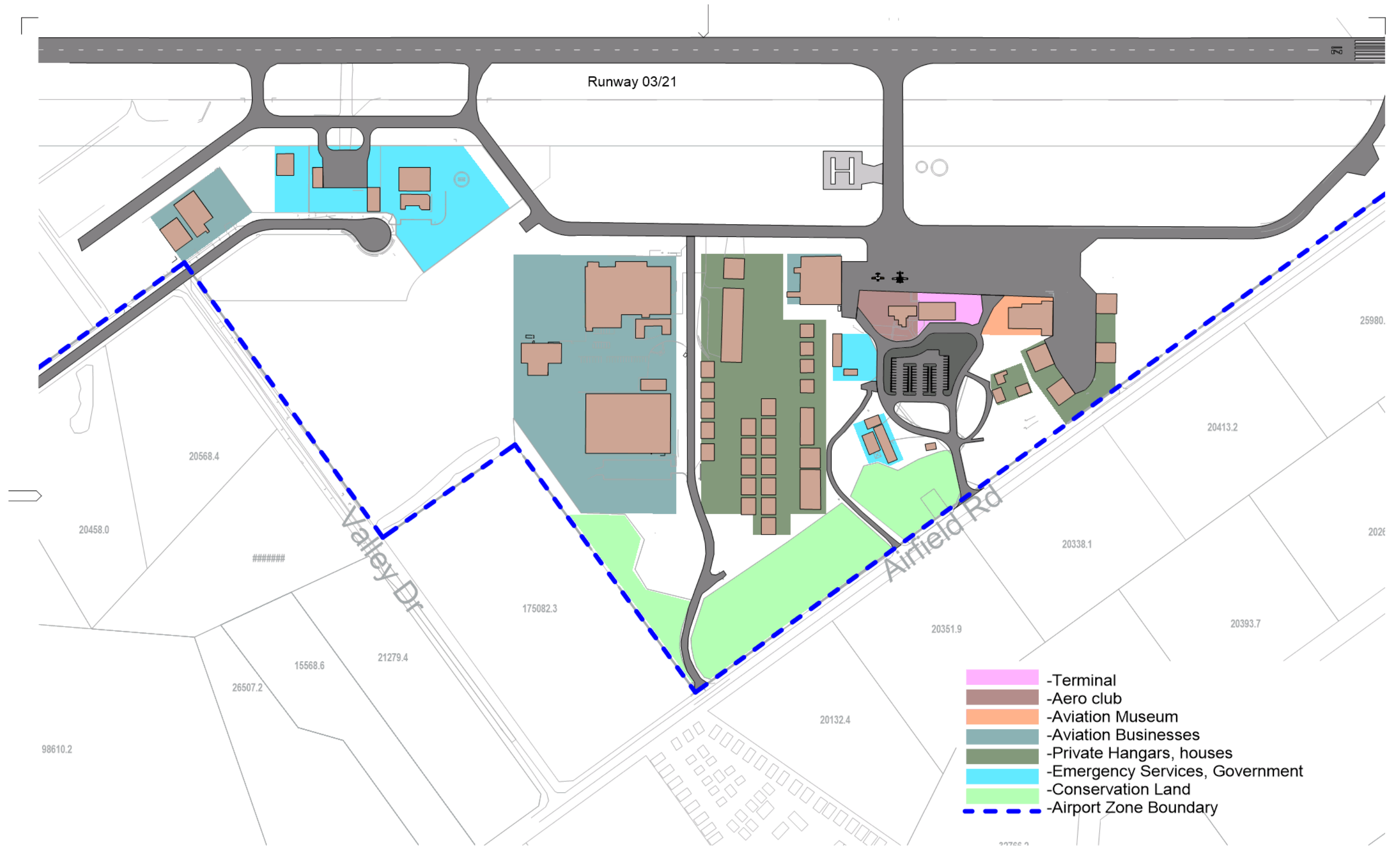
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 AA

ISSUE DATE

PROJ. NO.
 Project Number





- Terminal
- Aero club
- Aviation Museum
- Aviation Businesses
- Private Hangars, houses
- Emergency Services, Government
- Conservation Land
- Airport Zone Boundary

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PROJECT
 ProjectName

DRAWING TITLE
 Existing Terminal Area

DRAWING NO.
 LB-00-004
 PROJ. NO.
 Project Number

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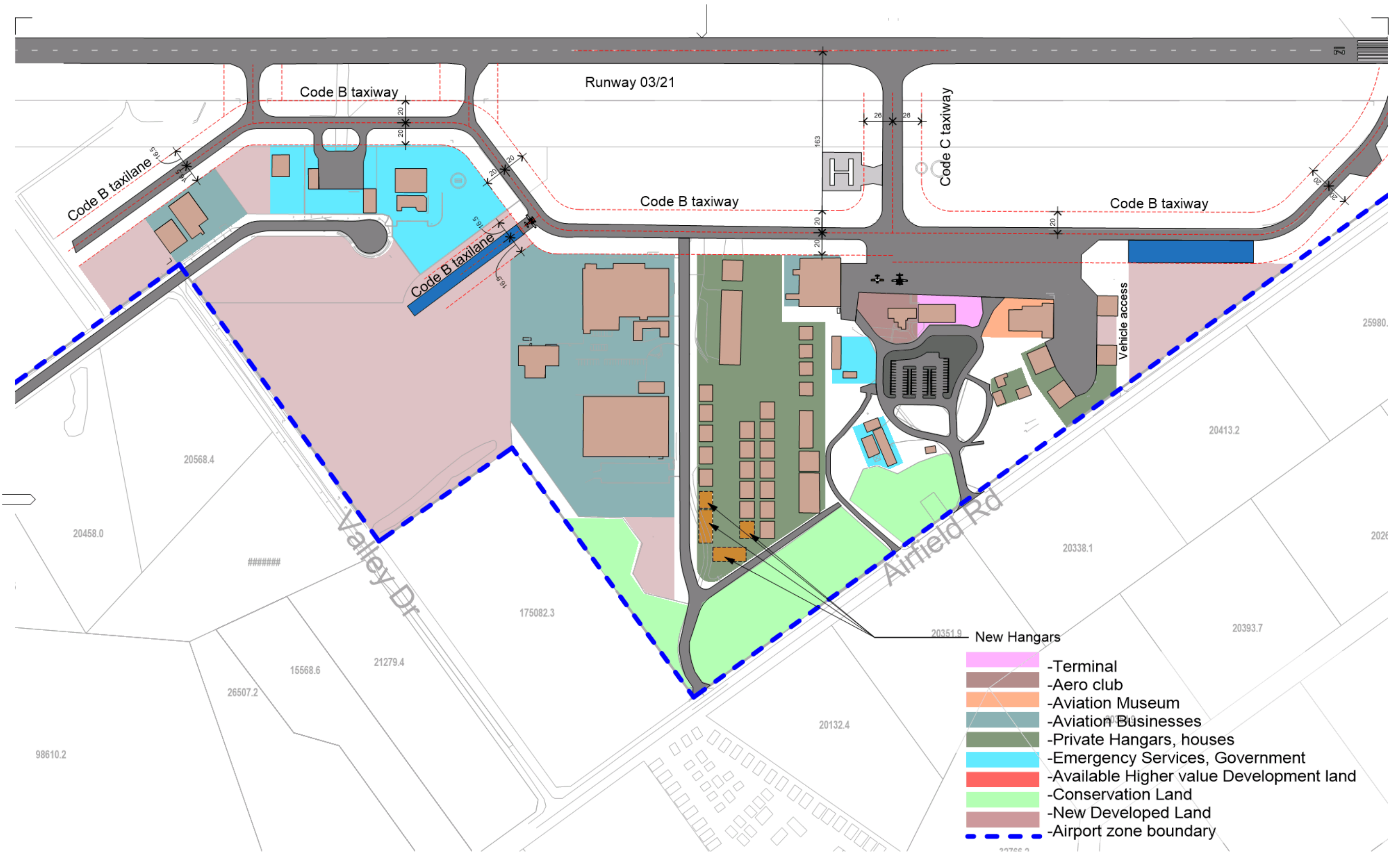


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ISSUE DATE



Appendix B: Proposed Development Plans



- New Hangars
- Terminal
- Aero club
- Aviation Museum
- Aviation Businesses
- Private Hangars, houses
- Emergency Services, Government
- Available Higher value Development land
- Conservation Land
- New Developed Land
- Airport zone boundary

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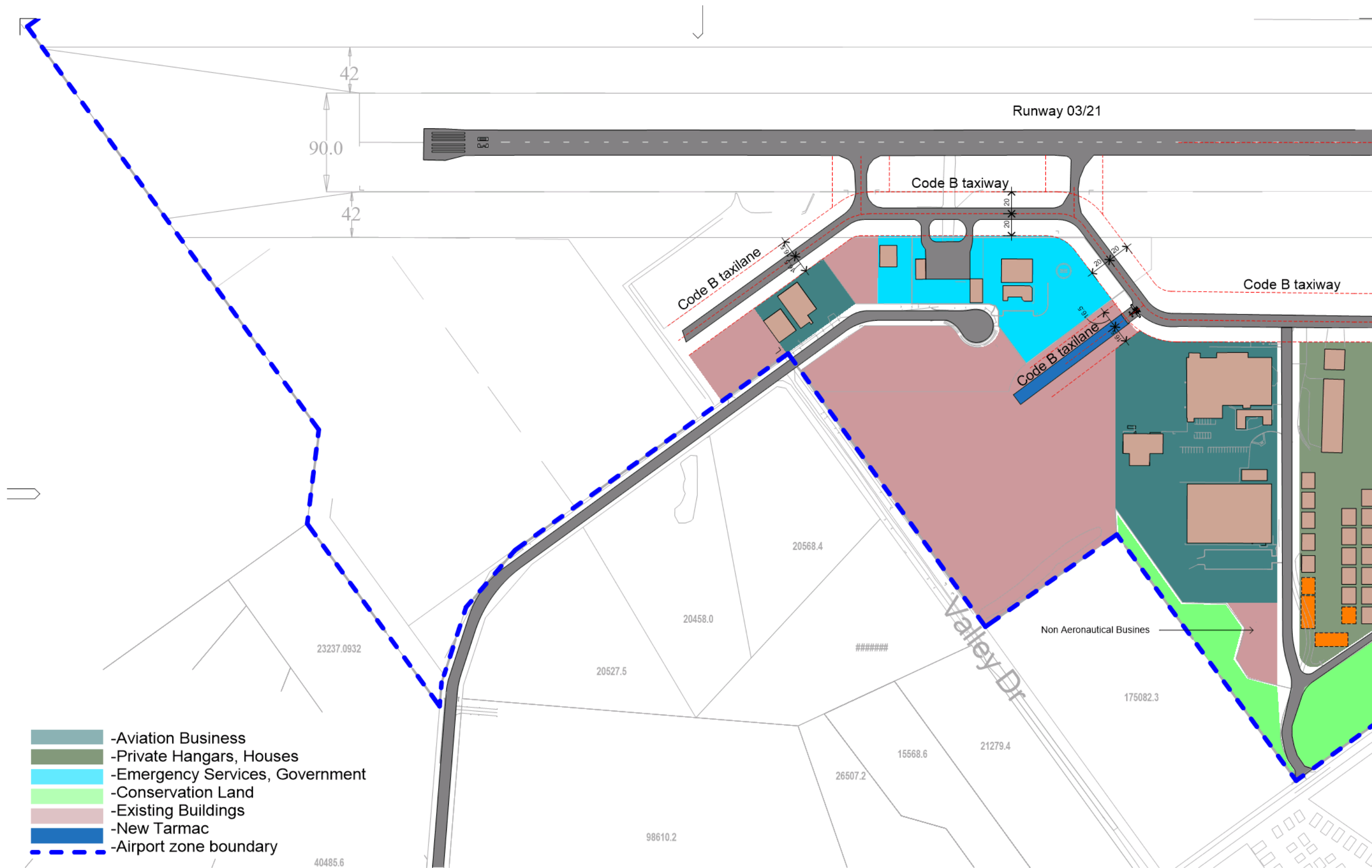
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- Existing Area
- Existing buildings
- Zone "B" Medium to large Commercial busines
- Zone "C" Small commercial busines
- Zone "D" Private Hangars
- Zone "E" Emergency Services
- New tarmac
- Airport zone boundary

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- Aviation Business
- Private Hangars, Houses
- Emergency Services, Government
- Conservation Land
- Existing Buildings
- New Tarmac
- Airport zone boundary

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Project Name

DRAWING TITLE
Immediate Existing Development 2

DRAWING NO.
LB-00-007

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Author

ISSUE DATE

PROJ. NO.
Project Number



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- Existing Area
- Existing buildings
- Conservation area
- Zone "B" Medium to large Commercial busines
- Zone "C" Small commercial busines
- Zone "D" Private Hangars
- Zone "E" Emergency Services
- New tarmac
- Airport zone boundary

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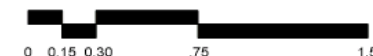
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PROJECT
Project Name

DRAWING TITLE
Immediate New Development 2



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LB-00-008

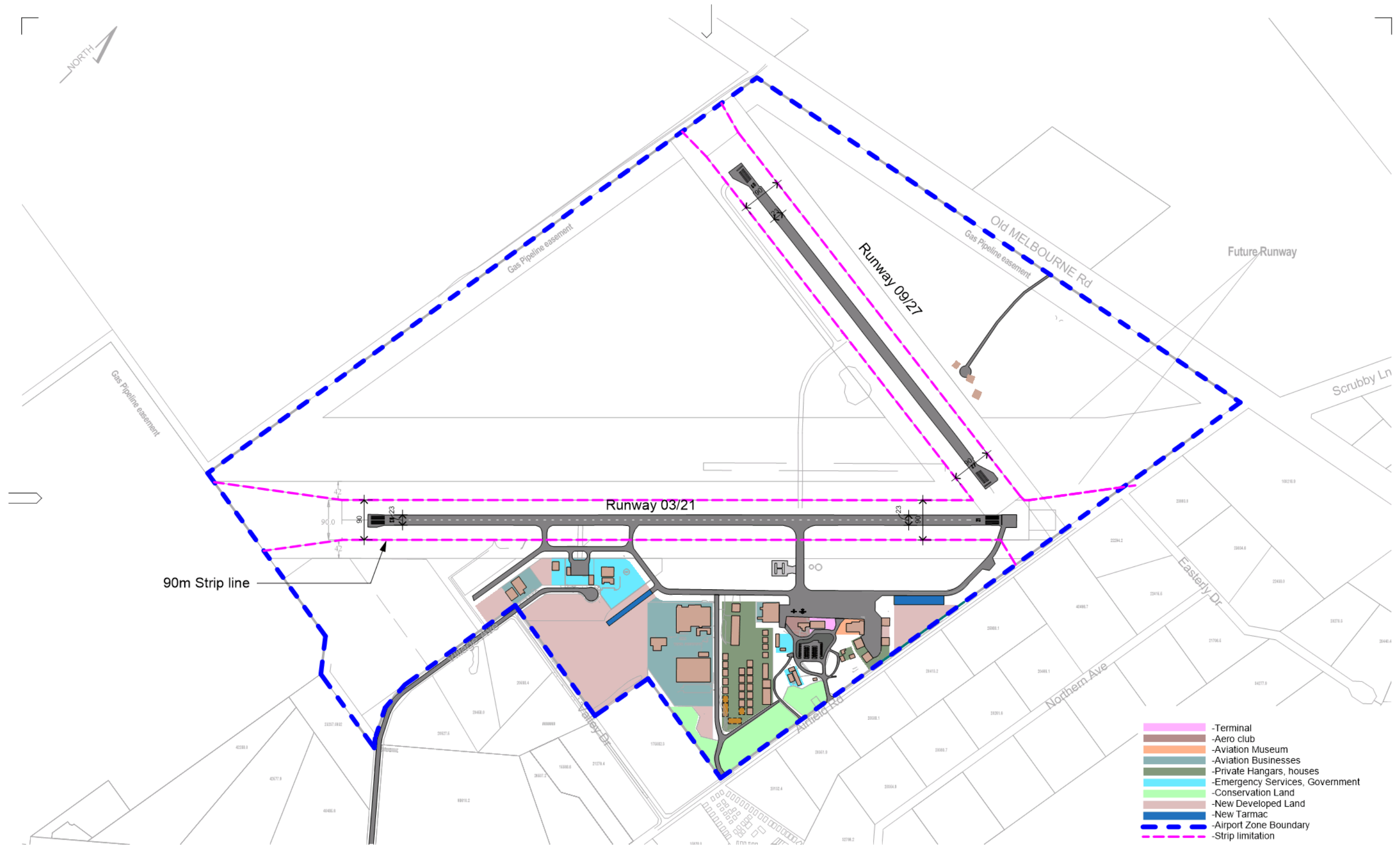
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ISSUE DATE

PROJ. NO.
Project Number





- Terminal
- Aero club
- Aviation Museum
- Aviation Businesses
- Private Hangars, houses
- Emergency Services, Government
- Conservation Land
- New Developed Land
- New Tarmac
- Airport Zone Boundary
- Strip limitation

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PROJECT
 Project Name

DRAWING TITLE
 Immediate Existing Development 3



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 LB-00-009

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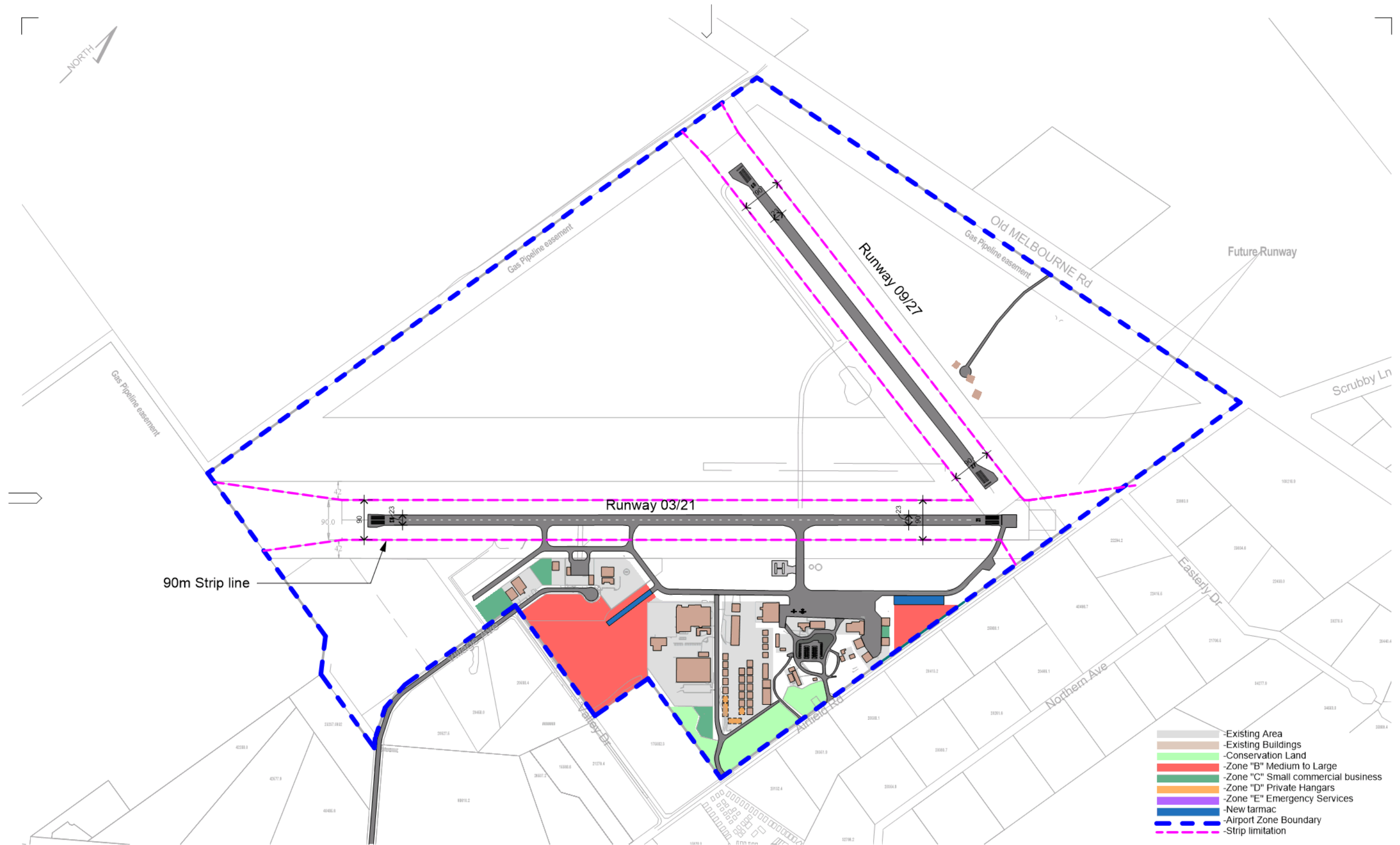
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ISSUE DATE

PROJ. NO.
 Project Number



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- Existing Area
- Existing Buildings
- Conservation Land
- Zone "B" Medium to Large
- Zone "C" Small commercial business
- Zone "D" Private Hangars
- Zone "E" Emergency Services
- New tarmac
- Airport Zone Boundary
- Strip limitation

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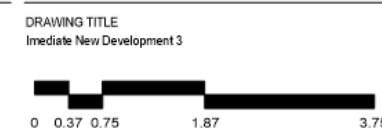
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PROJECT
 Project Name
 Immediate New Development 3



DRAWING NO.
 LB-00-010

SCALE
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PROJ. NO.
 Project Number

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ISSUE DATE



- Existing Area
- Existing buildings
- Zone "B" Medium to large Commercial busines
- Zone "C" Small commercial busines
- Zone "D" Private Hangars
- Zone "E" Emergency Services
- New tarmac
- Airport zone boundary

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PROJECT
 Project Name

DRAWING TITLE
 2-5 Years New Development 1

DRAWING NO.
 LB-00-102

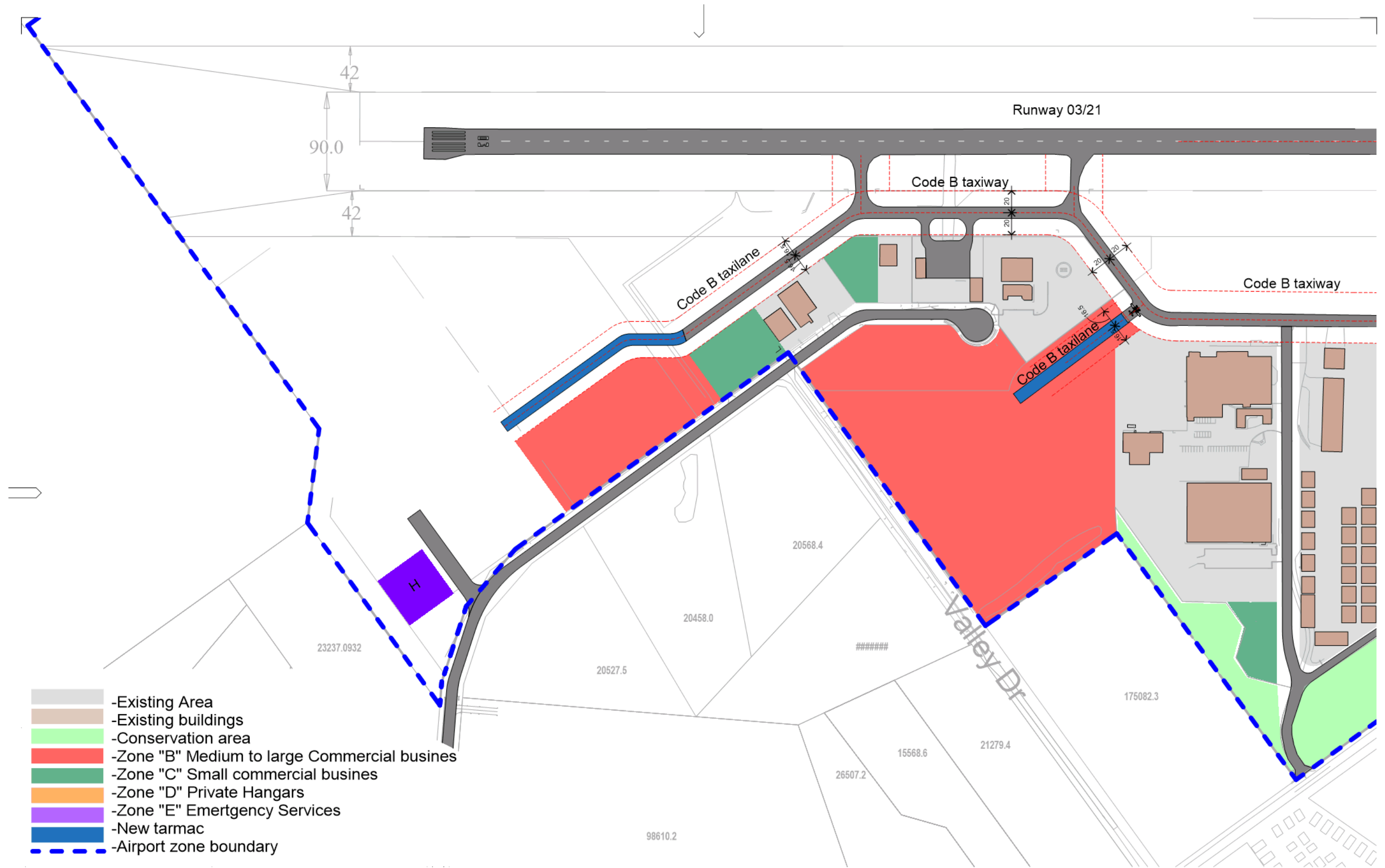
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 Project Number

SCALE
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 Author

ISSUE DATE



- Existing Area
- Existing buildings
- Conservation area
- Zone "B" Medium to large Commercial busines
- Zone "C" Small commercial busines
- Zone "D" Private Hangars
- Zone "E" Emergency Services
- New tarmac
- Airport zone boundary

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PROJECT
Project Name

DRAWING TITLE
2-5 Years New Development 2

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LB-00-104

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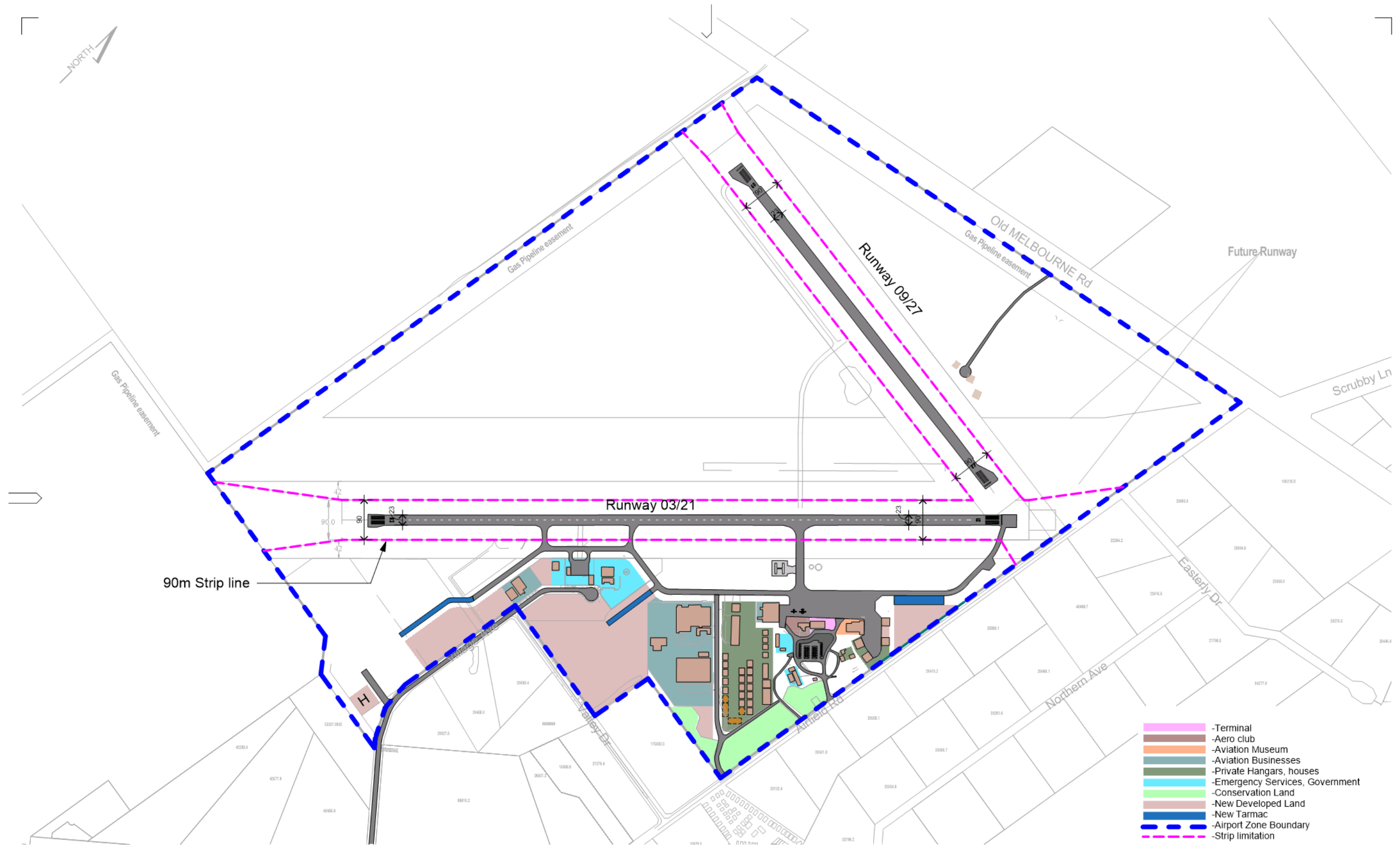
ISSUE DATE



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Project Number



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PROJECT
Project Name

DRAWING TITLE
2-5 Years Existing Development 3

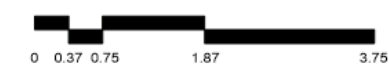
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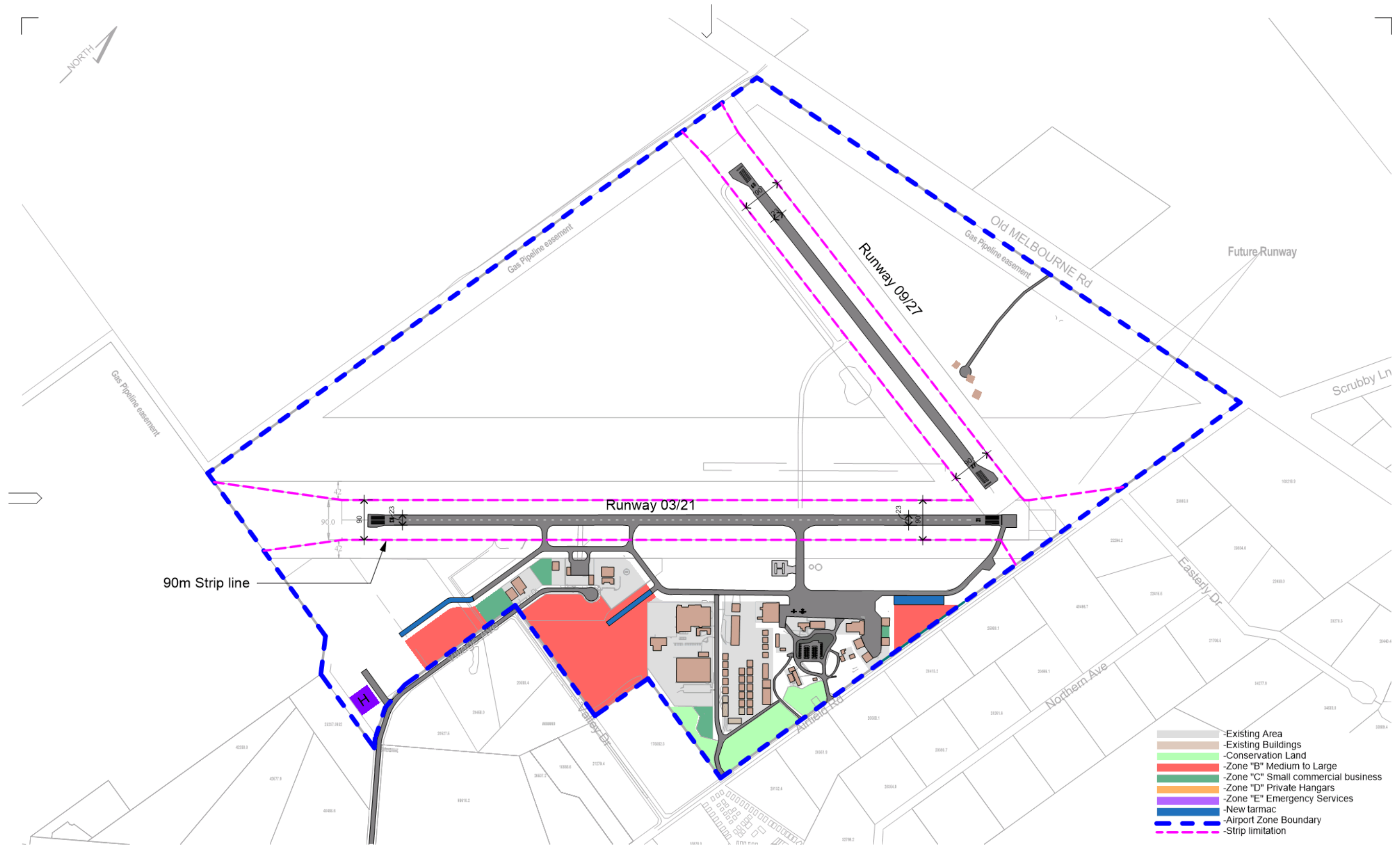
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Author

ISSUE DATE

PROJ. NO.
Project Number



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- Existing Area
- Existing Buildings
- Conservation Land
- Zone "B" Medium to Large
- Zone "C" Small commercial business
- Zone "D" Private Hangars
- Zone "E" Emergency Services
- New tarmac
- Airport Zone Boundary
- Strip limitation

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 Project Name

DRAWING TITLE
 2-5 Years New Development 3

DRAWING NO.
 LB-00-106

SCALE
 1 : 7500 @ A3

PROJ. NO.
 Project Number

0 0.37 0.75 1.87 3.75

DRAWN BY
 Author

ISSUE DATE





- Terminal
- Aero club
- Aviation Museum
- Aviation Businesses
- Private Hangars, houses
- Emergency Services, Government
- Available Higher value Development land
- Conservation Land
- New Developed Land
- Airport zone boundary

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PROJECT
 ProjectName

DRAWING TITLE
 5-10 Years Existing Development 1

0 0.15 0.30 0.75 1.5

DRAWING NO.
 LB-00-201

PROJ. NO.
 Project Number

SCALE
 1 : 3000 @ A3



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 Author

ISSUE DATE



- Existing Area
- Existing buildings
- Zone "A" Terminal related
- Zone "B" Medium to large Commercial busines
- Zone "C" Small commercial busines
- Zone "D" Private Hangars
- Zone "E" Emergency Services
- New tarmac
- Airport zone boundary

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PROJECT
 ProjectName

DRAWING TITLE
 5-10 Years New Development 1

DRAWING NO.
 LB-00-202

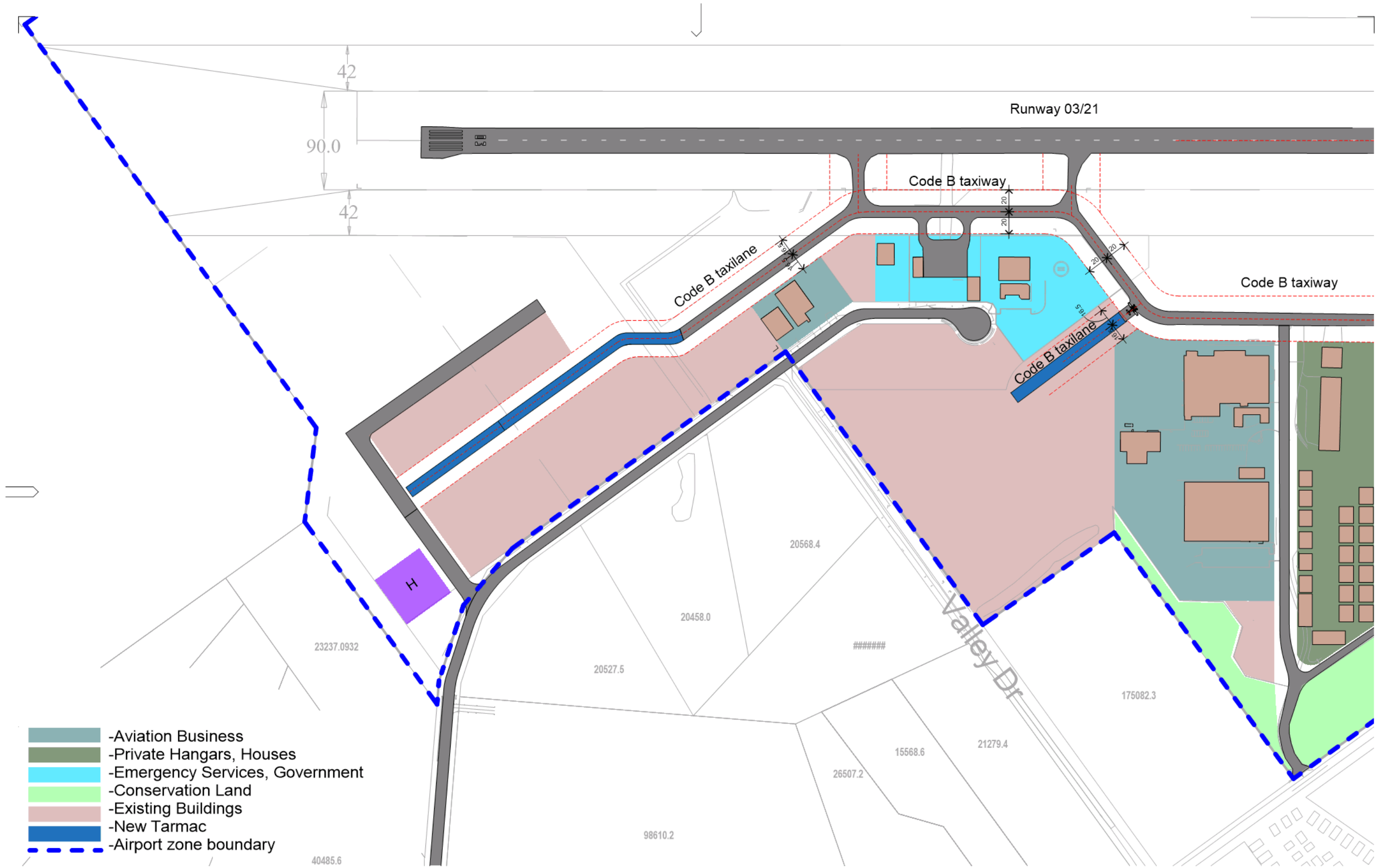
PROJ. NO.
 Project Number

SCALE
 1 : 3000 @ A3



DRAWN BY
 Author

ISSUE DATE



- Aviation Business
- Private Hangars, Houses
- Emergency Services, Government
- Conservation Land
- Existing Buildings
- New Tarmac
- Airport zone boundary

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PROJECT
Project Name

DRAWING TITLE
5-10 Years Existing Development 2

DRAWING NO.
LB-00-203

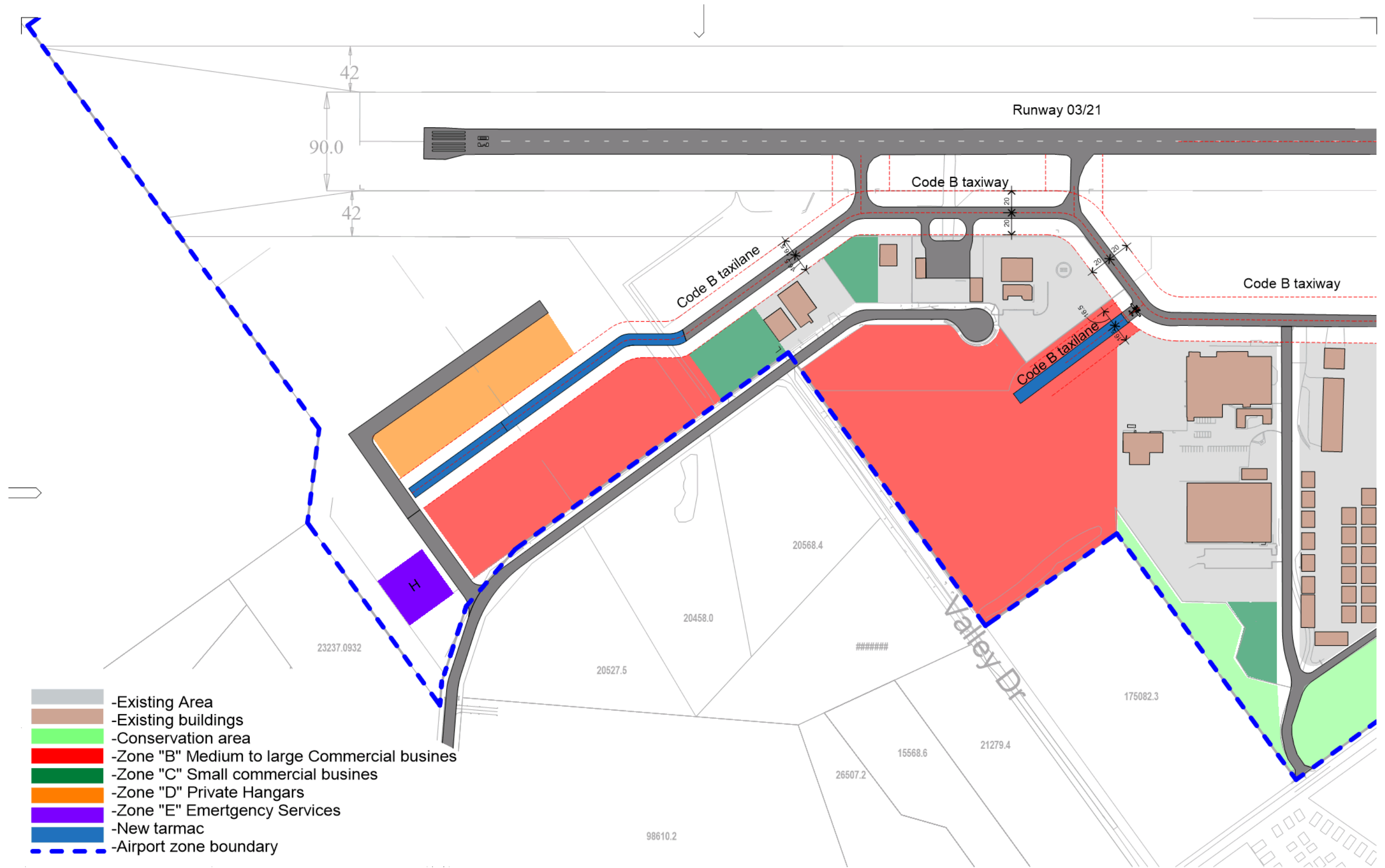
SCALE
1 : 3000 @ A3

DRAWN BY
Author

ISSUE DATE



PROJ. NO.
Project Number



- Existing Area
- Existing buildings
- Conservation area
- Zone "B" Medium to large Commercial busines
- Zone "C" Small commercial busines
- Zone "D" Private Hangars
- Zone "E" Emergency Services
- New tarmac
- Airport zone boundary

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PROJECT
Project Name

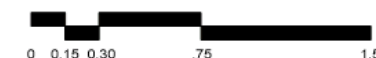
DRAWING TITLE
5-10 Years New Development 2

DRAWING NO.
LB-00-204

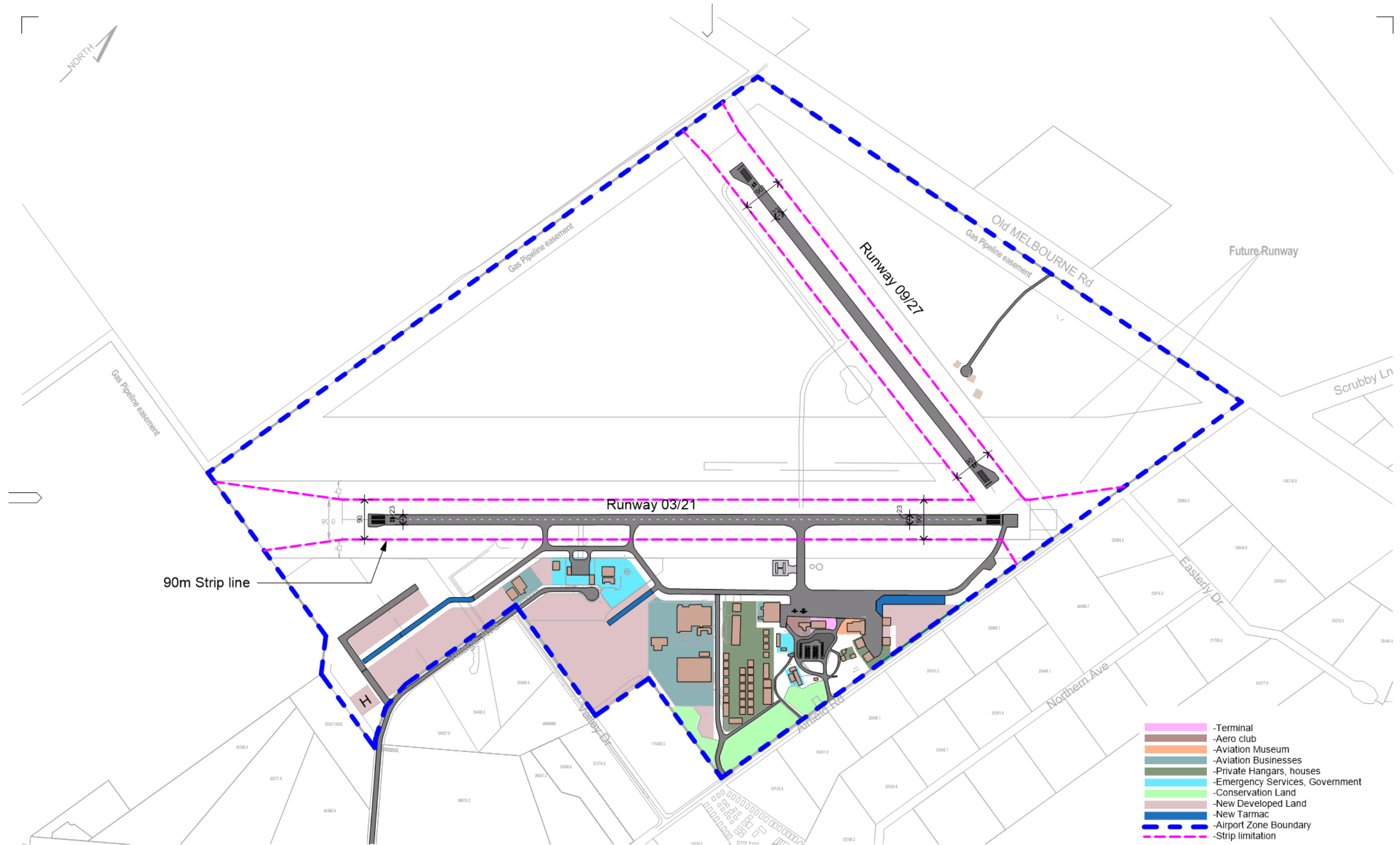
SCALE
1 : 3000 @ A3

DRAWN BY
Author

ISSUE DATE



PROJ. NO.
Project Number



- Terminal
- Aero club
- Aviation Museum
- Aviation Businesses
- Private Hangars, houses
- Emergency Services, Government
- Conservation Land
- New Developed Land
- New Tarmac
- Airport Zone Boundary
- Strip limitation

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PROJECT
 Project Name

DRAWING TITLE
 5-10 Years Existing Development 3

DRAWING NO.
 LB-00-205

SCALE
 1 : 7500 @ A3

PROJ. NO.
 Project Number

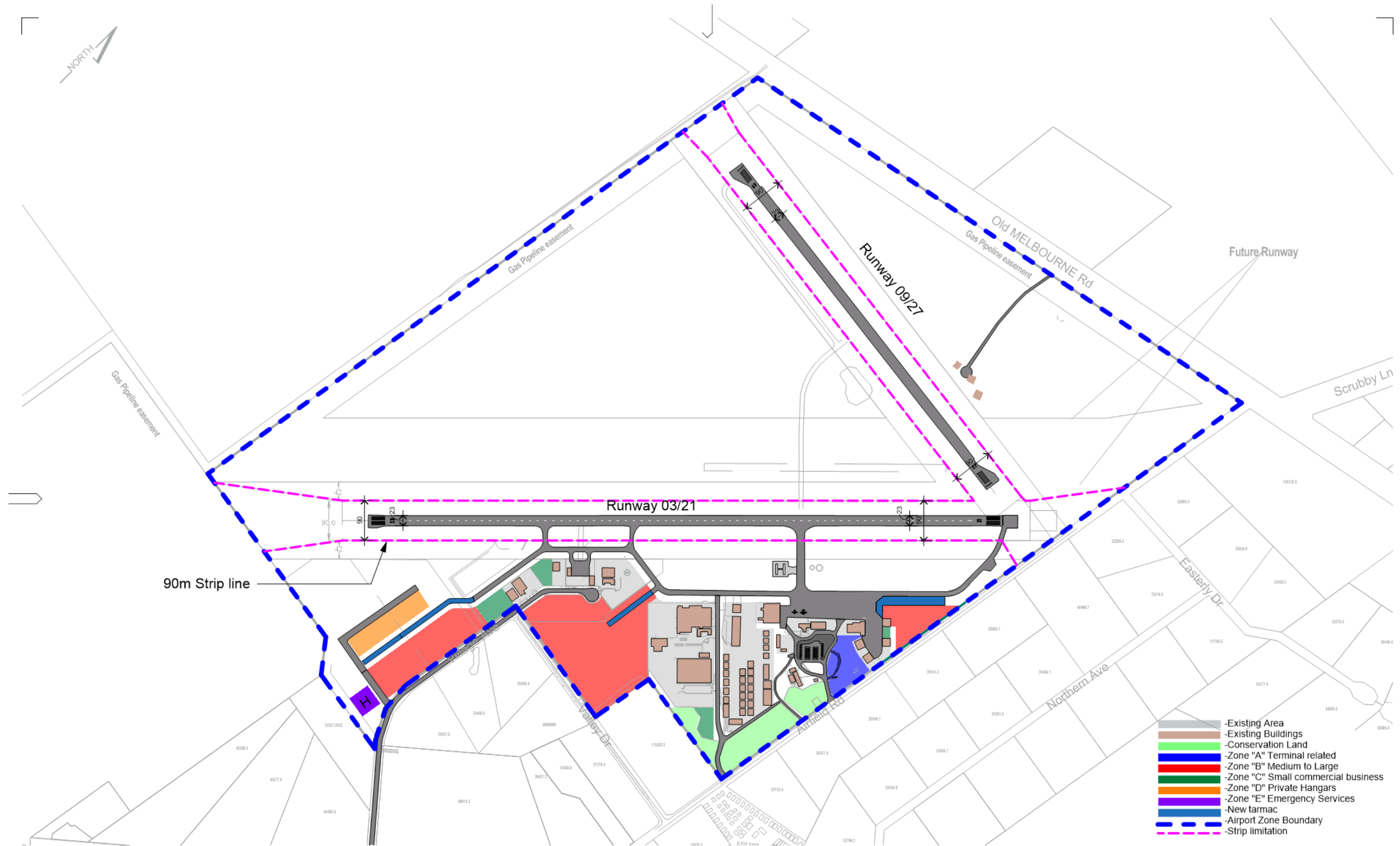
0 0.37 0.75 1.87 3.75

DRAWN BY
 Author

ISSUE DATE

PROJ. NO.
 Project Number





- Existing Area
- Existing Buildings
- Conservation Land
- Zone "A" Terminal related
- Zone "B" Medium to Large
- Zone "C" Small commercial business
- Zone "D" Private Hangars
- Zone "E" Emergency Services
- New tarmac
- Airport Zone Boundary
- Strip limitation

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PROJECT
 Project Name

DRAWING TITLE
 5-10 Years New Development 3



DRAWING NO.
 LB-00-206

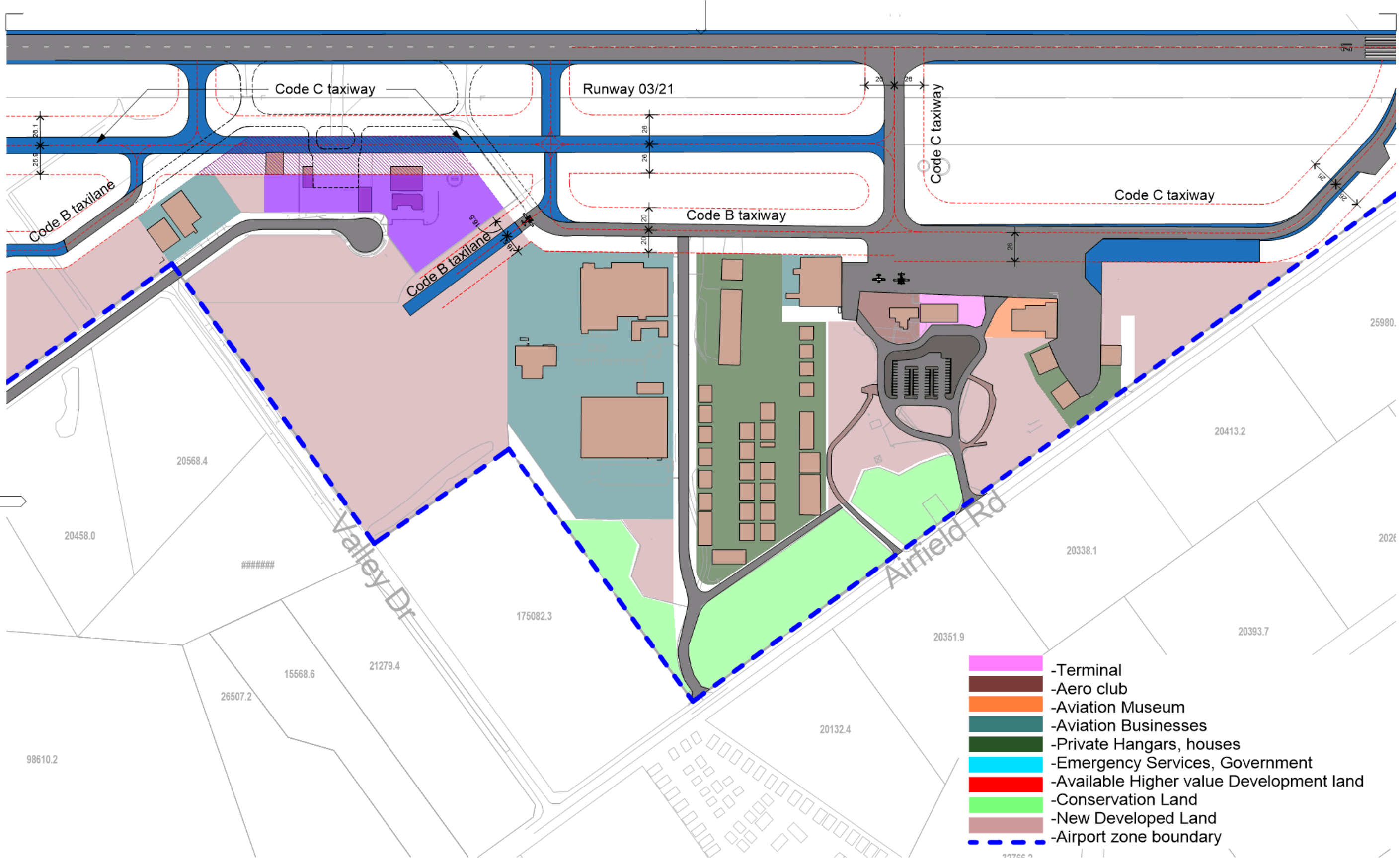
PROJ. NO.
 Project Number

SCALE
 1 : 7500 @ A3



DRAWN BY
 Author

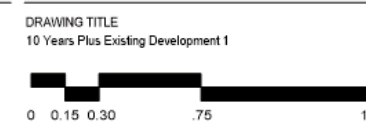
ISSUE DATE



- Terminal
- Aero club
- Aviation Museum
- Aviation Businesses
- Private Hangars, houses
- Emergency Services, Government
- Available Higher value Development land
- Conservation Land
- New Developed Land
- Airport zone boundary

COMMERCIAL IN CONFIDENCE DRAFT

DRAWING NO. LB-00-301	SCALE 1 : 3000 @ A3	DRAWN BY Author	ISSUE DATE
PROJ. NO. Project Number			



PROJECT
Project Name

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- Existing Area
- Existing buildings
- Zone "A" Terminal related
- Zone "B" Medium to large Commercial busines
- Zone "C" Small commercial busines
- Zone "D" Private Hangars
- Zone "E" Emergency Services
- New tarmac
- Airport zone boundary

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PROJECT
 Project Name

DRAWING TITLE
 10 Years Plus New Development 1

DRAWING NO.
 LB-00-302

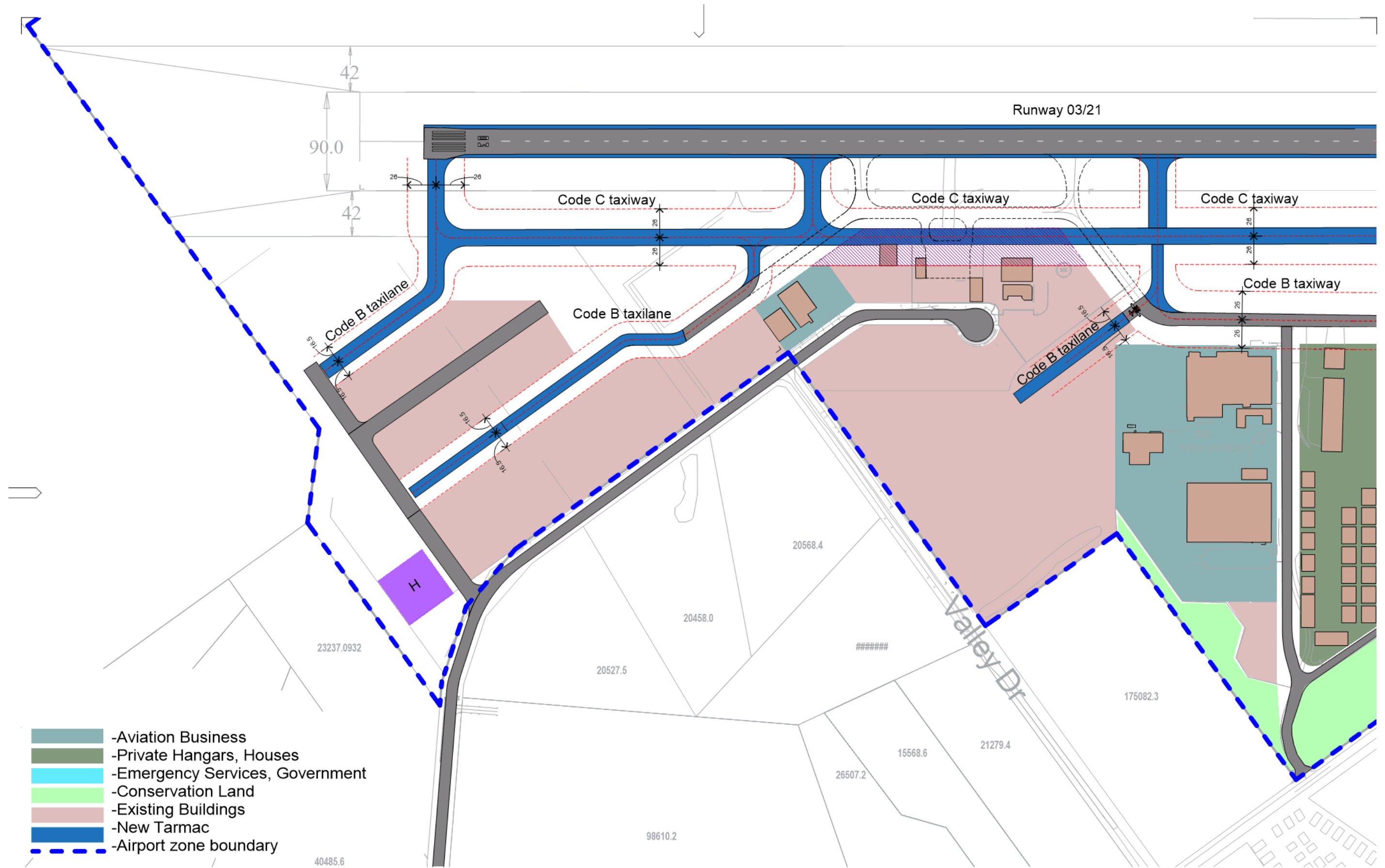
PROJ. NO.
 Project Number

SCALE
 1 : 3000 @ A3



DRAWN BY
 Author

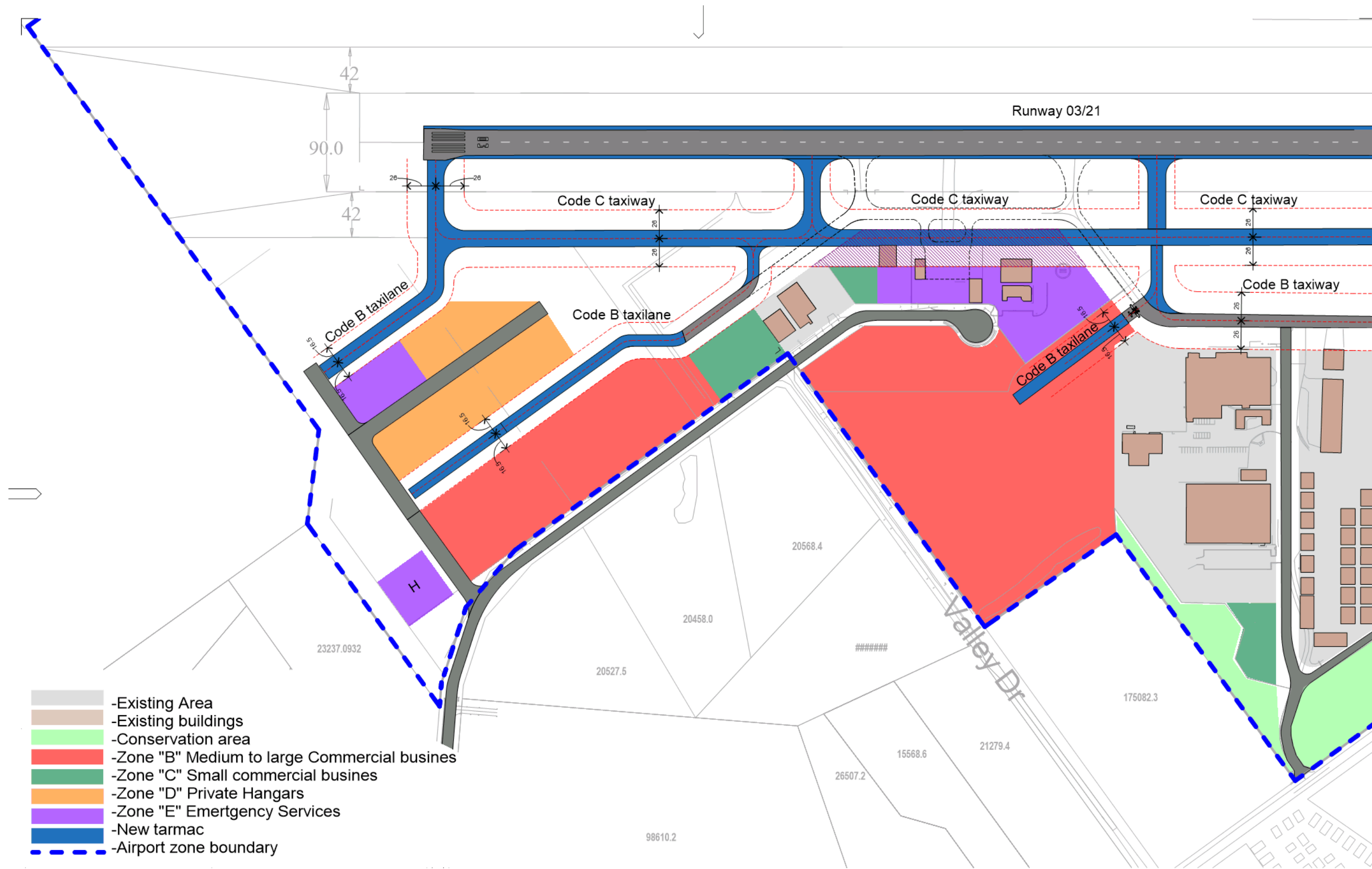
ISSUE DATE



- Aviation Business
- Private Hangars, Houses
- Emergency Services, Government
- Conservation Land
- Existing Buildings
- New Tarmac
- Airport zone boundary

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- Existing Area
- Existing buildings
- Conservation area
- Zone "B" Medium to large Commercial busines
- Zone "C" Small commercial busines
- Zone "D" Private Hangars
- Zone "E" Emergency Services
- New tarmac
- Airport zone boundary

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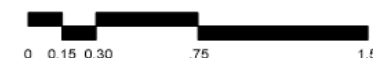
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PROJECT
Project Name

DRAWING TITLE
10 Years Plus New Development 2



DRAWING NO.
LB-00-304

SCALE
1 : 3000 @ A3

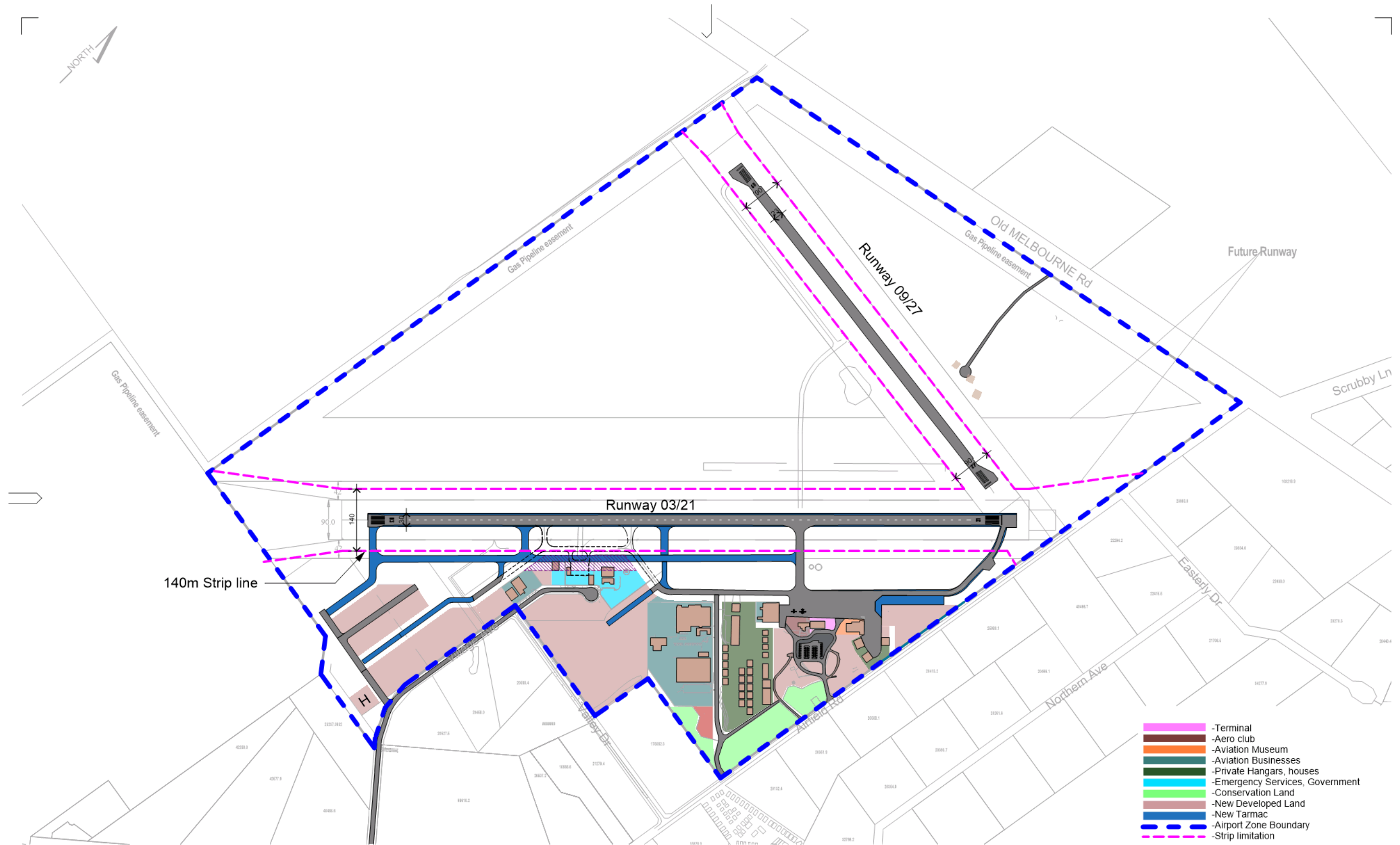
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ISSUE DATE

PROJ. NO.
Project Number



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PROJECT
 Project Name

DRAWING TITLE
 10 Years Plus Existing Development 3

DRAWING NO.
 LB-00-305

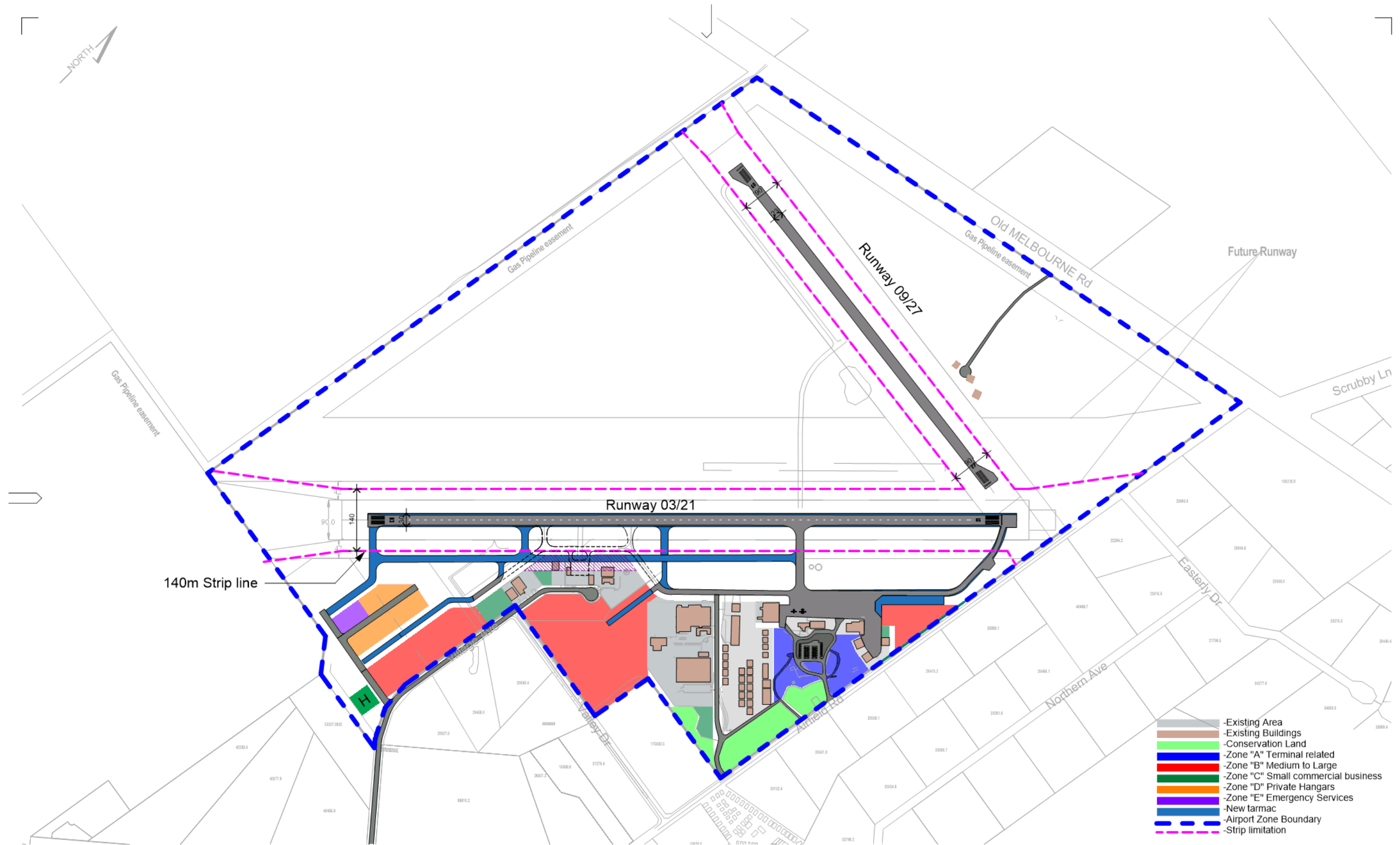
PROJ. NO.
 Project Number

SCALE
 1 : 7500 @ A3



DRAWN BY
 Author

ISSUE DATE



- Existing Area
- Existing Buildings
- Conservation Land
- Zone "A" Terminal related
- Zone "B" Medium to Large
- Zone "C" Small commercial business
- Zone "D" Private Hangars
- Zone "E" Emergency Services
- New tarmac
- Airport Zone Boundary
- Strip limitation

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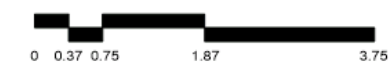
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PROJECT
Project Name

DRAWING TITLE
10 Years Plus New Development 3



DRAWING NO.
LB-00-306

SCALE
1 : 7500 @ A3

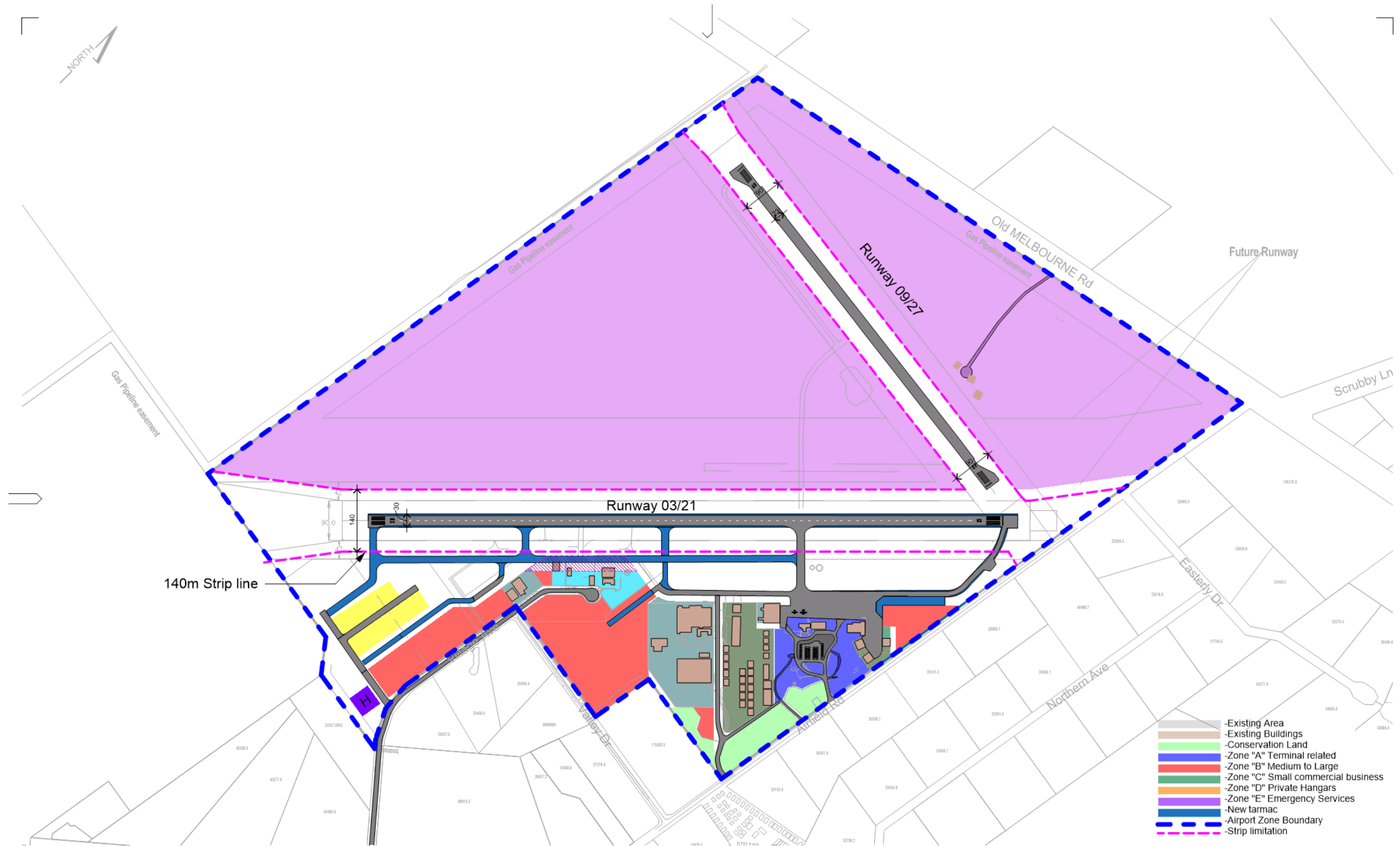
PROJ. NO.
Project Number

DRAWN BY
Author

ISSUE DATE



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PROJECT
 Project Name

DRAWING TITLE
 20 Years plus



DRAWING NO.
 LB-00-400

PROJ. NO.
 Project Number

SCALE
 1 : 7500 @ A3



DRAWN BY
 Author

ISSUE DATE



Appendix C: TGN Runway Technical Study and Range Analysis

Runway Technical Evaluation and Range Study



Latrobe Regional Airport (TGN)

Title	Note No.	01
Runway Technical Evaluation and Range Study	Revision	1
	Prepared by	CB
	Checked by	EC/AW
	Approved by	JL
Reference	Date:	02/09/2020
Technical Note		

1. Disclaimer

All physical characteristics relating to runway dimensions have been obtained from the Aeronautical Information Package (AIP) for Latrobe Regional Airport (TGN, YLTV), current as of August 2020 and accessed via Airservices Australia. Landrum & Brown (L&B) is not responsible for any conclusions brought about because of incorrect information obtained from the AIP.

All measurements and calculations are based on CAD drawings supplied by the *Latrobe City Council*. No warranty as to the accuracy of these drawings can be provided by L&B. Any future studies or work to be undertaken as a result of this study will require confirmation of the dimensions given in the CAD files with onsite measurements.

The PCN report supplied by council and conducted by *Airport Pavement Engineering Specialists Pty Ltd* does not guarantee a PCN rating of 9 or greater, as stated in the *Pavement Classification Number Reviewed* and shown below:

“An intrusive geotechnical investigation should be undertaken to verify these assumptions prior to the commencement of regular operations of any aircraft with an ACN (on subgrade D) of 9 or greater”

At the request of Mr Marc Grant, Latrobe Regional Airport, Manager, Commercial & Operations, the assumption of a PCN strength of 15 has been assumed. This rating has been suggested as achievable by the pavement consultant given further testing. Any future studies or work to be undertaken as a result of this technical note will require invasive testing to be undertaken. The PCN report supplied is appended to the end of this technical note.

This technical note references the Manual of Standards (MoS) Part 139. This document is current as of August 2019 and therefore any reference to the material shown from here on may not be current. Any further work undertaken as a result of this study will require the most recent regulations to be applied.



2. Introduction

Purpose of this technical note

- Assess the current limitations of runway of 03R/21L at Latrobe Regional Airport (TGN) specifically assessing four aircraft: SAAB 340, ATR 42, Bombardier Q200, and the Bombardier Q300 in preparation for the possible introduction of regular public transport (RPT) services.
- Assess what modifications, if any, are required to make the runway and airfield infrastructure compliant for RPT services.
- Outline initial requirements for passenger and baggage screening.
- Conduct an aircraft range analysis to determine which airports are accessible by these aircraft given (1) the current runway infrastructure and (2) the proposed extensions per the masterplan



3. Executive Summary

The key findings of this report are:

- In its current configuration, runway 03R/21L cannot accommodate any of the aircraft chosen for this study in accordance with regulations set out in the MoS Part 139
- In order to accommodate the aircraft, excluding the SAAB 340 as a Code 3B aircraft, updates to the runway and main taxiway will have to be made, mainly:
 - Widening of the runway from 23m to 30m
 - including increasing the strip width to 140m (45m graded strip + 25m fly-over area from runway centreline)
 - Addition of a runway turn pad that allows 3m of clearance to the aircraft outer main gear
 - Addition of a runway end safety area (RESA) for runway 03R/21L
 - Increase of taxiway width from 10.6m to 15m
 - Increase of taxiway shoulder width from 15.9m to 25m
- Provisions to allow aircraft with an ARC of 3 or greater to use runway 03R/21L is impractical as this would require a strip width of 280m
 - This view was also expressed in the 2019 Masterplan
- Operation of a SAAB A340 may be possible without the 280-metre strip after discussions with CASA and formulation of an airline safety case for the aircraft.
- Any substantial changes to the existing runway will remove any existing “grandfather” rights used previously for RPT services.
- Baggage security will be required for RPT services and passenger security screening will be required for the smaller aircraft studied. The larger aircraft will require full security screening
- The existing apron area in front of the terminal can accommodate up to two aircraft simultaneously with interdependent parking spaces
- The current runway length of runway 03R/21L does not pose as an issue for the chosen aircraft in terms of obtaining their maximum range at full passenger capacity
- All aircraft chosen for this study can reach Sydney in New South Wales and Adelaide in South Australia directly. The ATR-42 and Dash 8-200/300 can also reach Brisbane and parts of central Queensland



4. Background

Latrobe Regional Airport (TGN) and the Latrobe City Council desired to undertake a study to determine the feasibility of future regular public transport (RPT) services at TGN. For this to be undertaken, the current physical, technical and regulatory limitations of the runway and associated infrastructure must be assessed to determine the viability of aircraft to conduct these services at the airport. Given the runway is not suitable for current RPT services, the Council would like to know what modifications and capital works would be required to meet the current regulations, in order to facilitate RPT.

Given the location and size of the airport, Council would like to know which airports are feasibly within range of TGN that could be serviced with an RPT service. This would allow a future route analysis to be undertaken to determine the most viable routes that could be proposed to airlines for a future service.



5. Technical Appraisal of Runway and Associated Infrastructure

5.1. Introduction

Latrobe Valley Regional airport currently has three runways. The shortest runway is a grass surface that runs parallel to the largest and only sealed runway 03R/21L, the third runway is a non-intersecting gravel strip 09/27. At the request of the Latrobe Regional airport board, this project analysed the capability of runway 03R/21L and its associated infrastructure; and particularly looked at TGN's capacity to handle aircraft of varying sizes. The associated infrastructure refers to the taxiways in use for runway 03R/21L and the apron area in front of the terminal building. The existing capability has been determined in line with current operating standards as set out in the Manual of Standards (MoS) part 139 – Aerodromes of the *Civil Aviation Regulations 1998*. Information relating to the physical characteristics of runway 03R/21L at TGN are obtained from the Aeronautical Information Package (AIP), current as of May 2020. The relevant characteristics obtained from the AIP are presented below:

AIP Australia	13 AUG 2020	FAC YLTV - 1
LATROBE VALLEY		ELEV 180
AVFAX CODE 3050		
	VIC 381226S 1462813E UTC +10 YLTV VAR 12 DEG E CERT AD OPR Latrobe Regional Airport Board, PO Box 264, Morwell, VIC, 3840. PH 03 5128 5777: 0409 436 287. ARO 0408 038 285. Fax 03 5128 5672.	
REMARKS		
1. AD not AVBL to ACFT ABV 5,700KG without prior permission. 2. PPR for parking non-RPT ACFT ABV 5,700KG on sealed apron. 3. Helicopter Ambulance OPS H24.		

PHYSICAL CHARACTERISTICS					
03/21	033	47a	5700/450 (65PSI) Sealed	WID 23	RWS 90
09/27	085	30c	5700/450 (65PSI) Gravel. 72(236) E end, 58(190) W end Sealed.	WID 18	RWS 90

Figure 1: Latrobe Regional Airport AIP: FAC

RUNWAY DISTANCE SUPPLEMENT		13 AUG 2020	RDS YLTV - 1		
LATROBE VALLEY					
RWY	(CN)	TORA	TODA	ASDA	LDA
03	(2)	1430 (4692)	1490 (4888) (2.55%)	1430 (4692)	1430 (4692)
21	(2)	1430 (4692)	1490 (4888) (2.58%)	1430 (4692)	1430 (4692)

Figure 2: Latrobe Regional Airport: RDS

The runway conditions have been tested against 4 aircraft, chosen to best represent the most likely aircraft type that would see RPT services at TGN. These aircraft are as follows:

**Table 1: Aircraft Mix Under Consideration**

Aircraft Type	Aircraft Code	MTOW (kg)	OWE (kg)	TP (kPa)	ACN Value ¹	MoS Part 139 Aerodrome Reference Code	OMGWS (m)
SAAB 340	3B	13,358	8,259	820	9	B	6 - 8.99
ATR 42	2C	18,559	11,217	720	13	C	4.5 - 5.99
Bombardier Dash 8-Q200	2C	16,466	10,477	900	11	C	6 - 8.99
Bombardier Dash 8-Q300	2C	19,578	11,828	670	13	C	6 - 8.99

¹ Flexible Pavement @ Class D – 3% CBR

MTOW = Maximum Take Off Weight OWE = Operating Empty Weight

TP = Tyre Pressure

ACN = Aircraft Classification Number

OMGWS = Outer Main Gears Wheel Span

Any failure in the current state of the runway or associated infrastructure, to meet the specifications outlined in the MoS Part 139 for a given aircraft will require works to be undertaken. If this is the case, the required works, to meet the standards for the given aircraft, have been presented.

5.2. Regulatory Setting: Runway

As mentioned in *Section 5.1*, the relevant standards are set out in part 139 of the Manual of Standards. The section of *Mos Part 139* relating to this technical note is contained in *Chapter 6 – Aerodrome Planning, Design and Maintenance – Physical Characteristics of Movement Facilities*. The relevant references referred to in this technical note are:

Division 1 – Runways

- Chapter 6.01: Location of runway threshold
- Chapter 6.02: Runway width
- Chapter 6.03: Runway turn pad and runway bypass pad
- Chapter 6.09: Runway surface
- Chapter 6.10: Runway bearing strength
- Chapter 6.11: Runway shoulders
- Chapter 6.16: Runway strip length
- Chapter 6.17: Runway strip width
- Chapter 6.26: Runway End Safety Area (RESA)

Division 2 – Taxiways

- Chapter 6.37: Taxiway width
- Chapter 6.38: Taxiway edge clearance
- Chapter 6.43: Taxiway bearing strength
- Chapter 6.45: Width of taxiway shoulders
- Chapter 6.48: Width of taxiway strip

Runway Technical Evaluation and Range Study



Chapter 6.49: Width of graded area of taxiway strip

Division 4 – Aprons

Chapter 6.57: Location of Apron

Chapter 6.58: Separation distances on aprons

5.3. Regulatory Setting: Terminal

Introduction of RPT services may trigger a requirement to provide passengers and baggage screening within the terminal. Should security screening be required, it will necessitate physical changes to the terminal.

Aviation security is the responsibility of the Office Transport Security (OTS) and relevant Home Affairs Department security regulations.

The current state of regulation is slightly unclear and there would need to be consultation with Home Affairs and OTS if a decision on proceeding to RPT was made.

The basic guidelines are:

- No passenger screening if aircraft have fewer than 40 seats, however, baggage screening would be required.
- No passenger screening if aircraft have fewer than 40 seats and there is only a single carrier using the port. However, it is not clear if there would need to be screening if the second carrier used aircraft in the sub 20 seat range.

The table below summarises the terminal security requirements.

Table 2: Terminal Security Requirements

Aircraft Type	Seats	Pax Screening Required	Baggage Screening Required	Requirement Achieved
SAAB 340	34	No	Yes	Partial
ATR42	48	Yes	Yes	No
Bombardier Dash 8-Q200	36	No	Yes	Partial
Bombardier Dash 8-Q300	51	Yes	Yes	No

Baggage screening would be required for RPT operations, whilst passenger screening would be required for larger aircraft. The introduction of screening would require major spatial and structural changes to be made within the terminal building.

Security fencing upgrades are also likely to be required adjacent to the terminal building.

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Technical Note

5.4. Methodology

Each aircraft listed in *Table 1* has been compared against the standards as set out above in *Section 5.2* to test for compliance against the current runway and associated infrastructure. This analysis is presented below per each relevant division set out in *Chapter 6 of MoS Part 139*:

Division 1 - Runways

Table 3: Division 1 – Runway Requirements Compliance

Description	MOS 139 Reference	Requirements	Requirement Achieved
SAAB 340			
Location of runway threshold	6.01	-	Yes
RWY Width	6.02	30m	No
RWY Turn pad	6.03	Clearance 3m	No
RWY Surface ¹	6.09	Min average texture depth = 0.625mm	To be confirmed
RWY Bearing Strength	6.10	ACN = 9	Yes
RWY Shoulders	6.11	Not required	Yes
RWY Strip Length	6.16	60m	Yes
RWY Graded Strip Width	6.17 (1)	90m	Yes
RWY Strip Width	6.17 (4)	280m	No
RWY RESA	6.26	90m	No
ATR42			
Location of runway threshold	6.01	-	Yes
RWY Width	6.02	23m	Yes
RWY Turn pad	6.03	Clearance 3m	No
RWY Surface ¹	6.09	Min average texture depth = 0.625mm	To be confirmed
RWY Bearing Strength	6.10	ACN = 13 ²	Yes
RWY Shoulders		Not required	Yes
RWY Strip Length	6.11	60m	Yes
RWY Graded Strip Width	6.16	80m	Yes
RWY Strip Width	6.17 (1)	140m	No
RWY RESA	6.17 (4)	60m	No
Bombardier Dash 8-Q200			
Location of runway threshold	6.01	-	Yes
RWY Width	6.02	30m	No
RWY Turn pad	6.03	Clearance 3m	No

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Description	MOS 139 Reference	Requirements	Requirement Achieved
RWY Surface ¹	6.09	Min average texture depth = 0.625mm	To be confirmed
RWY Bearing Strength	6.10	ACN = 11 ²	Yes
RWY Shoulders		Not required	Yes
RWY Strip Length	6.11	60m	Yes
RWY Graded Strip Width	6.16	80m	Yes
RWY Strip Width	6.17 (1)	140m	No
RWY RESA	6.17 (4)	60m	No
Bombardier Dash 8-Q300			
Location of runway threshold	6.01	-	Yes
RWY Width	6.02	30m	No
RWY Turn pad	6.03	Clearance 3m	No
RWY Surface ¹	6.09	Min average texture depth = 0.625mm	To be confirmed
RWY Bearing Strength	6.10	ACN = 13 ²	Yes
RWY Shoulders		Not required	Yes
RWY Strip Length	6.11	60m	Yes
RWY Graded Strip Width	6.16	80m	Yes
RWY Strip Width	6.17 (1)	140m	No
RWY RESA	6.17 (4)	60m	No

¹ Preferred average texture depth = 1mm

² Given that invasive testing results in a PCN of 13 or greater

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Division 2 - Taxiways**Table 4: Division 2 – Taxiway Requirements Compliance**

Description	MOS 139 Reference	Requirements	Requirement Achieved
SAAB 340			
TWY Width (central sealed TWY)	6.37 (2)	15m	No
TWY Edge Clearance	6.38 (2)	3m	Yes
TWY Bearing Strength ¹	6.43	ACN = 9	Yes
TWY Shoulders	6.45 (1)	-	Yes
TWY Width Strip	6.48	20m	Yes
TWY Width of Graded Strip	6.49	12.5m	Yes
ATR42			
TWY Width (central sealed TWY)	6.37 (2)	10.5m	Yes
TWY Edge Clearance	6.38 (2)	2.25m	Yes
TWY Bearing Strength ¹	6.43	ACN = 13 ²	Yes
TWY Shoulders	6.45 (1)	25m	No
TWY Width Strip	6.48	26m	Yes
TWY Width of Graded Strip	6.49	11m	Yes
Bombardier Dash 8-Q200			
TWY Width (central sealed TWY)	6.37 (2)	15m	No
TWY Edge Clearance	6.38 (2)	3m	Yes
TWY Bearing Strength ¹	6.43	ACN = 11 ²	Yes
TWY Shoulders	6.45 (1)	25m	No
TWY Width Strip	6.48	26m	Yes
TWY Width of Graded Strip	6.49	12.5m	Yes
Bombardier Dash 8-Q300			
TWY Width (central sealed TWY)	6.37 (2)	15m	No
TWY Edge Clearance	6.38 (2)	3m	Yes
TWY Bearing Strength ¹	6.43	ACN = 13 ²	Yes
TWY Shoulders	6.45 (1)	25m	No
TWY Width Strip	6.48	26m	Yes
TWY Width of Graded Strip	6.49	12.5m	Yes

¹ Assuming taxiway bearing strength is the same as the runway² Given that invasive testing results in a PCN of 13 or greater

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**Division 4 - Aprons****Table 5: Division 4 – Apron Requirements Compliance**

Description	MOS 139 Reference	Requirements	Requirement Achieved
SAAB 340			
Location of Apron	6.57	Does not infringe OLS	Yes
Separation distances on aprons	6.58	3.0	Yes
ATR42			
Location of Apron	6.57	Does not infringe OLS	Yes
Separation distances on aprons	6.58	4.5	Yes
Bombardier Dash 8-Q200			
Location of Apron	6.57	Does not infringe OLS	Yes
Separation distances on aprons	6.58	4.5	Yes
Bombardier Dash 8-Q300			
Location of Apron	6.57	Does not infringe OLS	Yes
Separation distances on aprons	6.58	4.5	Yes

Given a larger runway strip width requirement to 140m, this will in turn change the obstacle limitation surfaces (OLS), requiring further analysis to be undertaken as to whether existing buildings infringe on the new surfaces. For a code 3 runway, the strip width requirement extends to 280m, taking up a considerable amount of developable land and existing infrastructure. As expressed in the 2019 Masterplan, it is impractical for runway 03R/21L to be designed to accommodate aircraft with an ARC of 3. The 2020 MoS requires a 280 metre strip for a Code 3 runway. Previous versions of MoS had a graduated strip width depending on runway width.

As part of the analysis of the existing apron, an apron capacity exercise was undertaken. This involved taking the physical characteristics of each listed aircraft and applying them to the apron in a manner that allows 2 aircraft to be parked simultaneously. This exercise is shown below:

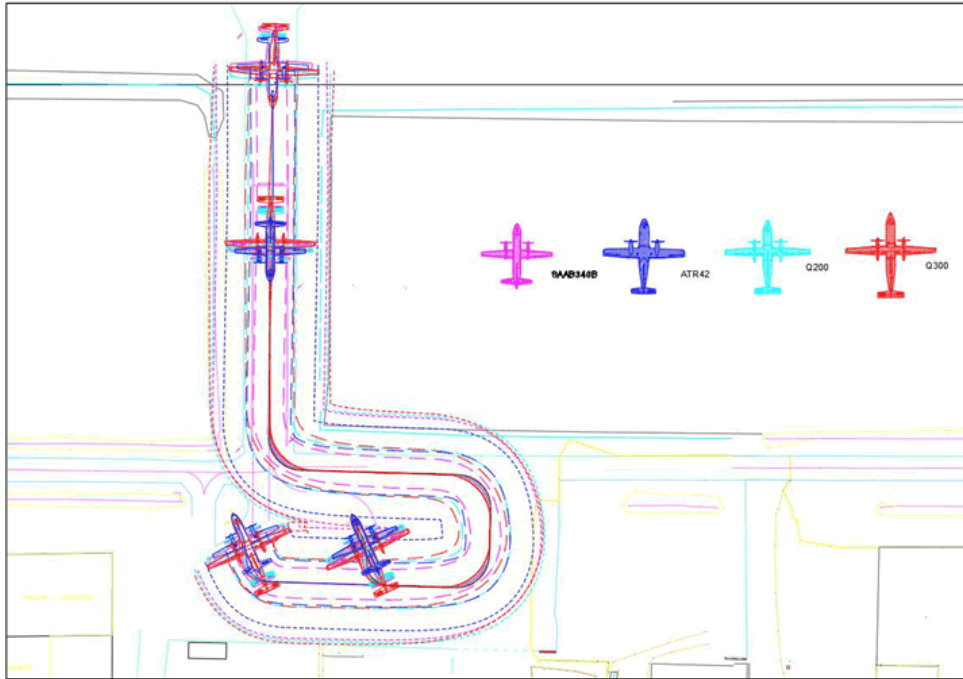


Figure 3: TGN Apron Existing Capacity Analysis

It was found that there is enough space on the existing apron to accommodate up to two Bombardier Dash 8-Q300's as shown above. In this configuration, the aircraft parking locations are said to be dependent of one another, such that the left-hand parking spot is only accessible when the apron is free. It should be noted that this analysis looks only at the apron, with existing taxiway unable to accommodate some aircraft.

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5.5. Results

Each aircraft is listed below, clearly stating whether the existing runway and associated infrastructure can accommodate it under *MoS Part 139*.

Table 6: SAAB 340 – TGN Aerodrome Compliance Table

SAAB 340	
Description	Requirements
Can be used on existing runway?	No
If no, what is required?	30m RWY width
	RWY turn pad – 3m clearance
	90m RWY graded strip width
	280m RWY strip width
	90m RWY RESA
Can be used on existing taxiway	No
If no, what is required?	15m TWY widthr
Can be used on existing apron?	Yes

Table 7: ATR42 – TGN Aerodrome Compliance Table

ATR42	
Description	Requirements
Can be used on existing runway?	No
If no, what is required?	RWY turn pad – 3m clearance
	140m RWY strip width
	60m RWY RESA
Can be used on existing taxiway	No
If no, what is required	25m TWY shoulders
Can be used on existing apron?	Yes

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Table 8: Bombardier Dash 8-Q200 - TGN Aerodrome Compliance Table

Bombardier Dash 8-Q200	
Description	Requirements
Can be used on existing runway?	No
If no, what is required?	30m RWY width
	RWY turn pad – 3m clearance
	140m RWY strip width
	60m RWY RESA
Can be used on existing taxiway	No
If no, what is required?	25m TWY shoulders
Can be used on existing apron?	Yes

Table 9: Bombardier Dash 8-Q300 - TGN Aerodrome Compliance Table

Bombardier Dash 8-Q300	
Description	Requirements
Can be used on existing runway?	No
If no, what is required?	30m RWY width
	RWY turn pad – 3m clearance
	80m RWY graded strip width
	140m RWY strip width
60m RWY RESA	
Can be used on existing taxiway	No
If no, what is required?	25m TWY shoulders
Can be used on existing apron?	Yes

Given that changes are essential to meet the requirements of each of the aircraft stated in *Table 1*, a table presenting each of the runway's existing conditions, along with the indicative requirements to achieve infrastructure compliant for the largest aircraft (Dash 8-Q300) and relative complexity of the task is presented below:

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Table 10: TGN Runway Existing Conditions & Requirements

Description	MoS part 139 Reference	Current State	Required State	Complexity
Division 1 – Runway				
Location of runway threshold	6.01	achieved	achieved	-
RWY Width	6.02	23m	30m	Hard
RWY Turn pad	6.03	None	3m clearance from outer main gear	Medium
RWY Surface ¹ (Min average texture depth)	6.09	To be confirmed	0.625mm	Medium
RWY Bearing Strength ²	6.10	9	13	Easy
RWY Shoulders	6.11	Not required	Not required	-
RWY Strip Length	6.16	60m	60m	-
RWY Graded Strip Width	6.17 (1)	To be confirmed	80m	Easy
RWY Strip Width	6.17 (4)	90m	140m	Medium
RWY RESA	6.26	None	60m	Medium
Division 2 - Taxiways				
TWY Width (central sealed TWY)	6.37 (2)	10.8m	15m	Medium
TWY Bearing Strength	6.43	Same as runway	13	Easy
TWY Shoulders ³	6.45 (1)	15.9m	25m	Medium
TWY Width Strip	6.48	26m each side	26m each side	-
TWY Width of Graded Strip	6.49	12.5m each side	12.5m each side	-

¹ Preferred minimum average depth = 1mm

² See disclaimer regarding runway PCN

³ Runway width inclusive of shoulders to be not less than 25m

For ease of understanding the taxiway requirements, the figure below graphically depicts the required and existing taxiway dimensions with the associated *MoS Part 139* reference bracketed.

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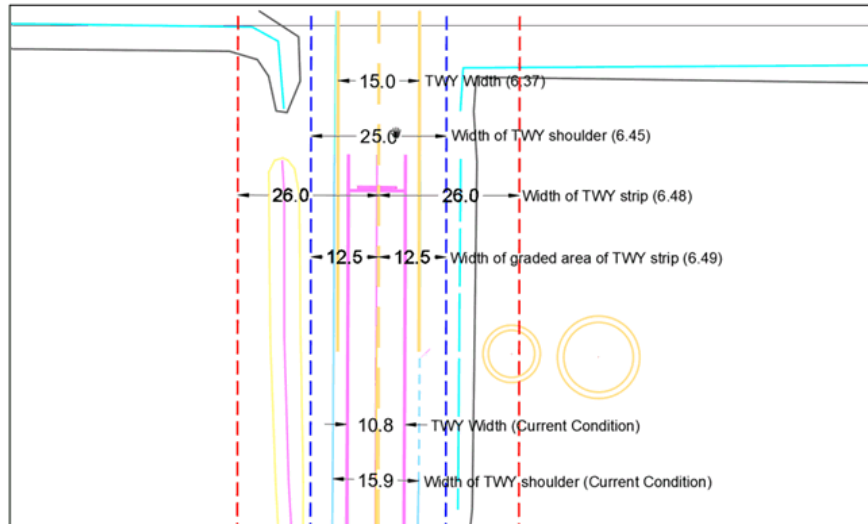


Figure 4: Taxiway Parameters - Existing and Required

5.6. Conclusion

In its current condition, runway 03R/21L and the associated infrastructure are not suitable for the four chosen aircraft to operate on given current legislation, as set out in the MoS Part 139. In order to accommodate these aircraft, the following changes must be made:

- Widening of the runway from 23m to 30m (including increasing the strip width to 140m)
- Addition of a runway turn pad that allows 3m of clearance to the aircraft outer main gear
- Addition of a runway end safety area (RESA) for runway 03R/21L
- Increase of taxiway width from 10.6m to 15m
- Increase of taxiway shoulder width from 15.9m to 25m.

Additionally, it should be noted that any changes the physical characteristics of the runway will result in any existing "grandfathering" rights to be abolished that were used for previous RPT services.

Analysis has shown that the existing apron area in front of the terminal can accommodate up to any two of the chosen aircraft at any given time. These parking spaces will be interdependent.

Baggage security will be required for RPT services and passenger security screening will be required for the smaller aircraft studied. The larger aircraft will require full security screening.



6. Aircraft Range Analysis

6.1. Introduction

Assuming the width and strength of the runway allow operations of all the aircraft listed in *Table 1*, a range analysis was performed to determine any limitations in payload or range based on the runway length. This analysis has been done for International Standards Atmospheric (ISA) conditions along with ISA+20°C, a standard upper limit for analysis of airports in Australia. If the aircraft require a runway length beyond what is listed in the AIP, an additional 150m will be added, in line with projects found in the airport masterplan.

6.2. Methodology

Using the aircraft planning manuals, the take off runway length required, given the maximum take-off weight (MTOW) is determined. Using the manufacturer graphs for changes in ambient temperature presented in the manuals, the temperature adjusted take off runway length required was also determined. The assumed take-off run available (TORA) of runway 03R/21L is 1,430m, as presented in the AIP and shown in *Figure 2*. It should be noted that for the ISA+20°C analysis, it is assumed flaps are set to 15°. If the Take of Runway distance required exceeds the TORA a weight penalty impacting the economical range would be calculated. If the TORA is greater than the take off runway distance required, the maximum range of the aircraft is then assumed. The range for each aircraft is then applied to TGN and an airport range table produced for each aircraft. This will be presented graphically for each aircraft in *Section 6.3*.

6.3. Results

Given the aircraft characteristics presented in their respective planning manuals at ISA conditions, all four aircraft have unrestricted range at ISA, meaning that field length required is below the TORA of runway 03R/21L. This is also true for these four aircraft when operating at ISA+20°C conditions. Therefore, the max range that can be achieved out of TGN for each aircraft given the aircrafts MTOW is the maximum range as presented in the aircraft manual. These ranges are presented below.

Table 11: Aircraft Range Analysis

Aircraft	Unrestricted ISA Field Length (m)	Maximum Range (km)
SAAB 340 ¹	1,285	870
ATR-42	1,165	1,453
Dash 8-Q200	1,000	2,083
Dash 8-Q300	1,180	1,711

¹Given 34 passengers with baggage at 97kg each

For each aircraft listed above, the airports that are within range of TGN are shown graphically below.

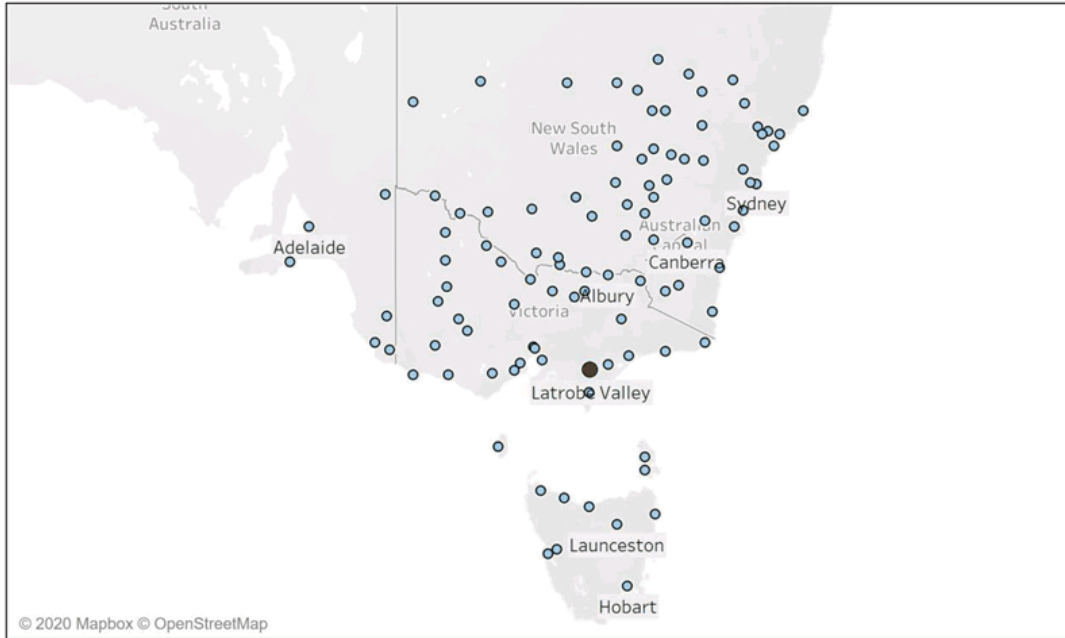


Figure 5: SAAB 340 Aircraft Range Map

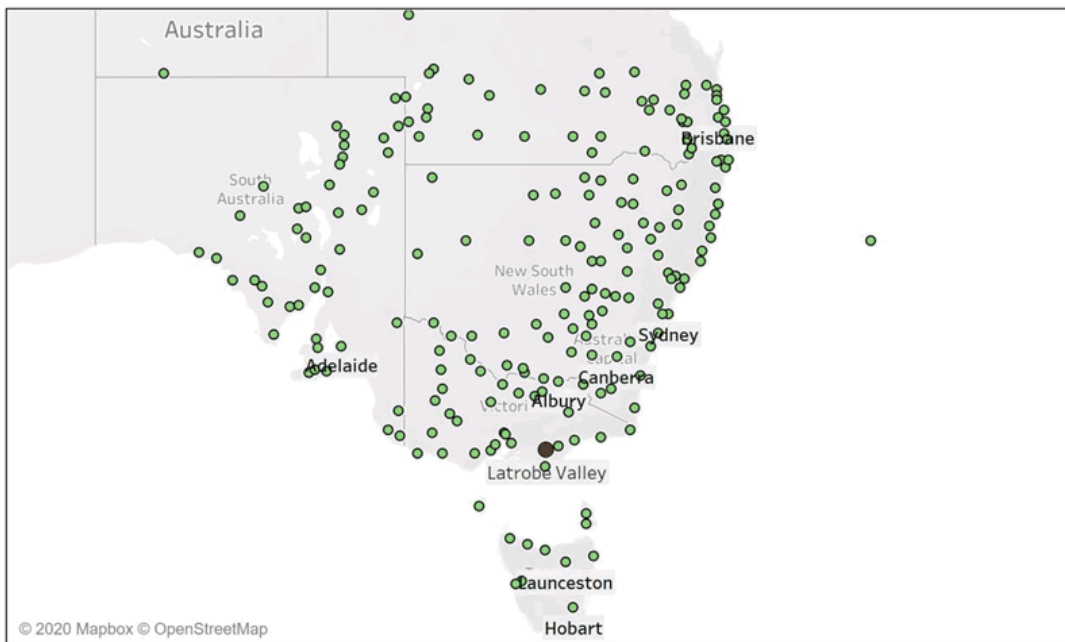


Figure 6: ATR-42 Aircraft Range Map

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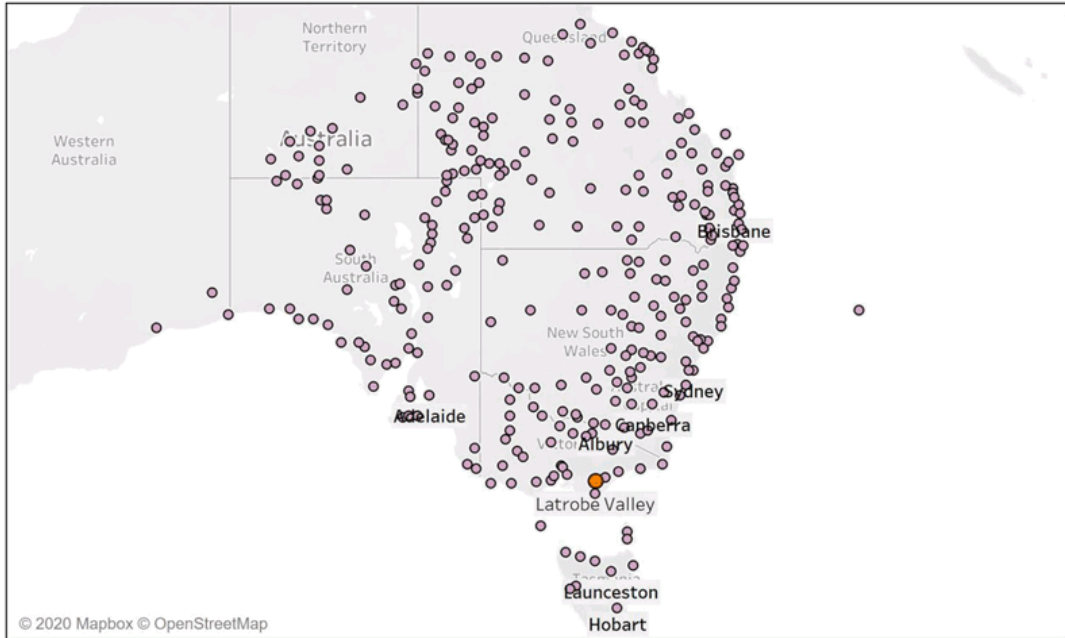


Figure 7: Dash 8-Q200 Aircraft Range Map

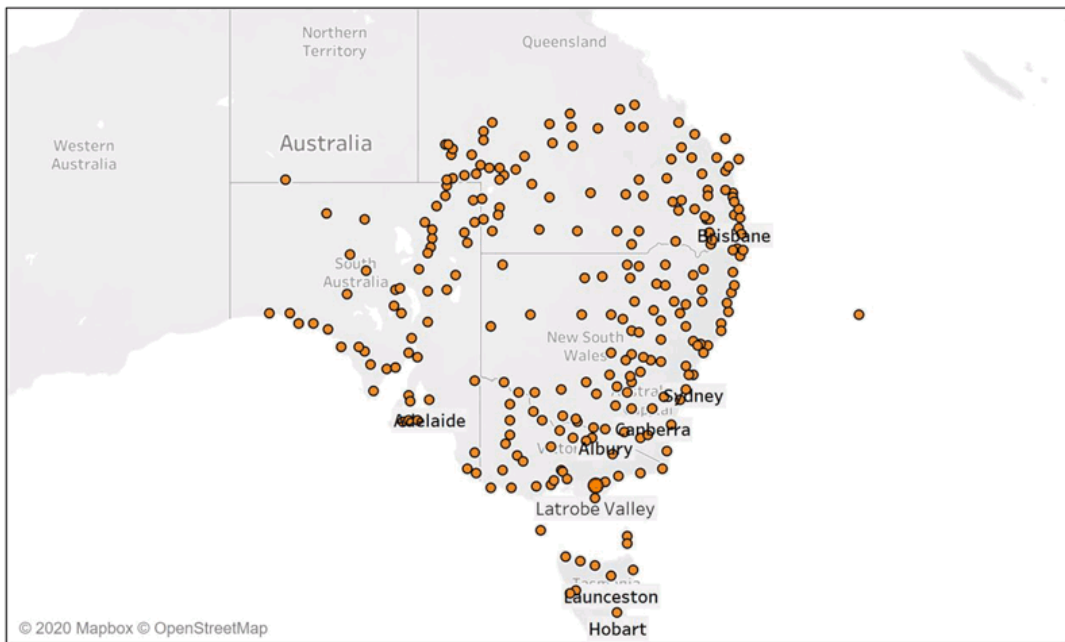


Figure 8: Dash 8-Q300



6.4. Conclusion

The result of the aircraft range analysis shows that all aircraft are capable of reaching as far as central New South Wales allowing direct flights to Sydney. To the west, all aircraft can reach Adelaide directly. Both the ATR-42 and Dash 8-Q200/300 can reach Brisbane and parts of southern Queensland with the Dash 8-Q200 capable of reaching into central Queensland.

Any future study to be undertaken as a result of this aircraft range analysis will need to take into account airport facilities, fuelling requirements along with any legislation surrounding RPT services.



7. Appendix A – Additional Aircraft Parameters



Figure 9: SAAB 340



Figure 10: ATR-42



Figure 11: Dash 8-Q200



Figure 12: Dash 8-Q300

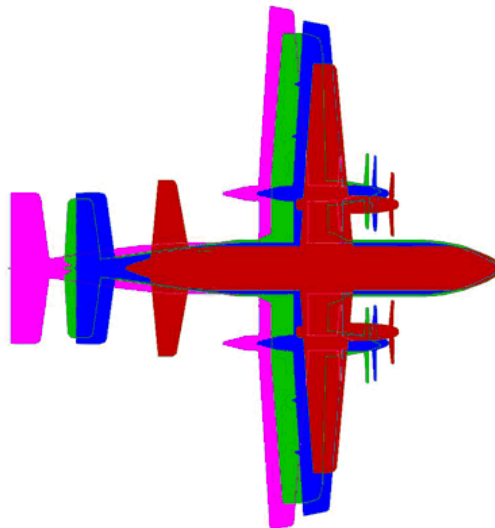


Figure 13: SAAB 340, ATR-42, Dash 8-Q200, Dash 8-Q300 Scale Comparison

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Table 12: Aircraft Detailed Characteristics

Description	SAAB 340	ATR-42	Dash 8-Q200	Dash 8-Q300
Classification				
ICAO Code letter	C	C	C	C
EASA Code letter	C	C	C	C
FAA ADG	II	II	II	II
FAA TDG	3	2	3	3
IATA Type code	SF3	AT4	DH2	DH3
ICAO Designator	SF34	AT43	DH8B	DH8C
ICAO Wake Turbulence Category	M	M	M	M
Main Dimensions				
Over length (m)	19.73	22.67	22.25	25.68
Wingspan (m)	21.44	24.57	25.91	27.43
Tail height, min (m)	6.86	-	7.32	7.40
Tail height, max (m)	6.86	-	7.32	7.40
Wheelbase (m)	7.14	8.78	7.95	10.00
Nose to nose gear (m)	2.04	1.73	1.83	1.83
Nose to main gear centre (m)	9.18	10.51	9.78	11.83
Cockpit to main gear centre (m)	6.68	8.33	6.88	8.93
Main gear wheel span (m)	7.37	4.68	8.49	8.56
Outer engine span (m)	10.05	12.03	11.83	11.83
Turning Characteristics				
Nose gear angle, max (deg)	57.0	60.0	58.0	58.0
Noes gear turning radius, min (m)	8.51	10.14	9.37	11.79
Outer gear turning radius, min (m)	15.37	17.37	17.93	19.96
Other				
Seating capacity, max	-	52	39	56



8. Appendix B – Manual of Standards Part 139: Relevant Legislation

CHAPTER 6 AERODROME PLANNING, DESIGN AND MAINTENANCE — PHYSICAL CHARACTERISTICS OF MOVEMENT FACILITIES

Division 1 Runways

6.01 Location of runway threshold

1. Subject to this section, as far as possible, a runway threshold must be located at the extremity of a runway
2. A runway threshold must be located:
 - a. for a code 1 runway — not less than 30 m; or
 - b. in any other case — not less than 60 m;
 after the point at which the approach surface for aircraft using the runway meets the extended runway centreline.
3. Subject to subsection (2), a runway threshold may be displaced from the extremity of a runway if:
 - a. the OLS would otherwise be infringed by an obstacle; or
 - b. the PANS-OPS airspace would otherwise be infringed by an obstacle; or
 - c. an immovable object or structure would otherwise extend above the approach surface.

Note 1 CASA Advisory Circular (AC) 139.A-04: Applying for aerodrome authorisations, exemptions and approvals, and AC 139.C-08: Aerodrome obstacle control, as existing from time to time and freely available on the CASA website, contain important guidance on the various safety factors that an aerodrome operator should consider before displacing a runway threshold.

Note 2 Thresholds should not be displaced without consideration of aircraft operational factors, such as approach angle and LDA. Large approach angles (above 3.5 degrees) can only be flown by aircraft that have been certified for steep approaches and where the aircraft operator has received approval. Furthermore, displaced thresholds will result in a reduced LDA which may affect the safety and efficiency of the operation even if the approach angle remains at 3 degrees.

4. A runway threshold must be displaced from the extremity of a runway in accordance with a written direction by CASA given in the interests of aviation safety.
5. If a runway threshold is temporarily displaced, the aerodrome operator must:
 - a. assess the revised approach splay for the OLS, and notify CASA in writing of any new obstacles in the approach surface; and
 - b. recalculate the TODA, the critical obstacle gradient, and the STODA in the reciprocal direction from the displacement; and
 - c. report any changes resulting from the recalculation to the AIS provider and request that a NOTAM be issued.
 - d. The aerodrome operator must set out in the aerodrome manual the details of, and reasons for, any permanent runway threshold displacement.

6.02 Runway width

1. For a runway with a code number mentioned in a row of column 1 of Table 6.02 (1), the minimum width of runway for an aircraft with an OMGWS mentioned in the same row in column



2, 3, 4 or 5, is the width in metres mentioned in the cell that is common to the code number and the aircraft's OMGWS.

Table 6.02 (1) Minimum runway width

Code number	OMGWS			
	Up to but not including 4.5 m	4.5 m up to but not including 6 m	6 m up to but not including 9 m	9 m up to but not including 15 m
1	18 m	18 m	23 m	–
2	23 m	23 m	30 m	–
3	30 m	30 m	30 m	45 m
4	–	–	45 m	45 m

Note 1 OMGWS means outer main gear wheel span.

Note 2 The combinations of code numbers and OMGWS for which widths are specified have been developed for typical aeroplane characteristics.

Note 3 The choice of minimum runway width lies with the aerodrome operator having regard to the aircraft type which the facility is nominated to serve, bearing in mind that an aircraft must be operated in accordance with its aircraft flight manual or supplement which specifies the required minimum runway width. The minimum runway widths presented in Table 6.02 (1) do not guarantee that all aircraft types correlating to a code number and the corresponding OMGWS will be able to utilise the runway in accordance with the aircraft flight manual or supplement. Aerodrome and aircraft operators should consult with each other to ensure that aircraft may safely utilise the runway width provided at the aerodrome.

Note 4 The runway width determined in accordance with this MOS is normally considered to be the width of a runway of homogeneous runway surface material. If an aerodrome operator chooses to provide a runway width consisting of non-homogeneous runway surface material, aircraft operations to the reported runway width may be limited. For example, a runway with an 18 m centre-sealed surface and 2.5 m of adjacent rolled gravel on each side is not considered to be a 23 m runway for the purposes of minimum width determination as documented in the aircraft flight manual or supplement.

2. A runway nominated as Code F for use by aircraft with at least 4 wing-mounted engines (that is, at least 2 engines on each wing) must:
 - a. have a minimum width of 45 m; and
 - b. have load-bearing shoulders in accordance with section 6.11.
3. For a precision approach runway — the runway width must not be less than 30 m.

6.03 Runway turn pad and runway bypass pad

1. If a runway turn pad or runway bypass pad is provided at any point on a runway, then, for an aircraft with an OMGWS mentioned in a row of column 1 of Table 6.03 (1):
 - a. the minimum clearance of the outer main gear wheels of the aircraft from the edge of the relevant pad when carrying out a turn must not be less than the clearance mentioned in the same row in column 2; and
 - b. the width of the relevant pad must be designed accordingly.

Table 6.03 (1) Minimum clearance between outer main gear wheels and edge of turn pad or bypass pad on runway

OMGWS	Minimum clearance
Up to but not including 4.5 m	1.5 m
4.5 m up to but not including 6 m	2.25 m
6 m up to but not including 9 m	3 m on straight portions

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	3 m on curved portions — for aeroplanes with a wheelbase less than 18 m
	4 m on curved portions — for aeroplanes with a wheelbase equal to or greater than 18 m
9 m up to but not including 15 m	4 m

Note CASA recommends that the radius of the curve leading into and out of the runway turn pad or runway bypass pad should be compatible with the manoeuvring capability and normal taxiing speeds of the aeroplanes for which the relevant pad is intended. The intersection angle into the relevant pad should not be greater than 30 degrees. The relevant pad design should then guide the aeroplane in such a way as to allow a straight portion of taxiing before the point where a 180 degree turn is to be made. The straight portion of the relevant pad design, into and out of the relevant pad, should be parallel to the runway.

2. Subject to subsection (3), a runway turn pad or a runway bypass pad must be located on the right-hand side of a runway as viewed when looking in the direction of take-off from that runway end (the **normal side**).

Note 1 This configuration would be viewed as being on the left-hand side by the pilot entering the runway turn pad or runway bypass pad, prior to the aircraft performing a reciprocal turn within the node, ready for take-off.

Note 2 See Figure 8.33 (1).
3. A turn pad or bypass pad may be located on the opposite side of a runway from the normal side as described in subsection (2), but only if:
 - a. the presence of aerodrome facilities or infrastructure makes it impracticable to locate the turn pad or bypass pad on the normal side; and
 - b. the placement on the side opposite the normal side does not adversely affect safety for the take-off and landing of aircraft; and
 - c. the fact of placement on the side opposite the normal side is described and recorded in the aerodrome manual.
4. If:
 - a. a taxiway shoulder in accordance with section 6.11 is required for a taxiway serving a runway; and
 - b. an engine of an aeroplane using the turning node would otherwise travel outside the area defined by the turning node or the runway shoulder;
 then a shoulder must be provided to a minimum distance of 3 m from the runway turn pad, or runway bypass pad, edge, and the shoulder must:
 - c. slope downwards and away from the relevant pad surface; and
 - d. be resistant to aeroplane engine blast erosion; and
 - e. be capable of supporting an aeroplane running off the relevant pad on to a shoulder without the aeroplane sustaining any structural damage; and
 - f. be capable of supporting emergency and service vehicles; and
 - g. either
 - i. preferably be flush to the relevant pad edge; or
 - ii. if not flush with the relevant pad surface — not step down by more than 25 mm.
5. A runway turn pad or runway bypass pad must ensure containment of the aircraft wingspan within the width of the applicable taxiway strip, as required under section 6.48.
6. An additional runway turn pad or bypass pad may be provided on the opposite side to that of the pad required under subsection (2).

Note Such a configuration may be required to allow an aircraft with a longer wheel base of oversteer characteristics to manoeuvre safely within the turning node or bypass node.

6.09 Runway surface

1. The surface of a sealed runway:
 - a. must not have any irregularities that:
 - i. excluding markings, impair the minimum runway surface friction required under paragraph (1) (b) or subsection (5); or

Note CASA recommends that paint which, when applied, would leave a thick film, should be avoided, for example, paint normally used for vehicle road markings.



- ii. otherwise adversely affect the safety of take-off or landing; and
- b. subject to subsection (5), must have:
 - i. for an un-grooved surface — an average surface texture depth of at least that stated in column 1 of Table 6.09 (1)-1 over the full length and width of the runway, as measured using sand patch tests in accordance with subsection (2); or
 - ii. for any surface — a minimum measured coefficient of friction level greater than the minimum friction level specified in Table 6.09 (1)-2; and
- c. if the surface is grooved — must have grooves that are:
 - i. perpendicular to the runway centreline; and
 - ii. if compliance with subparagraph (i) is not physically possible — parallel to transverse joints that are not perpendicular to the runway centreline; and
 - iii. extended as close as possible to the runway edge.

Table 6.09 (1)-1 Average surface texture depth

Minimum average texture depth	Preferred average texture depth
0.625 mm	1 mm

Note Average means the average of results within a test area, and not results averaged across multiple test areas.

2. Tests that satisfy paragraph (1) (b) must be carried out in accordance with ICAO Airport Services Manual, Part 2, Pavement Surface Conditions, triggered by any of the following:
 - a. as soon as possible after a newly constructed or overlaid surface is completed;
 - b. as soon as possible after the application of a surface treatment or surface enrichment to any part of the runway;
 - c. in accordance with a written direction from CASA;
 - d. so that not more than 10 years elapses between any 2 tests.

Note For ICAO documents, see section 1.06.

3. Tests that satisfy subparagraph (1) (b) (i) must be carried out as follows:
 - a. at intervals along the full length of the runway;
 - b. at locations no more than 10% of runway length apart;
 - c. at successive test locations on alternating sides of the runway centreline;
 - d. at locations offset 4 m from the runway centreline except that the third test location on each side must be 1 m from the runway edge.
4. Grooving may be omitted within 100 m of the runway end provided paragraphs (1) (a) and (b) are both satisfied for the sections where grooving is omitted.
5. Despite paragraph (1) (b), for an aerodrome used for scheduled international air transport operations, the runway surface friction level must continuously achieve whichever of the following is applicable:
 - a. for a new, renewed or reconstructed surface — unless impracticable, at least the preferred friction level specified in column 7 of Table 6.09 (1)-2, applied in accordance with subsection (6);
 - b. for the maintenance planning of an existing surface — unless impracticable, at least the preferred friction level specified in column 6 of Table 6.09 (1)-2, applied in accordance with subsection (6);
 - c. for any surface where it is impracticable to achieve the level specified in paragraph (a) or (b) — at least the minimum friction level specified in column 5 of Table 6.09 (1)-2, applied in accordance with subsection (6).

Note Subsection 1.08 (3) relevantly provides that a reference in a Table to a value that is **preferred** means that, as far as practicable, the use of the value is required in priority to another value expressed in the Table although the other value expressed must be used or observed if the preferred value is not used because it is impracticable to do so. Where the preferred value is not complied with, the aerodrome manual must contain a statement to that effect, the reasons for non-compliance, and the alternative value that is complied with.

Table 6.09 (1)-2 Friction values for continuous friction measuring devices

Runway Technical Evaluation and Range Study



Test equipment	Test tyre pressure (kPa)	Test speed (km/h)	Test water depth (mm)	Minimum friction level	Preferred Maintenance Planning Level	Preferred Design objective (for new, renewed or reconstructed surfaces)
Mu-meter trailer	A 70	65	1.0	0.42	0.52	0.72
	A 70	95	1.0	0.26	0.38	0.66
Skiddometer trailer	B 210	65	1.0	0.50	0.60	0.82
	B 210	95	1.0	0.34	0.47	0.74
Surface friction tester vehicle	B 210	65	1.0	0.50	0.60	0.82
	B 210	95	1.0	0.34	0.47	0.74
Runway friction tester vehicle	B 210	65	1.0	0.50	0.60	0.82
	B 210	95	1.0	0.41	0.54	0.74
TATRA friction tester vehicle	B 210	65	1.0	0.48	0.57	0.76
	B 210	95	1.0	0.42	0.52	0.67
RUNAR Trailer	B 210	65	1.0	0.45	0.52	0.69
	B 210	95	1.0	0.32	0.42	0.63
GRIPTESTER trailer	C 140	65	1.0	0.43	0.53	0.74
	C 140	95	1.0	0.24	0.36	0.64

6. For the test equipment mentioned in a row of column 1 of Table 6.09 (1)-2, the minimum friction level for a test tyre pressure, test speed and test depth of water mentioned in the same row of columns 2, 3, and 4 respectively, is that mentioned in the same row of column 5, 6 or 7 that, in accordance with subsection (5), is for the particular pressure, speed or depth.
7. The surface of a grass, gravel or natural runway or runway strip:
 - a. must meet the surface standards set out in Table 6.09 (7); and
 - b. must not have any irregularities that:
 - i. result in the loss of frictional characteristics; or
 - ii. otherwise adversely affect the safety of take-off or landing.
8. For Table 6.09 (7), a surface characteristic mentioned in a row of column 1 must meet the standard for the characteristic mentioned in the same row in column 2 for runways, and column 3 for runway strips.

Table 6.09 (7) Standards for a grass, gravel or natural runway or runway strip

Surface	Runway	Runway strip
Maximum height of grass	150 mm	300 mm
Maximum size of isolated, loose stones on natural or constructed gravel surfaces	25 mm	50 mm
Maximum size of surface cracks (transverse)	40 mm	75 mm
Maximum size of surface cracks (longitudinal)	25 mm	75 mm



9. For subparagraph (1) (a) (ii), whether or not any irregularities adversely affect the safety of take-off or landing must be determined by a safety analysis using the safety management system or the risk management plan (as applicable).

6.10 Runway bearing strength

A runway must be capable of bearing the weights and aircraft movement frequencies of the types of aeroplanes which the runway is nominated to serve.

Note As required by paragraph 5.04 (1) (e), the pavement strength rating for a runway must be reported using the ACN – PCN pavement rating system.

6.11 Runway shoulders

1. For a code D, E or F runway, runway shoulders must be provided.
2. For a code D or E runway with a nominated OMGWS of not less than 9 m and up to but not including 15 m — the total width of the runway and the shoulders must not be less than 60 m.
3. Subject to subsection (4), a code F runway that has a nominated OMGWS of not less than 9 m and up to but not including 15 m must:
 - a. be at least 45 m wide; and
 - b. have at least 7.5 m shoulders on each side;
 but only if the engines of an aeroplane for which the runway is nominated would not otherwise overhang the runway shoulders.

Note This configuration is normally acceptable for Code F aeroplanes with 2 or 3 engines.

4. A code F runway that has a nominated OMGWS of not less than 9 m and up to but not including 15 m must:
 - a. be at least 45 m wide; and
 - b. have at least 7.5 m **runway shoulders** on each side; and
 - c. have at least 7.5 m **additional shoulders** on each outer side of the 7.5 m **runway shoulders**;

but only if the engines of an aeroplane for which the runway is nominated would otherwise overhang the **runway shoulders** in the absence of the **additional shoulders**.

Note This configuration is normally required for Code F aeroplanes with 4 or more engines.

5. Shoulders required by subsection (4) must be provided in the following configuration:
 - a. a 7.5 m width of inner shoulder on each side of the runway capable of supporting any aircraft that runs off the runway;
 - b. a 7.5 m width of additional shoulder on each outer side of the 7.5 m shoulders mentioned in paragraph (a), that are capable of:
 - i. resisting engine blast erosion; and
 - ii. supporting emergency and service vehicles.

Note Thus, the total width of the runway and the shoulders must not be less than 75 m.

6.16 Runway strip length

The graded area of a runway strip must extend before the threshold, and beyond the end of the runway or any associated stopway, for at least the following distances:

- a. for a non-instrument code 1 runway — 30 m;
- b. in any other case — 60 m.

6.17 Runway strip width

1. Subject to this section, the width of the graded area of a runway strip must not be less than that shown in Table 6.17 (1).
2. In Table 6.17 (1), for a runway with a runway code number mentioned in a row of column 1, the graded runway strip width is the width mentioned in column 2 for the same row.

Table 6.17 (1) Graded runway strip width

Runway code number (ARC)	Graded runway strip width
--------------------------	---------------------------

Runway Technical Evaluation and Range Study



1 <i>Note</i> See also subsection 6.17 (3).	60 m
2	80 m
3 (if the runway width is 30 m)	90 m
3 (if the runway is used for scheduled international air transport operations); or 3 (if the runway width is 45 m or more); or 4	150 m

3. For a code 1 runway that has permanent lighting, the graded runway strip width must not be less than 80 m.
4. For a non-precision approach runway — the width of the runway strip, including the fly-over area, must not be less than that shown in Table 6.17 (4).
5. In Table 6.17 (4), for a runway with a runway code number mentioned in a row of column 1, the runway strip width, including the fly-over area, is the width mentioned in column 2 for the same row.

Table 6.17 (4) Runway strip width, including the fly-over area — non-precision approach runways

Runway Code Number (ARC)	Runway strip width, including the fly-over area
1 or 2	140 m
3 or 4	280 m

6. For a precision approach runway — the width of the runway strip, including the fly-over area, must not be less than that shown in Table 6.17 (6).
7. In Table 6.17 (6), for a runway with a runway code number mentioned in a row of column 1, the runway strip width, including the fly-over area, is the width mentioned in column 2 for the same row.

Table 6.17 (6) Runway strip width, including the fly-over area — precision approach runways

Runway Code Number (ARC)	Runway strip width, including the fly-over area
1 or 2	140 m
3 or 4	280 m

6.26 Runway end safety area (RESA)

1. Subject to subsections (2) and (3), a runway end safety area (**RESA**) must be:
 - a. provided at the end of a runway strip; and
 - b. prepared, constructed and maintained to:
 - i. protect an aeroplane which undershoots or overruns the runway; and
 - ii. ensure an aeroplane encounters no hazards if it runs off the runway; and
 - iii. ensure the movement of ARFFS vehicles is facilitated.
2. Subsection (1) does not apply for a code 1 or 2 non-instrument runway.
3. Subsection (1) does not apply if CASA, in writing and on application, approves, with or without conditions, an engineering solution designed to ensure the safe deceleration of an aircraft in the event of a runway overrun.



4. The minimum length of a RESA is 60 m unless otherwise provided for in Table 6.26 (4).
5. In Table 6.26 (4), for a runway with a code number mentioned in a row of column 1:
 - a. the minimum length of the associated RESA is that mentioned in the same row in column 2; and
 - b. the preferred length of the associated RESA is that mentioned in the same row in column 3.

Table 6.26 (4) The minimum length of a RESA

Runway code number	Minimum length of a RESA	Preferred length of a RESA
1 or 2	60 m	120 m
3 or 4	90 m; or 240 m (if the runway is intended for scheduled international air transport operations)	240 m

6. A RESA must, as a minimum, be twice the width of the associated runway.
7. The slopes on a RESA must not exceed the following values:
 - a. for the downward longitudinal slope — 5%;
 - b. for the transverse slope — 5% upwards or downwards.
8. Transitions between different slopes on a RESA must be as gradual as possible.
9. No portion of a RESA may project above the approach or take-off climb surfaces of the runway.
10. A RESA must be free of fixed objects or structures, other than visual or navigational aids for the guidance of aircraft or vehicles.
11. Any fixed object or structure permitted to be on a RESA must be of low mass and frangibly mounted.

Note CASA recommends that within the graded area of the runway strip, constructions such as plinths, runway ends, paved taxiway edges etc. should be such as to avoid presenting a buried vertical face to aircraft wheels, in the runway direction in soft ground conditions.

12. When a runway is in use for take-off or landing, no mobile object may be on any part of a RESA.

6.37 Taxiway width

1. The width of a straight section of a taxiway must not be less than the width determined using Table 6.37 (1).
2. In Table 6.37 (1), for a taxiway with the OMGWS mentioned in a row of column 1, the minimum taxiway width of a straight section is the width mentioned in the same row in column 2.

Table 6.37 (1) Minimum width for straight section of taxiway

OMGWS	Minimum taxiway width (straight sections)
Up to but not including 4.5 m	7.5 m
4.5 m up to but not including 6 m	10.5 m
6 m up to but not including 9 m	15 m
9 m up to but not including 15 m	23 m

Runway Technical Evaluation and Range Study

**6.43 Taxiway bearing strength**

The bearing strength of a taxiway must be:

- a. at least equal to the bearing strength of the runway it serves;
- b. otherwise capable of bearing the weights and movement frequencies of the types of aeroplanes which the taxiway serves.

6.45 Width of taxiway shoulders

1. The total width of the taxiway and the shoulders must not be less than the following (the **minimum taxiway shoulder width**)
 - a. for a code F taxiway — 44 m;
 - b. for a code E taxiway — 38 m;
 - c. for a code D taxiway — 34 m
 - d. for a code C taxiway — 25 m.
2. The minimum taxiway shoulder width must be maintained along the whole length of a taxiway, including:
 - a. on its curved sections; and
 - b. at junctions and intersections with runways and other taxiways.

Note The requirement in subsection (1) applies despite any increase in the surface width of the taxiway itself on its curved sections, or at junctions or intersections with runways or other taxiways.

6.48 Width of taxiway strip

The width of the taxiway strip

- a. on each side of the centreline of the taxiway; and
- b. measured from the centreline; and
- c. along the full length of the taxiway;

must not be less than the following:

- d. for a code F taxiway — 51 m;
- e. for a code E taxiway — 43.5 m;
- f. for a code D taxiway — 37 m;
- g. for a code C taxiway — 26 m;
- h. for a code B taxiway — 20 m;
- i. for a code A taxiway — 15.5 m.

6.49 Width of graded area of taxiway strip

The graded area of a taxiway strip:

- (a) on each side of the taxiway, including shoulders; and
- (b) measured from the centreline of the taxiway; and
- (c) along the full length of the taxiway;

must not be less than the following:

- (d) for a taxiway where the OMGWS is less than 4.5 m — 10.25 m;
- (e) for a taxiway where the OMGWS is at least 4.5 m but less than 6 m — 11 m;
- (f) for a taxiway where the OMGWS is at least 6 m but less than 9 m — 12.5 m;
- (g) for a taxiway where the OMGWS is at least 9 m but less than 15 m — 18.5 m where the code letter is D;
- (h) for a taxiway where the OMGWS is at least 9 m but less than 15 m — 19 m where the code letter is E;
- (i) for a taxiway where the OMGWS is at least 9 m but less than 15 m — 22 m where the code letter is F.

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Technical Note

9. Appendix C – Latrobe Regional Airport: PCN Report

Attached as separate document



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Marc Grant
Airport Manager
Latrobe City Council

Latrobe Regional Airport – Pavement Classification Number Review

You asked that I review the PCN of the main runway at Latrobe Regional Airport. Because of their association with the aircraft using the main runway, the main taxiways and apron area are also effectively included in this assessment. The secondary and grassed runways and the minor taxiways associated with those runways were not considered.

Background

The airport's original development is not known but the main runway is 1,430 m long and 23 m wide, with lights located away from the runway edges to allow widening to 30 m in the future. The runway surface is stone mastic asphalt, which was constructed as a 50 mm nominal thickness overlay in 2015. The main taxiways and apron pavement were resurfaced with dense graded asphalt at around the same time.

According to ERSA, the current strength rating of the main runway is 5700/450, which means the pavement is limited to aircraft that are 5.7 tonnes in mass and a tyre pressure up to 450 kPa. The basis of the strength rating is not known.

Aircraft usage

Based on discussions with yourself and airport staff, I understand that there are no current RPT services or regularly charter flights. However, there is significant GA operations of a range of aircraft up to DC-3 in size. I also understand that the airport is subject to one-off charter and other one-off usage under Pavement Concessions, mainly based on the tyre pressure limit. The most significant historical usage is associated with the Saab 340A/B RPT serviced operated by various airlines over the years. Generally, 6 arrivals and departures per week operated for approximately 15 years. This historical usage will be considered in determining an appropriate PCN.

Pavement condition

I inspected the runway, main taxiways and main apron area on 26 May 2020. The pavements are generally in excellent condition. The surface is typically shown in the following image.





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The surfaces are free from cracks and depressions, with only minor and isolated blemishes in the surface. An example is shown in the following images, the first of which shows shallow erosion and the subsequent shows isolated bleeding.



With minor maintenance, the current surfaces are expected to remain serviceable for another 10 years or more.

Pavement structures

The pavement structures are not documented. I understand that the original runway was approximately 1,000 m long and it was extended to the south-west by around 400 m in 1990. The existing runway was provided with a 60 mm asphalt surface at that time. Subsequently, in 2015, the runway, taxiway and apron were resurfaced with 50 mm of asphalt, as detailed above. As a result,



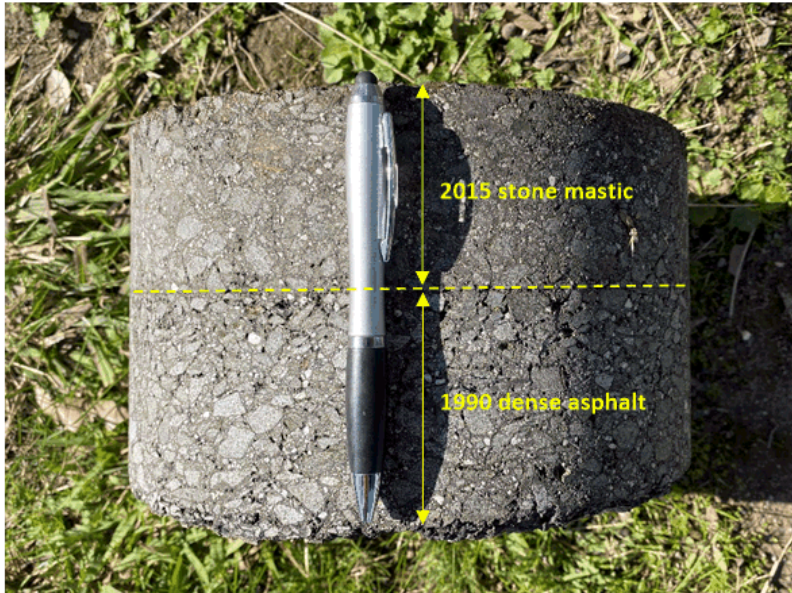
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the older portion of the runway has 110 mm of asphalt, which was evidenced by retained AGL cores, which I inspected while on site, and shown in the following image.



The taxiway, apron and extended runway pavement structures are not known, but it is expected that they would all be of comparable strength.

The existing pavement structure has been estimated based on available information. For a runway to have a sound asphalt surface but a relatively low (450 kPa) tyre pressure limit is unusual. Similarly, any runway pavement that has received two asphalt overlays to be limited to 5,700 kg aircraft is also unusual. I therefore suspect that the original runway was appropriately designed and rated for 5,700 kg aircraft. When the 1990 and 2015 works were completed, which added significant strength to the original pavements, it is likely that the strength rating was simply not updated. On that basis, it is reasonable to assume that the original portion of the runway has a pavement structure that is 110 mm of asphalt over a sprayed seal and granular pavement that was already suitable for 5,700 kg aircraft. It is also reasonable to assume that the 1990 runway extension provided a pavement structure that is at least as strong as the original portion of the runway.

Pavement strength assessment

Before the upgraded runway strength is determined, it is important to estimate the original pavement composition. Based on the general geology of the area and given the proximity and PCN rating of West Sale airport, it is assumed that the prevailing subgrade is a category D (characteristic CBR 3). Using the software APSDS, the thickness of gravel required to support a 10,000 passes of a generic 5,700 kg aircraft with 450 kPa tyre pressure on CBR 3 subgrade is 405 mm.

Therefore, I assume that the current pavement structure includes:

- 110 mm asphalt.
- 400 mm gravel.
- CBR 3 subgrade.

Assuming 10,000 passes, which is approximately equal to one departure per day for twenty years, APSDS was used to determine the adequacy of the current (assumed) pavement structure for various aircraft types. The adequacy is expressed by the parameter known as the cumulative damage factor, or CDF. A CDF of 1.0 indicates an optimum pavement predicted to fail at the end of the forecast aircraft movements. A CDF that exceeds 1.0 indicates a pavement will fail ahead of aircraft traffic. For example, a CDF of 2.0 would indicate that the pavement will fail after half the forecast traffic has occurred.



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Common aircraft and the current pavement's adequacy to accommodate them are summarised in the following table. Green indicates low risk, orange indicated moderate risk and red indicates extreme/high risk of pavement failure.

Aircraft	Operating Mass (t)	Tyre Pressure (kPa)	ACN (on subgrade D)	CDF
Saab 340 B	12.3	660	8.3	0.08
Shorts 330	10.4	545	9.2	0.09
DC-3	12.2	310	9.9	0.38
Dash 8-100	15.5	810	10.3	0.89
Dash 8-300	18.6	860	12.7	8.2

It is noted that different sources of aircraft information publish slightly different aircraft masses and tyre pressures, which affects the ACN values calculated. Based on the above, it would appear to be appropriate to set the PCN of the main runway to be equal to the ACN of the DC-3.

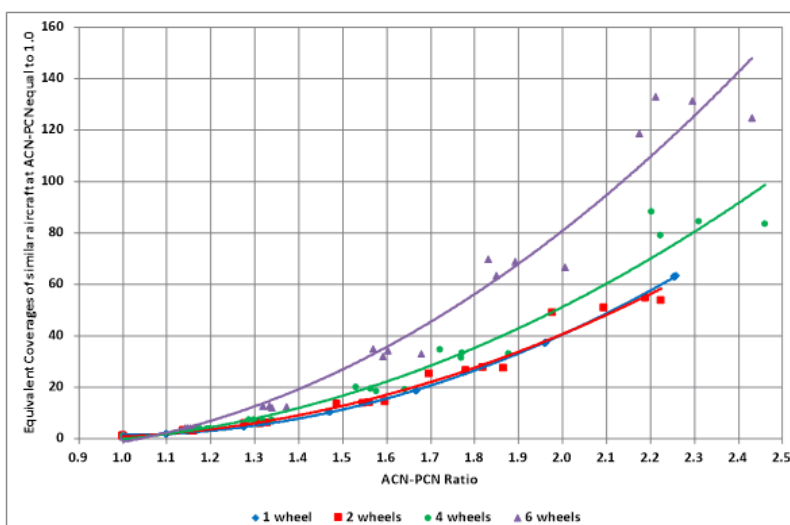
It is noted that the tyre pressure limit is intended to protect the surface of the pavement. Because the current surface is a high quality stone mastic asphalt in excellent condition, a tyre pressure limit is almost irrelevant. It is also common for small jet aircraft to have a high tyre pressure and a low weight. There is no reason to restrict these aircraft from using the main runway at Latrobe airport and an increase in the tyre pressure limit to 990 kPa is easily justified. On that basis, the published PCN would be: PCN 10/F/D/900/T.

Impact of load repetitions

Aircraft pavement strength requirements are sensitive to the weight of aircraft but insensitive to the frequency of operations. The CDF values in the table above can be used to estimate the increase in number of operations of the various aircraft that could be accommodated by the current pavement structure. With a CDF of 0.89, the Dash 8-100 could only increase in frequency by 10% (above the one per day for 20 years that was assumed). However, with a CDF of 0.08, the Saab 340B aircraft could operate at 12.5 times the estimated frequency. That is, it could operate 87 times per week for 20 years before the pavement becomes unacceptable. Similarly, the DC-3 could operate 2.5 times more often than forecast, at 17 times per week.

Impact of Pavement Concessions

As stated above, the impact of an aircraft on a pavement structure is sensitive to the aircraft weight. This is reflected in the ACN, but the relationship between ACN and pavement damage is not linear, it is exponential, as generally shown in the following figure.





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On that basis, I generally suggest that Pavement Concession requests be considered as follows:

- Up to 10% overload. Permitted on a routine basis, nominally up to 20 landings per year.
- 10-25% overlay. Permitted on a restricted basis, nominally up to 5 landings per years.
- 25-50% overload. Permitted only for special purposes and only after a period of dry weather and subject to inspections and engineering assessment.
- Above 50% overload. Not permitted except in emergencies.

I note that the above Pavement Concession advice is based on the PCN number, that is, the suggested PCN 10. However, because of the sound condition of the high quality asphalt surface, I would not hesitate to allow Pavement Concessions based on tyre pressure up to 1,400 kPa, which is the tyre pressure of a B737.

Conclusion

It appears that the current pavements at Latrobe Regional Airport are under-rated because the PCN was not updated after the 1990 or 2015 projects. Based on the analysis presented above, I have determined that the true PCN of main runway is likely to be PCN 10/F/D/990/T. This is considered to be representative of low risk on the basis of the two overlays provided since 1990, the historical use of by the Saab 340B aircraft and the ongoing occasional use by the DC-3, with the complete absence of any symptoms of structural distress.

However, I note that the above assessment is based on the assumptions that the current 5,700 kg strength limit was based on the pavement that existed before the two asphalt overlays, that the runway extension is at least equivalent in strength and that the apron and taxiways were similar overlaid and that the bearing strength of the subgrade is CBR 3. An intrusive geotechnical investigation should be undertaken to verify these assumptions prior to the commencement of regular operations of any aircraft with an ACN (on subgrade D) of 9 or greater. In the interim, it may be appropriate to publish a PCN of PCN 9/F/D/990/T, which would allow the Saab 340A/B to recommence operations without a Pavement Concession.

If you have any questions regarding this report, please don't hesitate to be in touch.

Regards,

A handwritten signature in black ink, appearing to read 'G. White'.

Greg White
PhD, MEng, ME, MTech, BE(Civil), CPEng, RPEQ
Airport Pavement Engineering Specialists Pty Ltd

28 May 2020



Appendix D: TGN RPT Stakeholder Consultations

Future RPT Services Stakeholder Consultation



Latrobe Regional Airport (TGN)

Title	Note No.	02
Future RPT Services Stakeholder Consultation	Revision	1
	Prepared by	CB
	Checked by	JAL
	Approved by	
Reference	Date:	26/10/2020
Technical Note		

1. Disclaimer

All information contained within is based on interviews and discussions conducted. Any information and/ or data is based on the recollection of the interviewee and may need separate verification.

2. Introduction

Purpose of this technical note

- Engage with regional stakeholders to determine local appetite for RPT services (business or tourism) along with future subsidies of airline routes
- At a high level, identify the drivers of passenger demand in each respective region
- Identify potential businesses in the Gippsland region that may be able to generate sufficient traffic for interstate RPT services
- Engage with comparative regional airports with interstate services to determine the key market drivers and success factors for implementing such a service



3. Executive Summary

Major points from consultation with local councils: Latrobe, Baw Baw, South Gippsland.

- Baw Baw and South Gippsland focused on Melbourne 3rd airport in South East (Tooradin/Koo Wee Rup) though this is seen as long term.
- Previous Latrobe RPT services considered expensive as the market is cost sensitive.
- Perceived benefits to inbound tourism as interstate and international tourism visitation rates are low, though tourism is not seen as a key driver for inbound services.
- South Gippsland saw scope for development as a “foodie” destination
- Scope for air cargo – largely high value and perishable – horticulture, seafood, etc.
- Western Baw Baw Shire is seen as more oriented to Melbourne with Eastern Baw Baw most likely to use Latrobe – Airport at TGN seen as a benefit to this latter market.
- Intra Victorian flights (Bendigo, Ballarat, Mildura) would open market opportunities as centres are in 4-hour + range – travel beyond Melbourne from the region is seen as problem.
- If Latrobe is to be the “Gippsland” airport, there is an issue that Gippsland is ill defined in the public mind.

Major points from consultations with regional bodies: Committee for Gippsland, Destination Gippsland, Federation University.

- Bodies focused on Melbourne 3rd airport in South East (Tooradin/Koo Wee Rup) though this is seen as long term.
- Destination Gippsland see no tourism benefit from RPT services – focus on current travel patterns and modes.
- Destination Gippsland identified key tourist drivers in the region – Wilsons Promontory, Gippsland Lakes and Croajingalong Wilderness.
- Stakeholders see advantages but no great driver for RPT use.
- High value cargo and freight could be a user.
- Major projects such as Project Marinus or Star of the South may give RPT a kickstart
- Multiple mentions that Bairnsdale are investigating RPT flights – indication that these would be MEL focused.
- Committee for Gippsland suggested that an airport in Sale would be more centrally located and draw on Defence traffic. Suggestion was that RAAF East Sale could become joint military / civil facility.

Major points from regional airports:

- Key success factors
 - Good airline relationships
 - Scheduling that responds to business market
 - Reliability of service
 - Targeted ticket price
 - Low parking prices and ease of access – especially if there is a major city overlap
- Major Commonalities across all airport
 - Business travel outbound was initial major driver with some development of inbound business and leisure travel later.
 - Interstate access opened opportunities for local business
 - Insignificance of cargo / freight
 - 4 hours is key tipping point when flying is preferred to driving

Future RPT Services Stakeholder Consultation



- Largely turbo-prop services (except Wellcamp)
- 1-hour drive is main catchment but sometimes longer

4. Background

Latrobe Regional Airport (TGN) and the Latrobe City Council have commissioned a study to ascertain the feasibility of future regular public transport (RPT) services at TGN. This involves exploring the underlying demand for RPT services to and from TGN and the wider Gippsland region. This study will draw on possible destination outputs from part 1 of this study which has been submitted as a Technical Note 01 titled “Runway Technical Evaluation and Range Study”.

For this to be undertaken, the study has considered potential traffic between TGN (Gippsland region) and these ports. This has been based on desktop research, stakeholder consultation, and analysis to determine market opportunities, propensity to travel among other drivers for RPT services.

This data will form the basis of further analysis that may go into the business case to be put to airlines that may consider providing RPT services from Latrobe Airport.

5. Stakeholder Consultations with Local Councils

As part of the stakeholder consultation process, local councils in the Gippsland region were contacted to ascertain if there was an appetite amongst the councils and local communities for the introduction of RPT services at Latrobe. The questions put forward to the councils were:

- Would it be used?
- Who would use it?
- What benefits would it bring to the region?
- Could Latrobe Airport be an entry point focus for Gippsland?

The following councils were consulted with as part of the consultation process:

- Latrobe Regional Council
- Baw Baw Shire Council
- South Gippsland Shire

The following sections detail the findings of each consultation.

5.1 Latrobe Regional Council

Name	Organisation	Position	Date	Email
Bruce Connolly	Latrobe City Council	Manager Business Development, Regional City Growth and Investment	10/09/2020	Bruce.Connolly@latrobe.vic.gov.au



- Recap on previous services from TGN. These were operated by Hazelton and Rex. Services were TGN – HBA (driven by Basslink development and construction), and a TGN – Albury (ABX) – Canberra (CBR) triangle.
- Previous services were seen as expensive and ticket prices too high for leisure travel.
- Agreement that any future services would need to be driven by business and that any leisure may follow.

5.2 Baw Baw Shire Council

Name	Organisation	Position	Date	Email
Melissa Moseley	Baw Baw Shire	Business Development Officer	25/09/2020	Melissa.Mosely@Bawbawshire.vic.gov.au

- Baw Baw focused on Melbourne 3rd airport in South East (Tooradin/Koo Wee Rup) though this is seen as long term.
- Previous Latrobe RPT services considered expensive as the market is cost sensitive.
- Perceived benefits to inbound tourism as interstate and international tourism visitation rates are low, though tourism is not seen as a key driver for inbound services.
- Scope for air cargo – largely high value and perishable – horticulture, seafood, etc. Access to transport including air transport raised by new businesses looking to invest in the region.
- Western Baw Baw Shire is seen as more oriented to Melbourne with Eastern Baw Baw most likely to use Latrobe – Airport at TGN seen as a benefit to this latter market.
- Intra Victorian flights (Bendigo, Ballarat, Mildura) would open market opportunities as centres are in 4-hour + range – travel beyond Melbourne from the region is seen as problem.
- If Latrobe is to be the “Gippsland” airport, there is an issue that Gippsland is ill defined in the public mind. Visitors to Baw Baw Shire don’t see it as Gippsland though the locals do.

5.3 South Gippsland Shire Council

Name	Organisation	Position	Date	Email
Ken Fraser	South Gippsland Shire	Coordinator Economic Development and Tourism	15/09/2020	kenf@southgippsland.vic.gov.au

- South Gippsland Shire is a 1-hour drive from TGN
 - Need to factor in drive time to airport from other councils
 - Having services to TGN as opposed to somewhere closer in seen as a negative for South Gippsland Shire
- Biggest attractions in Gippsland are seen to be Wilsons Prom and Phillip Island
- Gippsland is currently a “lower end” tourism market
 - No high-quality accommodation

Future RPT Services Stakeholder Consultation



- Any form of RPT service will likely be driven by businesses rather than tourism
 - Large dairy industry
 - Large agriculture industry
 - Saputo Dairy
 - Two big long-term projects about to start construction in Gippsland
 - Star of the South Offshore Windfarm
 - Project Marinus undersea cable to Tasmania
- Melbourne's 3rd airport brought up in discussion
- Council would show interest if service was put forward to TGN
 - Would need a cost benefit analysis for the council to invest in the service
- There has been talks before about the freighting of food products
 - These would have to be high value perishable goods
 - Eg. Snow peas
 - Possibility for horticulture and wine

6. Stakeholder Consultations with Regional Bodies

As part of the stakeholder consultation process, regional bodies in the Gippsland region were contacted to ascertain if there was an appetite amongst the councils and local communities for the introduction of RPT services at Latrobe. The questions put forward to these bodies were:

- Would it be used?
- Who would use it?
- What benefits would it bring to the region?
- Could Latrobe Airport be an entry point focus for Gippsland?

The following councils were consulted with as part of the consultation process:

- Regional Development Victoria
- Committee for Gippsland
- Destination Gippsland
- Federation University

Attempts were made to contact the Star of the South Windfarm and Project Marinus but these were unsuccessful.

The following sections detail the findings of each consultation.



6.1 Regional Development Victoria

Response from **Kylie Gore** over email:

- *"To date, a regional air service has not emerged as a priority for the local community in our 4 years of consultations"*

6.2 Committee for Gippsland

Name	Organisation	Position	Date	Email
Jane Oakley	Committee for Gippsland	CEO	25/09/2020	Jane.oakley@gipps.com.au

- The Committee for Gippsland does see a benefit to regular RPT services to the Gippsland region
 - Three members of the committee in in Koo Wee Rup are looking for a service
 - Members are advocating such that a service provides access for freight
 - Melbourne's 3rd airport in Tooradin/Koo Wee Rup would be better placed
 - 1.5-hour drive there not seen as a negative as it is better than the drive to Melbourne Airport
 - The service will likely not be to Canberra as people in East Gippsland would be better to drive
- Potential business users for an RPT service:
 - OPAL – head office in NSW
 - Manufacturing – import of rubber from Asia
 - Solar panels from SA – import and travel
 - Project Marinus/Start of the South
 - Food production
- It is understood that local businesses will generally have no business case to support an RPT service

6.3 Destination Gippsland

Name	Organisation	Position	Date	Email
Terry Robinson	Destination Gippsland	CEO	14/09/2020	trobins@destinationgippsland.com.au

- Comments regarding East Gippsland
 - Lakes Entrance are looking to upgrade their airport
 - There has been interest from East Gippsland for RPT services

Future RPT Services Stakeholder Consultation



- Currently in talks with REX
 - See's East Gippsland as a better location for a service as this provides better access to Wilsons Prom
- Destination Gippsland has been asked to support the Melbourne 3rd airport in the Tooradin/Koo Wee Rup area
- Comments regarding tourism in Gippsland
 - RPT services has never been a high priority
 - A large majority of tourists are private vehicle or coach
 - See a lot of Melbourne to Sydney travellers with a "self-drive" itinerary through Gippsland
 - Asian markets don't go past Phillip island and Wilsons Prom
 - Almost always via coach
 - Gippsland is not a year-round destination for tourism
 - Tourism alone will not sustain an air service
 - The western markets do some self-drive trips (UK, NZ)
- There is limited public transport through Gippsland which is often unreliable
- There is demand for intra Gippsland travel
 - Traralgon to Metung/Lakes Entrance

6.4 Federation University

Name	Organisation	Position	Date	Email
Leigh Kennedy	Federation University	Head of Campus	14/10/2020	I.kennedy@federation.edu.au

- 230 staff at Churchill campus
 - Very limited travel demand from staff
 - Campus in Brisbane – none if any cross-campus travel
- Mots students from the Gippsland region (1,700 all up)
 - 150 international students mostly at post grad level
- Uni currently going through a rebranding
 - Move towards renewable energy research which could lead to future travel demand although would still be very limited
- Leigh can see a benefit for freight
 - Would need to be fast moving goods
 - Would be better placed in East Gippsland



7. Stakeholder Consultations with Regional Airports

As part of the stakeholder consultation process, regional airports that have introduced interstate services were contacted to understand what the key market drivers, success factors and airline incentives used that resulted in commencement of these services.

Airports to be consulted were chosen for perceived similarities to Latrobe Regional Airport. The following points were the main drivers in airport choice:

- Interstate RPT services
- Overlapping catchments with the capital city airport
- Not in the sphere of influence of a capital city in an adjoining state
 - This ruled out Albury, Wagga Wagga and airports in Northern NSW
- Airport does not belong to a major leisure destination

The following airports were chosen as part of the consultation process with their interstate route maps shown in **Figure 1**.

- Orange (OAG): OAG-Essendon (MEB), OAG-Brisbane (BNE)
- Dubbo (DBO): DBO-Melbourne (MEL), DBO-BNE
- Shellharbour (WOL): WOL-MEL, WOL-BNE
- Toowoomba Wellcamp (WTB): WTB-MEL. WTB-Sydney (SYD)
- Bendigo (BXG): BXG-SYD

Figure 1: Consulted Airports Interstate Route Map



The following sections detail the findings of each consultation.



7.1 Orange Airport (OAG)

Name	Organisation	Position	Date	Email
Tim Mooney	Orange Airport	Airport Manager	04/09/2020	tmooney@orange.nsw.gov.au

- Destination Demand Drivers
 - Brisbane (BNE): Tourism
 - Essendon (MEB): Business – Mining and medical
- Traffic is 2-way with no significant difference in outbound and inbound
 - Numbers have been steady with no decrease since opening
 - Usually obtaining a 50% load factor or above
 - 22 passengers is the breakeven
- The airlines approached the airport about opening up the routes
 - Airport (council) offers a 3-year tiered tax subsidy scheme (75%,50%,25%)
 - No government subsidy
 - No airport security was required for opening up these routes (will require if they plan to go above 40 passengers on a flight)
 - Qantas (QF) using the Dash 8 Q-200 aircraft
 - Catchment area was considered 100km
- Outreach program
 - Airport pays to advertise the airline throughout the airport and through a new large billboard at the entrance to the airport
 - Through advertising the airline, the airport can capitalise on increased traffic
- Scheduling seen as important in attracting certain markets
 - Timing needs to suit the requirements of travellers
 - Failure of previous Jet Go service can be partly attributed to poor scheduling
- Introduction of Fly Corporate (now Link Airways) service
 - Airline seen as excellent to deal with
 - Airline worked with the chamber of commerce on a business case
 - No freight component incorporated in business case or used on current service

7.2 Dubbo Airport (DBO)

Name	Organisation	Position	Date	Email
Jacki Parish	Dubbo Airport	Airport Manager	07/09/2020	jacki.parish@dubbo.nsw.gov.au



- Drivers of interstate services:
 - 60% business, 28% tourism
 - Occasional medical services and staff
 - Specialists, cancer treatment
- Scheduling and affordability seen as very important
- Failure of the Canberra (CBR) route
 - Failure attributed to poor reliability and scheduling
 - Was quicker to drive to CBR
 - Failed to attract the business market
 - People were not aware of the route (poorly marketed)
- Catchment area
 - Catchment was seen as 4hr driving as opposed to 100km
 - 200,000 people within the catchment
- Opening of a new destination
 - 12-month subsidy to the airline
 - Thereafter the subsidy is based on whether the load factor is less than 50%
- Promotion of new routes
 - Airport offered free flights and accommodation as part of marketing competition
 - This was seen as quite successful
- Qantas operate some freight on their route
 - Not always a component – usually pets (dogs)

7.3 Shellharbour Airport (WOL)

Name	Organisation	Position	Date	Email
Ben Rawson	Shellharbour Airport	Acing Airport Manager	08/09/2020	ben.rawson@shellharbour.nsw.gov.au

- Drivers of interstate services:
 - Mix of business and leisure
 - Not much mining – more local business making up greater than 50% of passengers
 - The weekend trip to MEL and BNE is increasing in demand
- Free parking available at the terminal
 - The airport market the practicality of using WOL as opposed to SYD as you get free long-term parking saving what can be significant amounts of money
- New interstate route:

Future RPT Services Stakeholder Consultation



- Council put out an EOI to attract an airline to open a new route
- Marketing of new route
 - Airport put out a successful radio campaign on the local station
 - Erected billboards close to the highway
- No freight or cargo component
- Airport development plans
 - WOL received a \$16m grant (25% funded by council) for the following activities
 - Build a new terminal building
 - Resurface the main runway
 - Commence construction of the aviation business park
- Currently no requirement for security or screening of passengers at airport
 - New terminal building will have this available if required

7.4 Toowoomba Wellcamp Airport (WTB)

Name	Organisation	Position	Date	Email
Robert Kasch	Toowoomba Wellcamp Airport	General Manager	10/09/2020	robert.kasch@wellcampairport.com.au

- Interstate services to SYD and MEL
 - 300,000 people catchment
 - Majority of passengers are business travellers
 - High parking fees at BNE allow WTB to set much lower fee and attract passengers
 - QF operate the Dash 8-Q200 with 2x daily flights to SYD
 - Extra services are offered for major events
 - Mostly outbound traffic
 - There are freight components but they do not dictate the flight and are not seen as a commercial driver (mostly pets and animals)
- State government operates subsidies with the airlines
 - Details of the subsidy not given for commercial reasons
- Qantas flying school based at the airport
 - Opened in January
 - Brings additional passenger traffic
 - Friends, family etc
 - Employ's 100's of people based on airport site
- Qantas operating requirements on services



- Want a 90% load factor at top dollar
- Anything above 80% however seen as acceptable

7.5 Bendigo Airport (BXG)

Name	Organisation	Position	Date	Email
Ben Devanny	Bendigo Airport	Manager Business Services	07/10/2020	b.devanny@bendigo.vic.gov.au

- Qantas' comments on SYD route requirements
 - QF would require a targeted schedule for the business market
 - QF prefer the business market over the leisure market
 - The Dash 8-Q300 would stay overnight
 - Benefit as SYD has capacity issues
- BXG's case for the SYD route
 - Thales (defence contractor) based in Sydney with production centre in Bendigo
 - Bendigo Bank regularly sends staff to Sydney
 - Some FIFO traffic
 - BXG and the council did most of the business case work for Qantas before approaching them
 - Identified Adelaide and Sydney as viable routes
 - Interviewed over 50 local businesses and hundreds of residents
 - Asked questions about how often they travel, where, and how much they would pay
 - Demand showed no subsidy would be required for the route
- Results of opening up the SYD route
 - During school holidays, business trips decrease as leisure becomes more prominent
 - Inbound traffic outweighs the outbound traffic
 - Local professional services using the flight more than expected
 - Local businesses now able to quote in NSW
 - Catchment area much larger than was expected (especially to the south)
 - Airport is doing less marketing than planned as demand is very high
 - Demand on Thursday, Friday and Monday so high that ticket prices go above \$400
 - Interest in the airport has surged
 - Pre SYD service, locals weren't aware of the airport
- BXG plan to increase frequency to SYD due to high demand

Future RPT Services Stakeholder Consultation



- Adelaide is considered to be next destination
 - Growth in mining there as well as Bendigo Bank presence
- The new runway cost \$15 million to complete
 - Costs were roughly \$5 million each between local council, state gov. and federal gov.
 - Building new runway allowed the airport to operate on existing runway during construction period (opportunity cost).

8. Conclusion

The key success factors identified by the regional airports consulted are equally relevant to the development of RPT services from Latrobe Airport. These were:

- Good airline relationships
- Scheduling that responds to business market
- Reliability of service
- Targeted ticket price
- Low parking prices and ease of access – especially if there is a major city overlap

Any successful business case would also need significant buy in from the local business community as this group would need to be the initial driver for services. Inbound business and tourism (both outbound and inbound) would then build on the base.

The success of developing RPT services from Bendigo was driven by the development of a comprehensive business case as well as major local businesses such as the Bendigo and Adelaide Bank and Thales that provided a base for travel. It is unclear whether this business base exists in the Latrobe Airport catchment area. It was heartening that Bendigo indicated that there was a level of doubt in the local community that dissipated once services were introduced.

It is considered that proposed major infrastructure projects such as Star of the South Wind Farm and the second Bass Strait power link may provide the impetus and base for initial traffic. There would need to be a high level of local commitment from a range of stakeholders to build on this base so that services could be sustained once the projects had been completed.

Several local stakeholders raised the possibility of air freight services to serve the local horticulture, food and seafood industries. The types of aircraft considered to operate RPT services have little belly cargo space so dedicated freighter services may need to be considered. This was outside the scope of this study but does warrant further investigation to determine whether a separate feasible market may exist.

ASSETS AND PRESENTATION

15. ASSETS AND PRESENTATION

Agenda Item: 15.1

Agenda Item: CEO Delegation to Award Contracts for Landslip Repair Packages

Sponsor: General Manager, Assets and Presentation

Council Plan Objective: Provide a connected, engaged and safe community environment, which is improving the well-being of all Latrobe City citizens.

Status: For Decision

MOTION

Moved: Cr Clancey
Seconded: Cr Middlemiss

That Council delegates to the Chief Executive Officer (CEO) the power to award package contracts up to \$650,000 including GST at the following locations, subject to the process complying with Council's Procurement Policy:

- **Upper Middle Creek Road, Budgerie and Summerfield Track, Jumbuk**
- **Livingston Road, Boolarra South and Morwell River East Branch Road, Grand Ridge**
- **Grand Ridge Road, Grand Ridge.**

CARRIED UNANIMOUSLY

Executive Summary:

- Council has delegated the Chief Executive Officer (CEO) authority to award contract works up to \$500,000 including GST.
- The Local Roads and Community Infrastructure Program (LRCI) Phase 2 work schedule includes the Strzelecki Ranges Roads – Landslip Repairs Stage 1 budget for \$960,000 (excluding GST) with a construction end date of December 2021. To expedite project delivery and seek to meet the funding agreement deadline, CEO delegation of \$650,000 (including GST) is requested to award package contracts at the following sites ranked in risk

priority order:

1. Upper Middle Creek Road, Budgerie and Summerfield Track, Jumbuk
 2. Livingston Road, Boolarra South and Morwell River East Branch Road, Grand Ridge
 3. Grand Ridge Road, Grand Ridge
- The amount of current high-risk landslips exceeds the available funding, however other funding opportunities including Natural Disaster Grants, are being sought but are not confirmed at this time. The priority is to remediate slips located at both Upper Middle Creek Road and Summerfield Track, and any remaining funds will be subsequently allocated to other landslip sites on a priority risk basis, whilst having regard to the likelihood of securing other grant funds.
 - Currently, an application is being progressed through the Emergency Management Victoria's Natural Disaster Fund for the slips at Livingston Road, Boolarra South and Morwell River East Branch Road, Grand Ridge. A grant has not been confirmed at this time and if it were not successful, this package will take priority over the Grand Ridge Road Package as more resident's property access is affected in this area.
 - Advertising for tenders early in the financial year and combining the projects into larger value packages can yield better value tenders, more efficient delivery (fewer rain delays and muddy worksites), and generate interest in remote and difficult to access worksites such as these.
 - The process to obtain Council endorsement to award a contract adds between three and five weeks to the process and due to Council report scheduling will impact the ability to deliver the projects by December 2021.
 - Not delegating the authority would result in the tenders being presented to Council and delay the start of the identified work packages by three to five weeks, and may result in additional costs for stabilising clay subgrades affected by weather, reduce the efficiency of the contracts, and delay the potential stimulus effect of the works.
 - Additional landslips identified during recent weather events will be assessed and likely not affect the allocation of the LRCI Phase 2 funding, however priorities may change pending detailed investigations of these new slips. It should be noted the new landslips are likely to be eligible for disaster recovery funding.

Background:

There are 24 landslips of varying severity being monitored throughout the Strzelecki Ranges to the south of the municipality. Two of these slips, Upper Middle Creek and Summerfield Track, have required the public road to be closed or have restricted

access for a period of time, until temporary works were completed to reinstate access. No roads are currently closed, however some emergency vehicle restrictions remain in place at Upper Middle Creek and Summerfield Track until a long-term fix is completed.

Geotechnical investigations have been commissioned or completed at each of the high-risk landslip sites with detailed designs of remediation to follow shortly. Upper Middle Creek Road, Summerfield Track, Livingston Road, Morwell River East Branch Road and one site on Grand Ridge Road, are considered high risk and requiring remediation. The remaining are predominantly minor risk landslip locations with mostly superficial vegetation loss and will be monitored and attended to with general maintenance works.

The LRCI Phase 2 work schedule includes the Strzelecki Ranges Roads – Landslip Repairs Stage 1 to rehabilitate roads damaged by landslips at up to eight sites for \$960,000 (excluding GST) with a construction end date of December 2021. The construction end date is of particular concern, generally 12 months would be allowed for detailed design, tendering and construction. To expedite project delivery and seek to meet the funding timeframe, CEO delegation is requested for the Strzelecki Ranges Roads – Landslip Repairs Stage 1.

Contracts are typically advertised for three weeks, followed by a period to evaluate tenders, clarify any tender issues, carry out necessary referee checks, and then prepare the tender evaluation report and associated report either to Council or the CEO.

Where a tender is over the CEO's delegated amount of \$500,000 (including GST) the tender must be taken to Council for approval, adding three to five weeks to the process, dependent upon the timing of the tender closing and the timing of the tender evaluation against the Council report schedule.

Advertising for tenders early in the financial year and combining projects into larger value packages can yield:

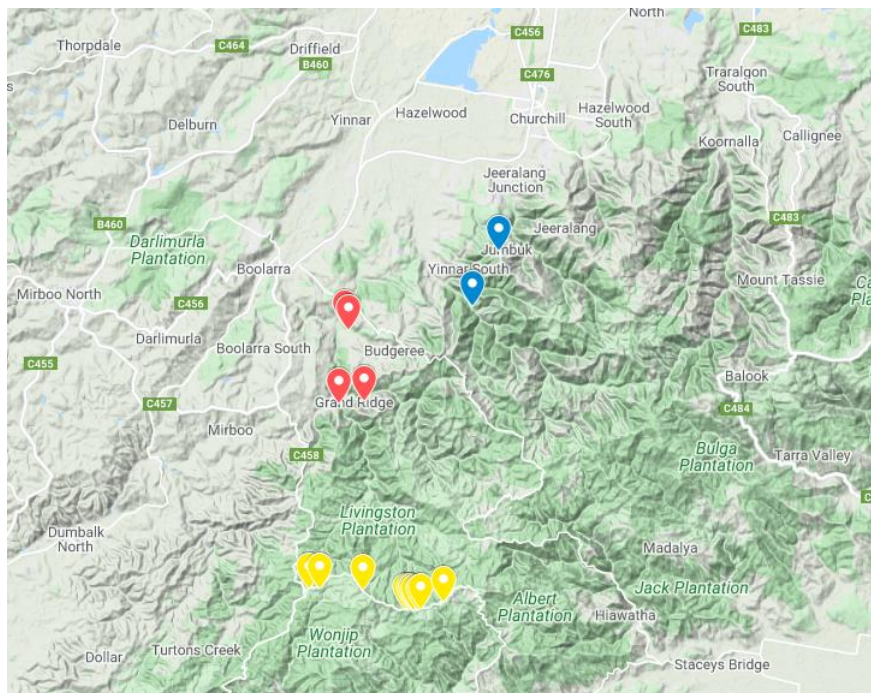
- better value tenders due to the scale of the works attracting more competition;
- more efficient delivery (fewer rain delays and muddy worksites, and combining projects in close proximity for the contractors); and
- increased contractor interest in remote and difficult to access worksites.

The primary considerations in the works packaging is grouping nearby landslip sites as shown in the figure below with blue, red, and yellow grouped pins. This figure also shows the remoteness of these sites. All sites are shown, however only high-risk sites are currently being prepared for remediation.

Table 1: Works package priority, estimated cost and potential funding

Works Package Priority	Works location	Estimated cost (including GST)	Potential Funding
1. (Blue Pins)	Upper Middle Creek Road and Summerfield Track	\$650,000	LRCI
2. (Red Pins)	Livingston Road and Morwell River East Branch Road	\$600,000	Disaster recovery grant or LRCI
3. (Yellow Pins)	Grand Ridge Road	\$300,000	LRCI

Figure 1: Proposed landslip works packaging



The amount of current high-risk landslips exceeds the available funding, however other funding opportunities, including Natural Disaster Grants, are being sought but are not confirmed at this time. The priority is to remediate slips located at both Upper Middle Creek Road and Summerfield Track, and any remaining funds will be subsequently allocated to other landslip sites on a risk basis, whilst having regard to the likelihood of securing other grant funds.

Currently, an application is being progressed through the Emergency Management Victoria’s (EMV) Disaster Recovery Fund Arrangements (DRFA) for Livingston Road, Boolarra South and North and Morwell River East Branch Road, Grand Ridge. A grant has not been confirmed at this time and if it were not successful, this package will take

priority over the Grand Ridge Road Package as more resident's property access is affected in this area.

DRFA applications for the other works packages have not been made as they may not meet the eligibility requirements, specifically the difficulty in linking the failure back to a specific declared disaster event. The landslip failures at these locations has been overserved to be a steady rate and then suddenly severe without a clear link to major storm events.

Council officers' proposed resolution is that Council delegates to the CEO the power to award the contracts for each of the works packages, up to the value of \$650,000 (including GST). This will assist in delivering Strzelecki Ranges Roads – Landslip Repairs Stage 1 project in a timely manner and meet the funding requirements.

If Council does not delegate the authority to award the contracts to the CEO, the tenders will be brought to Council for approval at the next available Council meeting following the tender evaluation process.

With only 26 weeks to deliver the works a delay of up to five weeks would likely necessitate a funding variation request to extend the construction deadline. Additional landslips identified during recent weather events will be assessed and likely not affect the allocation of the LRCI Phase 2 funding, however priorities may change pending detailed investigations of these new slips. It should be noted the new slips are likely to be eligible for disaster recovery funding

Issues:

Strategy Implications

This report is consistent with Latrobe 2026: The Community Vision for Latrobe Valley and the Latrobe City Council Plan 2017-2021:

Latrobe 2026: The Community Vision for Latrobe Valley

Strategic Objectives – Built Environment

In 2026 Latrobe Valley benefits from a well-planned built environment that is complementary to its surroundings, and which provides for a connected and inclusive community.

Latrobe City Council Plan 2017-2021

Indicators

Objective 3: Improve the liveability a connectedness of Latrobe City

Health Implications

Engagement with the residents whose access is affected by these landslips, some whom have complicated health issues, have highlighted the need to reinstate emergency access and provide certainty in relation to accessing their property.

Communication

In accordance with Council's Procurement Policy, Latrobe City Council's website will be updated to provide summary information relating to contracts entered into with an estimated expenditure which exceed the compulsory tender threshold.

All contracts awarded by the CEO are reported to Council on a quarterly basis detailing the successful contractor.

In preparing this report, internal communication has been held with the Procurement team.

Financial Implications

There are no financial implications in the officer's recommendation

Risk Analysis

Providing delegation to the CEO will reduce the risk of delays associated with the time to award contracts.

Identified risk	Risk likelihood*	Controls to manage risk
Service Delivery Risk Delay in awarding contracts if sent to Council for adoption.	Likely	Advertising of tenders in line with Procurement guidelines, policy and time lines to ensure tender reports are sent to Council as early as possible in the financial year.
Occupational Health and Safety Risk Failure of slopes leading to death, injury, or property loss.	Possible	Interim works completed and proceeding with full works as soon as practicable.
Financial Risk Loss of funding.	Unlikely	Project plan to deliver according to funding agreement.
Reputational Risk Community anger on delay to delivery.	Likely	Engagement is ongoing with effected residents to provide updates on progress.

Identified risk	Risk likelihood*	Controls to manage risk
Legal/Regulatory Risk Maintaining public access to roads and property.	Unlikely	Interim works completed and proceeding with full works as soon as practicable with or without external funding.

* Inherent likelihood ratings: 1 (Rare); 2 (Unlikely); 3 (Possible); 4 (Likely); 5 (Almost Certain)

Legal and Compliance

All processes will comply with legal guidelines and policy

Community Implications

The proposed recommendation will have a positive impact on the community as it will allow these landslip remediation projects to commence earlier than if a report to Council is required

Environmental Implications

There are no environmental implications associated with this report.

Consultation

There is no need for public consultation

Other

Nil

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 2020*.

Supporting Documents:

Nil

Attachments

Nil

Agenda Item: 15.2

Agenda Item: Road Management Plan

Sponsor: General Manager, Assets and Presentation

Council Plan Objective: Improve the liveability and connectedness of Latrobe City.

Status: For Decision

MOTION

Moved: Cr Howe

Seconded: Cr Law

That Council:

- 1. Adopts the Road Management Plan 2021 - 2025; and**
- 2. Makes the Road Management Plan 2021 - 2025 available to the public on the Latrobe City Council website.**

CARRIED UNANIMOUSLY

Executive Summary:

Council's Road Management Plan created under the *Road Management Act 2004*, (the Act) documents how Council will manage the provision of the transport service (roads, bridges and footpaths).

A review of the Road Management Plan 2017-2021 has been undertaken inclusive of the required public exhibition/submission as required under the Act. A revised Road Management Plan for the period 2021-2025 has been developed based upon the content of the earlier plan and does not differ from the previous plan in matters of substance.

Council endorsed the Draft Road Management Plan 2021-2025 for public consultation at the Council meeting of 12 April 2021. The public consultation/submission period exceeded the required 28 days and commenced on 26 April 2021 and closed on 30 May 2021.

Two submissions were received, with neither of them relating to the contents of the Road Management Plan as presented for public consultation.

The reviewed Road Management Plan 2021-2025 is presented to Council for adoption.

Background:

The Act defines Council as a road authority and as such is responsible for carrying out the management functions on local roads and footpaths (i.e. roads within the municipal area other than Regional Roads Victoria (RRV) controlled roads). Council's Road Management Plan (RMP) documents its procedures and systems for managing the risk of public roads and footpaths.

The RMP is focused on providing safe roads and footpaths and as such is concerned primarily with managing defects related to safety. The Act does not oblige Council to have industry best practice roads, but to consciously assess:

- Its ability to provide roads and footpaths to a set standard:
- To determine the standard that it can afford to provide balancing resources against risk; and
- To develop management processes to provide that standard of safety.

The RMP in particular defines a road authority's:

- Intervention levels;
- Inspection regimes; and
- Response times.

The service intervention levels the RMP sets are related to risk management. It does not define the community's desired service levels, nor does it consider strategic aspects of providing the service – that is the role of an '*Road Asset Management Plan*'.

To explain further, the RMP would define the dimensions of a pothole such that the road would not create a danger, whereas Council may define in its '*Road Asset Management Plan*' how rough a road should be in relation to the motorists' desired comfort level.

This review of the RMP ensures it reflects current risk management principles that the intervention levels and the response times are achievable and affordable. It is important that these be achievable as Council may rely on meeting them to protect itself from a successful claim.

Minor changes to the contents of the RMP have been undertaken. The timing of inspections of shared paths and bridge surfaces were nominated for clarity purposes. In the previous RMP these inspections had been assumed, but now they are nominated. The maintenance hierarchy was also changed to cater for the new classes.

Issues:

Strategy Implications

This report relates to the Council Plan Strategic Objective 3: ‘*Improve the liveability and connectedness of Latrobe City*’ and the Strategy to “*Provide Community Infrastructure that supports recreation and connectedness including sporting facilities, pathways and community gardens*” and the objectives of:

- Improve the liveability and connectedness of Latrobe City;
- Improve the amenity and accessibility of Council services; and
- Provide a connected, engaged and safe community environment, which is improving the well-being of all Latrobe City citizens.

Health Implications

The maintenance of our transport infrastructure ensures the health and safety of residents and visitors is maintained to an acceptable level.

Communication

Once adopted the Road Management Plan 2021-2025 will be made available to the public through Latrobe City Council’s website.

Financial Implications

The Road Management Plan 2021 – 2025 does not alter the inspection regimes or hazards identification from the Road Management Plan 2017 – 2021 and therefore it is expected that meeting the requirements will be achieved through the existing budget allocation.

Risk Analysis

The Road Management Plan 2021-2025 is directly related to the management of road asset risk through proactive inspections and response to defects identified.

Identified risk	Risk likelihood*	Controls to manage risk
Service Delivery Risk Inspections not carried out.	2 (Unlikely)	Currently this is managed through activity planning and in the future through the Maintenance Management System which is being developed.
Occupational Health and Safety Risk Injury occurring.	2 (Unlikely)	The adoption of this policy will define processes to reduce the potential for injury.

Identified risk	Risk likelihood*	Controls to manage risk
Financial Risk Increased Budget Requirements.	2 (Unlikely)	As the intervention levels have been developed with budget considerations in mind, it is not considered that additional budget will be required through the life of this RMP.
Reputational Risk Inspections or remedial action not undertaken.	2 (Unlikely)	Inspections are conducted through standard management planning activities, and defects are rectified through Pathway requests which identify if items are not completed within the required timeframe.
Legal/Regulatory Risk Roads are not maintained appropriately.	2 (Unlikely)	The purpose of the RMP is to ensure Council complies with relevant legislation.

* Inherent likelihood ratings: 1 (Rare); 2 (Unlikely); 3 (Possible); 4 (Likely); 5 (Almost Certain)

Legal and Compliance

The review of the Latrobe City Council's Road Management Plan is a requirement under Section 54 of the *Road Management Act 2004*.

Following a recent legal case involving another Council which lost their case as their inspection was three days after the 12 month inspection regime, the current inspection regime in the RMP has been amended. The inspection regimes have been extended by either one week or one month depending on the specific type of inspection, with the expectation being that the frequency of inspections would remain at their existing timeframes. Refer to Attachment 2 for a list of the changes made after completion of the community consultation period.

Community Implications

The RMP has been developed to ensure that the Transport Network with Latrobe City is maintained to a level that is safe and affordable.

The RMP does not cover the levels or service that may be requested by the community as that is covered through the Levels of Service within the '*Road Asset Management Plan*'.

Environmental Implications

Nil

Consultation

The *Road Management Act 2004* obliges Council to undertake public notification including hearing submissions as per section 223 of the *Local Government Act 1989*.

At the 12 April 2021 Council Meeting, Council approved the RMP for community consultation. This consultation period commenced on 26 April 2021 and closed on 30 May 2021, a period of 25 working days which exceeded the 20 working days stipulated in the *Road Management Act 2004*. The consultation involved advertising in the Latrobe Valley Express, the Government Gazette and on Council's website. Written submissions were invited, as well as telephone conversations or an individual meeting to discuss any issues. Facebook was also used to advise the community that this plan was being advertised for public consultation.

Two submissions have been received, neither of which relate to the RMP, but rather individual concerns.

Details of the submissions can be found in Attachment 2.

Other

Nil







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 2020*.

Supporting Documents:

Nil

Attachments

1.   Road Management Plan 2021 - 2025
2.   Summary of Submissions Table
3.   Post Exhibition Changes Table

15.2

Road Management Plan

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Road Management Plan



DRAFT Road Management Plan

Version (No 5)

Approval Date: (xxx 2021)
Review Date: (October 2025)



Road Management Plan

DOCUMENT CONTROL

Responsible GM	Jody Riordan	
Division	Acting General Manager Assets and Presentation	
Last Updated (who & when)	Acting Manager City Assets Joshua Wilson	2021
DOCUMENT HISTORY		
Authority	Date	Description of change
LCC	2005	RMP V1.0 – Final Adopted
LCC	2009	RMP V2.0 – Final Adopted
LCC	2013	RMP V3.0 – Final Adopted
LCC	2017	RMP V4.0 – Final Adopted
LCC	2021	RMP V5.0 – Draft for Adoption
References	Refer to Section 2 & 15 of this policy	
Next Review Date	31 October 2025	
Published on website	(Yes)	
Document Reference No	TBA	

Approved by Latrobe City Council

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Road Management Plan

1.0 Introduction

Latrobe City Council has developed this Road Management Plan (RMP) in response to the Road Management Act 2004 (RMA). The RMP was originally adopted by Council in 2005, this is the fifth revision of that plan.

This plan is made under Division 5 of the RMA with regard to the principle object of road management and to establish a management system based on policy and operational objectives, available resources, and to set relevant standards related to public safety in the performance of those road management functions.

This RMP sets out the responsibilities of Council and also the responsibilities of other stakeholders including road users.

The primary objective of this plan is to balance community expectations for service and risk management with the ability of Council to fund the capital and operational costs. The road, carparks and path assets should provide an appropriate level of service that is fit for purpose, accessible, responsive and sustainable to the community in accordance with the Council Plan, Asset Management Policy and Asset Management Strategy.

The long-term assessment of the asset management requirements will be detailed in individual Asset Management Plans for Road, Carparks, Bridges and Major Culverts and Paths.

2.0 Legislation

The following Victorian legislation applies to the Road Management Plan:

- Road Management Act 2004
- Road Management (General) Regulations 2016
- Road Safety Act 1986
- Road Management (Works and Infrastructure) Regulations, 2015
- Local Government Act, 1989
- Local Government Act 1989 s.208B (Best Value Principles)
- Local Government Act 2020
- Equal Opportunity Act 2010
- Wrongs Act 1958

3.0 Scope of this Plan

This plan addresses the maintenance standards and systems for road management functions and the levels of service for Latrobe City's bridges, road pavement, carparks, bridges, paths and associated infrastructure on 1455 km of sealed and unsealed municipal road network for which the Council is the coordinating or responsible road authority.

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The full list of roads for which Council is responsible can be viewed on Council's website via the following link:
http://www.latrobe.vic.gov.au/Our_Services/Roads_Drains_Lights_and_Trees/Roads_and_Drains/Road_Register

Freeways and Arterial roads in rural areas, including their associated road related infrastructure are the sole responsibility of the Department of Transport through its agency Regional Roads Victoria, formerly known as VicRoads. In urban areas the road pavement on Arterial roads is also maintained by VicRoads with Council maintaining the area outside the road pavement and kerbs. Each party's exact areas of responsibility for different road situations is set out in the Code of Practice – Operational Responsibility for Public Roads which is accessible on the VicRoads website via the following link :[Code of Practice - Operational Responsibility for Public Roads](https://www.vicroads.vic.gov.au/about-vicroads/acts-and-regulations/road-management-act-regulations-and-codes/codes-of-practice-under-the-road-management-act) or <https://www.vicroads.vic.gov.au/about-vicroads/acts-and-regulations/road-management-act-regulations-and-codes/codes-of-practice-under-the-road-management-act>.

Figure 1 below shows a typical cross section showing Council's area of responsibility outside the kerbs of the VicRoads declared main road. Any service lanes and paths outside of this area whether on a single or dual carriageway are Council's responsibility. Although not shown, defined parking lanes on an arterial road and the kerbing supporting this is a council responsibility.

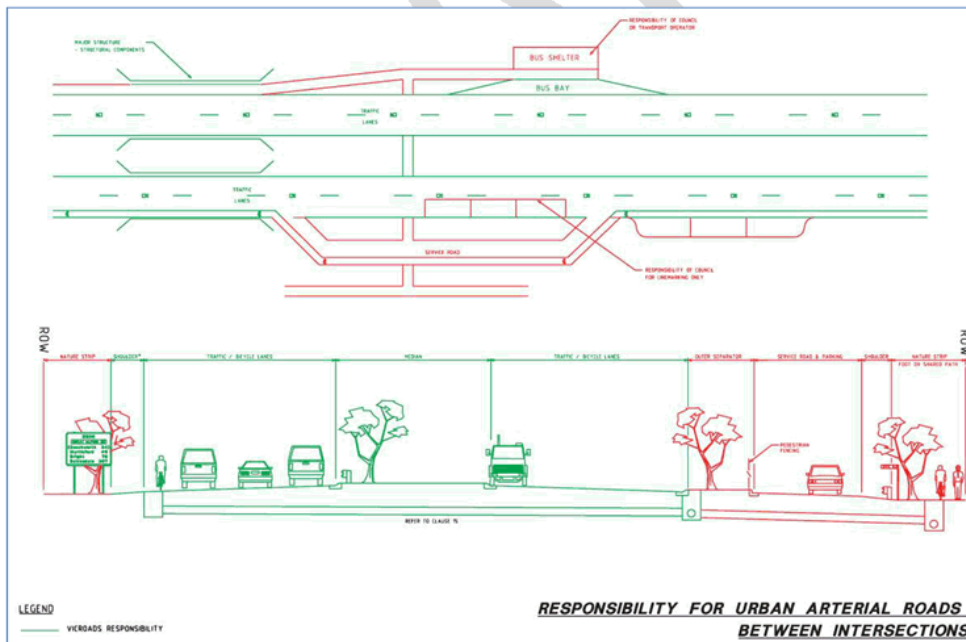


Figure 1 - Typical VicRoads / Council responsibilities

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4.0 Demarcation of Responsibility

A list of Regional Roads Victoria controlled roads is listed in the table below. Full details of extent of responsibility see the VicRoads Road Register on the VicRoads website at the following link: [Register of Declared Roads](https://www.vicroads.vic.gov.au/~media/files/documents/utilities/registerofpublicroadsparanovember2013.pdf) or: (<https://www.vicroads.vic.gov.au/~media/files/documents/utilities/registerofpublicroadsparanovember2013.pdf>)

List of VicRoads Declared Main Roads	
Boolarra Churchill Road	Morwell Yallourn North Road
Boolarra Road	Morwell Yallourn Road
Brodribb Road	Princes Drive
Grand Ridge Road	Princes Freeway
Hyland Highway	Princes Highway
Loy Yang Morwell Road	Strzelecki Highway
Maryvale Road	Tramway Road
Moe Glengarry Road	Traralgon Balook Road
Moe North Road	Traralgon Creek Road
Moe Rawson Road	Traralgon Maffra Road
Moe Walhalla Road	Traralgon West Road
Monash Way	Tyers Road
Morwell Thorpdale Road	Tyers Thomson Valley Road
Morwell Traralgon Road	

4.1 Boundary roads

In the instance of boundary roads with neighbouring municipal councils/authorities, Council has arrangements for the management functions in the form of Memoranda of Understanding between the relevant municipalities and government agencies listed as follows:

- Wellington Shire;
- South Gippsland Shire;
- Baw Baw Shire Council.
- Department of Environment, Water, Land and Planning (DEWLP)
- VicTrack

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4.2 Assets Not Encompassed By This Plan

The following road and access related assets are not encompassed by the RMP:

- Any road or road segment not listed in Latrobe City's Register of Public Roads.
- Assets on arterial roads, tourist roads, forest roads and private roads.
- Private roads, unformed roads, tracks, laneways and private streets not constructed under the provisions of the Local Government Act, (this includes roads and paths Not Maintained or Not on Register).
- Private driveways located on public road reserves that serve a single property or a group of properties which are aligned along a reserve to link with the Latrobe City road network.
- Rail and tramway structures.
- Vehicle crossings (driveways), the portion of a vehicle crossing located between the carriageway and the property boundary or footpath is the responsibility of the adjoining property owner to maintain. (Refer Latrobe City Vehicle Crossing Policy)
- Pedestrian crossings (path links), the portion of a pedestrian crossing located between the carriageway and the property boundary or the property boundary and the Council footpath is the responsibility of the adjoining property owner to maintain. (Refer Latrobe City Vehicle Crossing Policy)
- Roads under the control of other Road Authorities, inclusive of Vic Roads, the Department of Environment Lands Water and Planning (DELWP).
- Roads being boundary roads that are maintained by another Council or another Road Authority by the way of a formal agreement.
- Nature Strips & infill areas as per s.107 of the *Road Management Act* a road authority is not required to inspect maintain or repair "roadside" such as those residual areas between the road formation and the property boundary not occupied by footpath and private road crossings. These are normally sown to grass with the responsibility for maintenance of the grass being left to the property owner.
- Property stormwater drains, a property stormwater discharge point in the kerb or drain or underground drainage pipe. They are there to benefit the property and as such are the responsibility of the owner of the property being served to maintain.
- Paths that are not within the boundaries of the road reserve and not defined in Latrobe City's Path and Shared Path hierarchy.

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- Cattle underpass structures, box culvert type structures built for the purpose of providing safe crossing under a road for cattle. The culvert is installed and owned by the property owner and owner responsibility for the maintenance of these structures is established through a Section 173 (Local Government Act 1989) Agreement with the adjacent landowner. After the initial 12 month construction defect liability period, Council assumes responsibility for the road pavement, seal, markings, and guideposts only. Responsibility for the structure, including attachments such as guardrail, farm access approaches, fencing and underpass drainage remains with the owner for the duration of the agreement.
- Street furniture that is non-road infrastructure including bollards, seats and bins.
- Street Lights, are generally an asset owned by Council but maintained by AusNet Services through an agreement. AusNet Services retains maintenance responsibility as part of that agreement.
- Minor Culverts, are culverts which have not been classified as Major Culverts. These generally have a cross sectional area less than 3.4 square metres, or a diameter less than 1800mm.

5.0 Relationship of RMP with other Key Council Documents

The Road Management Act offers Council the opportunity to produce a Road Management Plan to gain protection in certain circumstances. Although derived from and gains authority from the Road Management Act 2004, it is a companion document to the Road Asset Management Plan developed under the following hierarchy. See Figure 2.

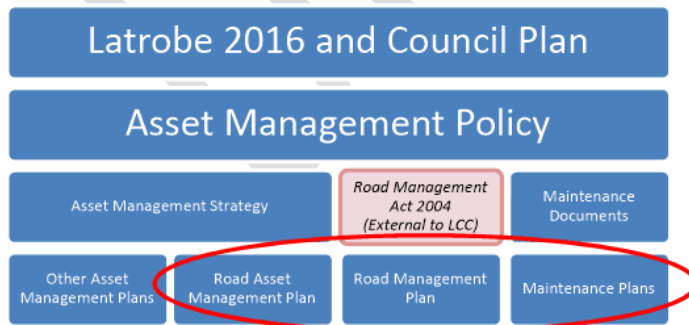


Figure 2 – Relationship between the RMP and other key Council documents

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6.0 Responsibility of Road Users

All road users have a duty of care under Section 105 of the RMA, with particular obligations prescribed in Section 17A of the Road Safety Act 1986 that requires the following:

6.1 Obligations of Road Users

A person who drives a motor vehicle on a public road must drive in a safe manner having regard to all the relevant factors including (without limiting the generality) the:

- Physical characteristics of the road;
- Prevailing weather conditions;
- Level of visibility;
- Condition of the motor vehicle;
- Prevailing traffic conditions;
- Relevant road laws and advisory signs;
- Physical and mental condition of driver.

A road user other than a person driving a motor vehicle must use a public road in a safe manner having regard to all the relevant factors.

A road user must:

- Have regard to the rights of other road users and take reasonable care to avoid any conduct that may endanger the safety or welfare of other road users;
- Have regard to the rights of the community and infrastructure managers in relation to the road infrastructure and non-road infrastructure on the road reserve and take reasonable care to avoid any conduct that may damage road infrastructure on the road reserve;
- Have regard to the rights of the community in relation to the road reserve and take reasonable care to avoid conduct that may harm the environment of the road reserve.

7.0 Road and Path Hierarchy/Classification

All of Council's roadways and pathways have been classified by a hierarchal system which looks at the function and importance of particular roads or pathways, thus determining the level of service provided.

7.1 Road Assets Hierarchy

Council road assets are classified the following basis:

- RDMC1, Link Road;
- RDMC1, Collector Road;

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- RDMC2, Sealed Access Road speed limit greater than 60 km/hr;
- RDMC2, Unsealed Access Road;
- RDMC3, Sealed Access Road speed limit less than or equal to 60 km/hr;
- RDMC3, Minor Access Road;
- RDMC4, Limited Access Road.
- RDMC0, Not Maintained by Council

The hierarchal classifications reflect the relative community importance of roads and enables Council to efficiently define an appropriate level of service to all roads in the network.

A brief description of each hierarchy class and associated design and maintenance levels of service are detailed in Appendix A.

7.2 Carparks Hierarchy

Carparks within a road reserve:

- RDMC is as per the road which the carpark is associated with

Off Road Carparks:

- CPMC1, High Use;
- CPMC2, Medium Use;
- CPMC3, Low Use;
- CPMC0, Not Maintained by Council

7.3 Footpaths and Shared Paths Hierarchy

A separate hierarchy system has been established for the management of Council's pathways which include both footpaths and shared paths. Pathways are classified into:

- PMC1, High Usage Zone footpaths & shared pathways;
- PMC2, Medium Usage Zone footpaths & shared pathways;
- PMC3, Low Usage Zone footpaths & shared pathways;
- PMC4, Tracks & Trails;
- PMC5, Bicycle Lanes (excluding urban on road marked lanes);
- PMC0, Not Maintained by Council

A brief description of each hierarchal class is detailed in Appendix A.

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8.0 Inspection Schedules

Council schedules a recurring program of inspections of the road and path network aimed at identifying instances where the stated target intervention levels are exceeded. The frequency of inspections varies depending on the usage and level of importance of the asset. These frequencies are detailed in Appendix B.

8.1 Defect Inspections - Roads and Footpaths

To satisfy the requirements of the Road Management Act proactive defect inspections are undertaken to identify and prioritise defects that exceed the stated intervention level as set out in Appendix C. This is achieved by measuring the level of defect against established intervention and response levels. A summary of intervention levels and response times for roads and paths are detailed in Appendices E.

Reactive site specific defect inspections also occur after a customer reports a perceived hazard or defect to council through the customer request process as identified in Appendix C. The reported defect will be assessed to determine if it exceeds the stated intervention level.

In addition to the proactive defect inspections for the Road Management Plan Council undertakes road, carpark, bridge & major culvert and path condition inspections to undertake asset management functions (i.e. asset life cycle review, development of rehabilitation and capital works programs etc.). The condition assessments are not related to the maintenance actions under the Road Management Plan.

8.2 Bridges & Major Culverts

Inspections of bridges and major culverts are programmed in accordance with the VicRoads Road Structures Inspection Manual for all structures with a single span or have been classified as Major Culverts. Additional structures may be added following a formal Risk Assessment process, and nominated in the Road Register.

- Level 1 - Inspections carried out two times per year and after major accidents, flood, earthquake, bushfires or other incidents that impact the particular structure.
- Level 2 - Inspections carried out within 12 months of the completion of major maintenance/ opening to traffic and then on a 2-5 year cycle in accordance with the VicRoads Road Structures Inspection Manual.
- Level 3 - Inspections carried out on the recommendation of a Level 1 or 2 inspections.

Road or path assets (i.e. sealed bridge approaches) adjacent or incorporated into bridge structures are (also) inspected as part of road and path defect asset inspections according to the RDMC/PMC for the road section. (Refer Appendix B).

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9.0 Maintenance Standards

Latrobe City Council has identified the critical maintenance defects for all paths and roads for which it is responsible. For each defect, the following criteria have been developed:

1. The level at which a defect reaches a point requiring intervention based on reasonable balance between potential risk and potential use of Council's limited resources considering all competing priorities.
2. The maximum time allowable within which defects that exceed those intervention levels must be repaired.

The defects identified as critical for roads, carparks and paths are grouped under the following Headings:

- 1.0 Obstructions in Traffic Lane (All Road Surfaces)
- 2.0 Pavement or Surface Defects (Sealed Roads)
- 3.0 Pavement or Surface Defects (Unsealed Roads)
- 4.0 Drainage (All Road Surfaces)
- 5.0 Vegetation (All Road Surfaces)
- 6.0 Roadside Signage & Furniture (All Road Surfaces)
- 7.0 Structures (including bridges)
- 8.0 Traffic Signals and Controls (All Road Surfaces)
- 9.0 Off Street Carparks
- 10.0 Paths

A broad description of maintenance service level standards for each of the roadway, carpark and pathway RDMC/CPMC/PMC are detailed in Appendix E.

10.0 Intervention Levels and Response Times

10.1 Intervention levels and Response Times

The Intervention Levels and Response Times are included in Appendix E. The service level tables include:

1. Defect Code.
2. Description of defect.
3. Response Time according to RDMC/CPMC/PMC.

The intervention levels are a maximum allowable figure. Major repairs will not be carried out on roads that are scheduled to be reconstructed or rehabilitated, where temporary repairs will be carried out to isolated effects that exceed stated intervention levels or alternately warning signs may be used to highlight defects if major works are imminent.

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10.2 Force Majeure

Although Council will make every endeavour to meet its obligations under this plan, circumstances may arise where Council may not meet all or any of its obligations. If these circumstances are beyond the control of Council, then Council reserves its right to suspend this plan.

In the event of natural disasters and events such as fires, storms and floods, as well as human factors, but not limited to lack of Council staff or suitably qualified contractors, because of Section 83 of the Victorian Wrongs Act, 1958, as amended, Council reserves the right to suspend compliance with its Plan.

In the event that the Chief Executive Officer (CEO) of Latrobe City Council, has to, pursuant to Section 83 of the Victorian Wrongs Act, consider the limited financial resources of Council and its other conflicting priorities, meaning Council's RMP cannot be met, the CEO will inform the Manager Asset Presentation that some or all of the timeframes and responses in Council's Plan, are to be suspended. After the event the outstanding defects will be addressed as fast as practical given resources and the risk.

Once the events beyond the control of Council have abated, or if the events have partly abated, Council's Chief Executive Officer will write to inform the Manager Asset Presentation which parts of Council's RMP are to be reactivated and when.

11.0 Basis for Developing Service Levels

In line with the requirements of the Road Management Act, Latrobe City's initial process of developing service levels for the original RMP involved the following:

1. Assessment of what the community wanted through the Best Value Review Process and collating the available data available on service level responsiveness through Council's Customer Request and Tracking System.
2. Determined the areas and functions of priority, based on customer complaints data, insurance claims data and maintenance staff knowledge.

Determined informally the financial gaps between current strategic service levels and expected strategic service levels through a process of strategic financial modelling.

Since the review of the RMP in 2009, Council has had the opportunity to evaluate the adopted service levels and confirm that they are achievable with the existing budget. This amended RMP uses that information to provide a degree of confidence in the hierarchies and service levels.

Council acknowledges that the level of service provided to all roads will not necessarily please all stakeholders however these levels have been determined by the resources available to Council, both financial and physical.

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12.0 Management System

12.1 Customer Requests

Council operates a commercially supplied customer request system. The system utilises a computer database which records details of the person making the request, the location and the problem details.

If the customer service officer cannot respond to the request at the point of contact, the system then allocates the investigation of the problem to a specified staff member who must determine an action. The person making the request should be advised that the request has been entered into the database for follow up action. If required, they are also advised of the outcome of the investigation and the action proposed, i.e.:

1. No action.
2. Referred to forward programs.
3. To be corrected within a certain timeframe.

Response times to investigate are set out in Appendices C (Proactive Response Timeframes) and D (Response Times from Inspection to Remedial Action) which aligns the level of responsiveness to the type and hierarchical classification of the asset.

A person who intends to make an insurance claim or to take court proceedings in relation to a claim for damages arising out of the condition of a public road or infrastructure must first lodge a written notice with the Council. This notice must be lodged with the Council within 30 days of the incident occurring. Upon receiving such written notice, an inspection may be arranged and a report prepared.

12.2 Inspections

Council's management system records the defects identified by trained personnel while carrying out inspections in accordance with the timeframes listed in Section 8 – Inspection Schedules.

There are different regimes in place for inspections of sealed and unsealed roads, bridges and also for path inspections. The defects identified during the road and bridge inspections are directly entered onto a running sheet which is later entered into Council's Customer/Request Management System – Pathway. This system is then used to monitor the defects and to ensure that they are rectified within the timeframes set for that particular defect and hierarchy. This is an area where continuous improvement may see the introduction of a more integrated Maintenance Management System (MMS) including electronic data capture.

The defects identified during the path inspections are directly entered into an electronic device which automatically records location and saves any other inspection data. Upon returning to the office this data is downloaded into an

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electronic database and then loaded into Council's Geographical Information System. Repairs are then programmed according to the intervention levels and hierarchy.

Upon completion of the repair the date and time of the repair is recorded against the defect in the database.

13.0 Definitions

Term	Definitions
AMS	Asset Management System
MMS	Maintenance Management System
DEWLP	Department of Environment Water Land and Planning
RAMP	Road Asset Management Plan
RMA	Road Management Act 2004 (Vic)
RMP	Road Management Plan

14.0 Review

14.1 Review Process

The Road Management Plan will be reviewed every four years within 2 years of a local government election. The review shall reflect changes in Asset Management Policies, Standards, Processes and Practices, or changes in level of service standards identified for consideration or adopted since the last review.

Referenced documents such as Acts, Regulations or Design Standards listed in Section 15, which do not cause an alteration to the defined Level of Service or management system, will be the applied reference in terms of Council's operation at any point in time.

14.2 Adoption and Amendments

Before adopting or amending this plan Council must undertake a process of:

- Giving notice of the Plan or amendment;
- Allow 28 days for submissions;
- Consider any submissions;

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- Give notice of intention to adopt the plan or amendment.

The notice must be published in the Government Gazette and a local daily newspaper. Upon review of the Plan, Council must also give notice of the review and the proposed Plan amendments and where copies may be inspected or obtained. The final phase of review involves Council publishing a notice of intention to adopt the plan amendments in the Government Gazette. During exhibition phases, copies of the draft version of the plan will be located at the following locations:

- Latrobe City Corporate Headquarters 141 Commercial Road Morwell
- Online on the Council’s web site www.latrobe.vic.gov.au

A hard copy of both the draft Road Management Plan for consultation and Public Road Register will be available for inspection at the Latrobe City Corporate Headquarters during normal working hours. Both documents may also be viewed on the Council web site via:

http://www.latrobe.vic.gov.au/Our_Services/Roads_Drains_Lights_and_Trees/Roads_and_Drains

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15.0 References

Legislation, Standards Codes of Practice, Guidelines, Council Strategies, Policies, Quality Plans and Procedures that are relevant to this RMP include:

REFERENCED DOCUMENTS
Ministerial Acts & Regulations
Road Management Act 2004
Road Management (General) Regulations 2016
Road Safety Act 1986
Road Management (Works and Infrastructure) Regulations, 2015
Local Government Act, 1989 Rev 11 (01/12/2020)
Local Government Act 2020
Local Government Act 1989 s.208B (Best Value Principles)
Equal Opportunity Act 2010
Wrongs Act 1958
Ministerial Codes of Practice
Operational Responsibility for Public Roads 2004
Code of Practice for Road Management Plans
External Sourced Documents
VicRoads -Register of Declared Roads
Council Documents
Council Plan 2017-2021
Asset Management Policy
Asset Management Strategy
Asset Management Plans for Bridges, Paths and Roads.
Public Road Register
Latrobe 2026- the community vision for Latrobe Valley

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Appendices

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Responsible Division	City Assets	Approved Date	Click here to enter text.	Review Date	October 2025
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Appendix A - Hierarchy

The following tables provide an overview on how Latrobe City's roads and paths have been classified. Roads may be segmented along their length with the result being that a road may be classified under more than one hierarchy.

Maintenance Category	Hierarchy Type	Primary Function
Roads		
RDMC1	Link	<ul style="list-style-type: none"> -High usage strategic Freight linkage routes. -Heavy vehicle linkage from the State Arterial Road network to local commercial or industrial focal points. -Also includes heavy vehicle bypass routes of major urban centres.
RDMC1	Collector	<ul style="list-style-type: none"> -High usage strategic Collector routes. -Rural/Urban collector routes from local access roads to community centres or popular focal points. -High usage connector routes to the Arterial road network.
RDMC2	Sealed Access >60km/h	<ul style="list-style-type: none"> -Medium usage property access routes. -STD road providing property access to rural developed areas incorporating at least 3 rateable properties with occupied houses. -Medium usage access to rural properties generating regular and consistent vehicle usage. -Bus Route minimum standard.
RDMC2	Unsealed Access	<ul style="list-style-type: none"> - Medium usage property access routes. - STD road providing property access to rural developed areas incorporating at least 3 rateable properties with occupied houses. - Medium usage access to rural properties generating regular and consistent vehicle usage. - Bus Route minimum standard.
RDMC3	Sealed Access <=60km/h	<ul style="list-style-type: none"> - Medium usage property access routes. - STD road providing property access to rural developed areas incorporating at least 3 rateable properties with occupied houses. - Medium usage access to rural properties generating regular and consistent vehicle usage. - Bus Route minimum standard.
RDMC3	Minor Access	<ul style="list-style-type: none"> - Low usage property access routes. - Occasional usage property access routes. - STD road that provides access to rural developed areas incorporating 1 or 2 rateable properties with occupied houses. - STD road with 2 or more farmland or plantation rateable properties. - Non-STD road that provides access to rural developed areas incorporating at least 3 rateable properties with occupied houses.

**Appendix A - Hierarchy (Continued)**

Maintenance Category	Hierarchy Type	Primary Function
RDMC4	Limited Access	<ul style="list-style-type: none"> - Low usage property access route streets/lanes - Occasional usage access to rural properties generating spasmodic vehicle usage. - STD road that provides alternate/secondary side or rear property access to urban residential or commercial allotments. - STD road servicing a rateable property with a single unoccupied house on Farmland/Private plantation. - Non-STD road that provides property access to rural developed areas incorporating up to 1 or 2 rateable properties with occupied houses. - Non-STD road with 2 or more Farmland/Private rateable properties.
RDMC0	Not Maintained by Council	<ul style="list-style-type: none"> - Any road which has not been assessed for inclusion in any other Road Maintenance Category - Any road for which a decision has been made not to maintain - Any road which does not conform to LCC Standards - Private driveways on road reserves for which Latrobe City Council is the Coordinating Road Authority.

- Note 1 - A Standard Constructed road (STD) is one that was built to a level that was acceptable to Council at the time of construction. It would have a reasonable formation width, depth and quality of pavement material, table drains, culverts and if required and guideposts and signage installed. Standard Constructed roads generally do not present conditions that practically restrict/constrain maintenance response actions and timeframes. A Non-Standard Road (Non-STD) may have some of these features of a Standard Constructed road, for example some minor earthworks and even some road pavement material however Council will not automatically categorise these roads as "Standard Constructed". Non-Standard Constructed roads may present conditions that practically restrict/constrain maintenance response actions and timeframes during extended periods of extreme dryness and / or wetness; such conditions may limit Council's ability to undertake maintenance to provide all weather access.
- Note 2 - The maintenance levels in this plan are not intended to increase the level of service of a road, but are designed to only maintain what already exists.
- Note 3 - All of Council's roads have been classified by a hierarchal system which considers the function and importance of each road, thus determining the level of service provided in terms of inspection interval, intervention levels and response time. This hierarchy is separate to the road hierarchy used to determine the appropriate level of service with respect to design / configuration for roads that are provided through new development. The standard of the existing road network is as a result of historical standards and circumstances that gave rise to roads that may differ markedly from that which would be expected from that of a new development.
- Note 5- Changes to the design / configuration of a road may occur where there is a nexus to new development such that road use is expected to change; or may result from requests from property owners where they contribute entirely to the cost of a design / configuration upgrade of a road as required by Council prior to a road being included onto the Public Road Register; or for a road on the Public Road Register where property owners contribute to the cost of a design / configuration upgrade through a declared Special Charge Scheme. Where a request is received for a road segment / road reserve segment to be included on the Public Road Register the property owner will need to arrange at their cost for the road segment / road reserve segment to be constructed to a standard which can be effectively maintained by Council. The minimum standard of road that Council will accept is the standard required by the CFA that ensures access by fire appliances. In considering the extent of road included on the Public Road Register Council implements the principle of the closest point of access to the rateable property.
- Note.6 - When a road reaches the end of its useful life and is scheduled for full reconstruction the appropriate design / configuration will be determined based on the level of use, the type of use, and what the road environment can practically accommodate in terms of design / configuration and available Council funds.



Appendix A - Hierarchy (Continued)

The following table is a guide to the classification to Council's Carparks:

A Carpark classification has been developed, based principally on the volume of usage.

The carpark classifications are defined in the table below:

Maintenance Category	Hierarchy Type	Primary Function
Carparks		
RDMC0-4	On Road Carpark	All on-road carparks
RDMC0-4	Reserve Access & Carparks	Off Road Carparks within a road reserve
CPMC1	High Use Carparks	High Use Off Road Carparks and access roads NOT within a road reserve
CPMC2	Medium Use Carparks	Medium Use Off Road Carparks and access roads NOT within a road reserve
CPMC3	Low Use Carparks	Low Use Off Road Carparks and access roads NOT within a road reserve
CPMC0	Not Maintained by Council	<ul style="list-style-type: none"> - Any carpark which has not been assessed for inclusion in any other carpark maintenance category. - Any carpark for which a decision has been made not to maintain. - Any carpark which does not conform to LCC Standards. - Private hard stands on road reserves for which City Council is the Coordinating Road Authority.



Appendix A - Hierarchy (Continued)

The following table is a guide to the classification to Council's Paths:

A path classification has been developed, based principally on the volume of usage (both pedestrian and cyclists if applicable).

Maintenance Category	Hierarchy Type	Primary Function
Paths		
PMC1	High Use Zone Footpath	Central Business Districts of the following major townships ¹
PMC1	High Use Shared-Path	High use shared bicycle / pedestrian paths in close proximity to Central Business Districts of the following major townships ² .
PMC2	Medium Use Zone Footpaths	Heavily pedestrianised areas: - minor-shopping areas, schools, collector paths and medium use shared bicycle / pedestrian paths.
PMC2	Medium Shared-Paths	High use shared bicycle / pedestrian paths that form the strategic linking network within of between the following major townships. ³
PMC3	Low Use Zone Footpath	Constructed paths in residential and commercial areas, and rural residential areas; including concrete, asphalt, and gravel paths.
PMC3	Low Use Shared-Path	Low use shared bicycle / pedestrian paths.
PMC4	Tracks & Trails	Unsealed walking track/trail typically located through bushland reserves and serving a passive recreational function, designed to fit in with natural environment, not necessarily suitable for mobility impaired users.
PMC5	Bicycle Lanes	Marked bicycle lanes on or adjacent to Public Roads in rural areas
PMC 0	Not Maintained by Council	<ul style="list-style-type: none"> - Any path which has not been assessed for inclusion in any other Path Maintenance Category - Any path for which a decision has been made not to maintain - Any path which does not conform to LCC Standards - Private pathways on road reserves for which Latrobe City Council is the Coordinating Road Authority.

¹ Moe, Newborough, Morwell, Churchill and Traralgon. Main streets of the townships of Boolarra, Glengarry, Toongabbie, Tyers, Yallourn North and Yinnar. Areas identified as potential high risk due to the volume of pedestrian traffic associated with particular properties adjacent to Council footpaths.



Appendix B - Proactive Inspection Schedules

Proactive defect inspections shall be conducted in accordance with the following schedule. The frequency of inspections varies with the Road Maintenance Category (RDMC), Carpark Maintenance Category (CPMC) & Path Maintenance Category (PMC).

Maintenance Category	Hierarchy Type	Proactive Hazard Inspection Timeframe
Roads		
RDMC1	Link, Collector	one (1) inspection every 9 weeks.
RDMC2	Sealed Access >60km/h, Unsealed Access	one (1) inspection every 16 weeks.
RDMC3	Sealed Access <=60km/h, Minor Access	one (1) inspection every 31 weeks.
RDMC4	Limited Access	one (1) inspection each 13 months.
RMC0	Not Maintained by Council	Not Inspected
Carparks		
RDMC0 to RDMC4	All on-road carparks	Inspection at the same schedule as the road on which it is located
RDMC0 to RDMC4	Off Road Carparks within a Road Reserve	Inspection at the same schedule as the road on which it is located
CPMC1	High Use Off Road Carpark	one (1) inspection every 16 weeks.
CPMC2	Medium Use Off Road Carpark	one (1) inspection every 31 weeks.
CPMC3	Low Use Off Road Carpark	one (1) inspection each 13 months.
CPMC0	Not Maintained by Council	Not Inspected

**Appendix B - Proactive Inspection Schedules (Continued)**

Road / Carpark / Path Maintenance Category (RDMC/CPMC/PMC)	Hierarchy Type	Proactive Hazard Inspection Timeframe
Footpaths		
PMC1	High Usage Zone Footpaths, High Use Shared Paths	one (1) inspection every 13 months.
PMC2	Medium Usage Zone Footpaths, Medium Use Shared Paths	one (1) inspection every 25 months
PMC3	Low Usage Zone Footpaths, Low use Shared Paths	one (1) inspection every 37 months
PMC4	Tracks & Trails	Not inspected by Council
PMC5	Bicycle Lane	Inspected as per the road hierarchy for the road on which the lane is associated with
PMC0	Not Maintained by Council	Not Inspected

Maintenance Category (Asset Type)	Hierarchy Type	Proactive Hazard Inspection Timeframe
Bridges and Major Culverts⁴		
Bridge	Surface of Trafficable Area	Inspections to be conducted at the same frequency as the road to which the bridge is connected
Bridge or Culvert	Level 1 Inspection	Inspections carried out two times per year and after major accidents, flood, earthquake, bushfires or other incidents impacting the structure.
Bridge or Culvert	Level 2 Inspection	Inspections carried out within 13 months of the completion of major maintenance/ opening to traffic and then on a 2 to 5 year cycle in accordance with the VicRoads Road Structures Inspection Manual
Bridge or Culvert	Level 3 Inspection	Inspections carried out on the recommendation resulting from a Level 1 or 2 Inspection

⁴ Bridge and Culvert Inspections as per VicRoads Bridge Inspection Manual



Appendix C - Reactive Inspection Response Timeframes

Response times to investigate customer requests (Reactive inspection Response Timeframes) are set out in the below table for the road, carpark and maintenance categories. See Appendix E for the actual time definition.

Maintenance Category	Hierarchy Type	Emergency Inspection Times ⁵	Reactive Inspection Time ^{6,7,8}
Roads			
RDMC1	Link, Collector	ER (2 Hr)	A (1 Day)
RDMC2a	Sealed Access >60km/h, Unsealed Access	ER (2 Hr)	B (2 Day)
RDMC3	Sealed Access <=60km/h, Minor Access	A (1 Day)	C (5 Day)
RDMC4	Limited Access	A (1 Day)	C (5 Day)
RMC0	Not Maintained by Council	N/A	N/A
Carparks			
RDMC1 to RDMC4	All on-road carparks	Refer Road Maintenance Category	Refer Road Maintenance Category
RDMC1 to RDMC4	Off Road Carparks within a road reserve	Refer Road Maintenance Category	Refer Road Maintenance Category
CPMC1	High Use Off Road Carpark	ER (2 Hr)	A (1 Day)
CPMC2	Medium Use Off Road Carpark	ER (2 Hr)	B (2 Day)
CPMC3	Low Use Off Road Carpark	A (1 Day)	C (5 Day)
CPMC0	Not Maintained by Council	N/A	N/A

⁵ Emergency Inspection times refer to a request for assistance (with relation to an Emergency situation) from an Emergency Service or other Government Department (i.e. SES, CFA, Fire Police, DELWP etc.)

⁶ Emergency Inspection Time/Inspection Time Response Codes as per Appendix D Table



Appendix C - Reactive Inspection Response Timeframes (Continued)

Response times to investigate customer requests (Reactive inspection Response Timeframes) are set out in the below table for the road, carpark and maintenance categories. See Appendix D for the actual time definition.

Maintenance Category	Hierarchy Type	Emergency Inspection Times ⁹	Reactive Inspection Time ¹⁰¹¹¹²
Paths			
PMC1	High Usage Zone Footpaths, High Use Shared Paths	A (1 Day)	D (2 Wk)
PMC2	Medium Usage Zone Footpaths, Medium Use Shared Paths	A (1 Day)	D (2 Wk)
PMC3	Low Usage Zone Footpaths, Low use Shared Paths	A (1 Day)	E (4 Wk)
PMC4	Tracks & Trails	N/A	N/A
PMC5	Bicycle Lane	A (1 Day)	Refer Road Maintenance Category
PMC0	Not Maintained by Council	N/A	N/A

⁹ Emergency Inspection times refer to a request for assistance (with relation to an Emergency situation) from an Emergency Service or other Government Department (i.e. SES, CFA, Fire Police, DELWP etc.)

¹⁰ Emergency Inspection Time/Inspection Time Response Codes as per Appendix D Table



Appendix D- Response Times from Inspection to Remedial Action

Target Response Times and Control Mechanisms are set out in the below table which aligns the level of responsiveness (Response Time) to an appropriate Response Codes (A through to J).

Response Code	Control Mechanism ¹³	Response Time to Remedial Action ¹⁴
ER (2 Hr)	Inspect and rectify if possible, or provide appropriate warning	Within 2 hours of inspection notification
A (1 Day)	Inspect and rectify if possible, or provide appropriate warning	Within 1 day of inspection notification
B (2 Day)	Inspect and rectify if possible, or provide appropriate warning	Within 2 days of inspection notification
C (5 Day)	Inspect and rectify if possible, or provide appropriate warning	Within 5 days of inspection notification
D (2 Wk)	Inspect and rectify if possible, or provide appropriate warning	Within 2 weeks of inspection notification
E (4 Wk)	Inspect and rectify if possible, or provide appropriate warning	Within 4 weeks of inspection notification
F (8 Wk)	Inspect and rectify if possible, or provide appropriate warning	Within 8 weeks of inspection notification
G (12 Wk)	Inspect and rectify if possible, or provide appropriate warning	Within 12 weeks of inspection notification
H (routine)	Inspect and rectify if possible, or provide appropriate warning	During routine annual maintenance
I (12 Mnth)	Inspect and rectify if possible, or provide appropriate warning	Within 12 months of inspection notification
J (18 Mnth)	Inspect and rectify if possible, or provide appropriate warning	Within 18 months of inspection notification

¹³ Where, because of the nature of the repair required, level of resources required or workload, it is not possible to rectify within the time shown in Appendix E, appropriate warning of the hazard is to be provided until the repair can be completed. Appropriate warning could include, for example Provision of warning signs, Traffic control action, Diversion of traffic around the site, Installation of a temporary speed limit, Lane closure, Closure of the road to certain vehicles (eg. Load limit), Road Closure.

¹⁴ Response Times are from the time the defect exceeding intervention is recorded.



Appendix E - Intervention Levels

Maintenance standards, as defined in the ministerial code of practice, are considered to be the levels of service or targets set by council consistent with its management of risks and available resources. These intervention levels are not intended to increase the level of service of a road, but are designed to maintain what already exists safely.

An acceptable remedy may be a longer-term Traffic Management (see footnote 13 Appendix D) until the defect is remedied under a capital works program.

Defect Code	Description of Defect and Intervention Level	Response Times (Refer Appendix D)				
		RDMC1	RDMC2	RDMC3	RDMC4	RDMC0
1.0 Obstructions in Traffic Lane (All Road Surfaces)						
OBS	Materials fallen from vehicles, dead animals, wet clay and other slippery substances, hazardous materials, accumulation of dirt or granular materials on the traffic lane of (sealed roads only) that pose a safety risk to vehicles. (ie run off road, movement into oncoming lanes, loss of traction or braking capability)	A (1 Day)	A (1 Day)	B (2 Day)	B (2 Day)	N/A
OCC	Traffic hazards requiring urgent response to ensure traffic safety - ponding of water >300mm deep, fallen trees, oil spills, stray livestock.	A (1 Day)	A (1 Day)	B (2 Day)	B (2 Day)	N/A
EM	Emergency Event (e.g. road accidents resulting in debris on road surface)	A (1 Day)	A (1 Day)	B (2 Day)	B (2 Day)	N/A
2.0 Pavement or Surface Defects (Sealed Roads)						
S-POT	Potholes in traffic lane of a sealed pavement greater than 300 mm in diameter and greater than 75 mm deep.	C (5 Day)	D (2 Wk)	D (2 Wk)	D (2 Wk)	N/A
S-DRO	Edge drops/breaks onto unsealed shoulder greater than 100 mm over a 1.0 m length.	D (2 Wk)	E (4 Wk)	E (4 Wk)	E (4 Wk)	N/A
S-SHG	Unsealed shoulder grading (to correct pavement drop off, build-up or rutting) where potholes or scouring exceed 75 mm in depth and 300 mm in diameter, or drop off from seal exceeds 75 mm.	E (4 Wk)	E (4 Wk)	E (4 Wk)	E (4 Wk)	N/A
S-RUT	Wheel Rutting /Depressions/Corrugations in the traffic lane of a sealed pavement. Maximum depth under a 1.2 m straightedge exceeds 75 mm (requiring the application of a levelling course of asphalt(<25 m2)	E (4 Wk)	E (4 Wk)	F (8 Wk)	F (8 Wk)	N/A
S-SHO	Pavement Failure /Shoving of the surface in the traffic lane. Maximum depth under a 1.2 m straightedge exceeds 75 mm. (For Areas 1sq.m-50sq.m)	D (2 Wk)	E (4 Wk)	E (4 Wk)	E (4 Wk)	N/A
S-BLE	Bleeding seals (resulting in pickup of binder due to traffic action)	A (1 Day)	A (1 Day)	A (1 Day)	B (2 Day)	N/A

**Appendix E - Intervention Levels (Continued)**

Defect Code	Description of Hazard Defect and Intervention Level	Response Times (Refer Appendix D)				
		RDMC1	RDMC2	RDMC3	RDMC4	RDMC0
3.0 Pavement or Surface Defects (Unsealed Roads)						
U-POT ₁	Potholes in traffic lane of an unsealed pavement greater than 500 mm diameter and 100 mm deep.	E (4 Wk)	E (4 Wk)	E (4 Wk)	N/A	N/A
U-POT ₂	Potholes in traffic lane of an unsealed pavement greater than 1000 mm diameter and 150 mm deep.	N/A	N/A	N/A	E (4 Wk)	N/A
U-CSR ₁	Corrugations/Scour/Ruts in the traffic lane of an unsealed pavement 100 mm in depth and over 10% of the area of the total road surface.	D (2 Wk)	E (4 Wk)	F (8 Wk)	N/A	N/A
U-CSR ₂	Corrugations/Scour/Ruts in the traffic lane of an unsealed pavement 150 mm in depth and over 20% of the area of the total road surface.	N/A	N/A	N/A	F (8 Wk)	N/A
U-IPM	Slippery unsealed Road - Insufficient pavement Material that pose a safety risk to vehicles (i.e run off road, movement into oncoming lanes, loss of traction or braking capability)	B (2 Day)	B (2 Day)	B (2 Day)	N/A	N/A
4.0 Drainage (All Road Surfaces)						
PIT	Damaged or missing drainage pit lids, surrounds, grates, in pedestrian areas or traffic lanes.	D (2 Wk)	E (4 Wk)	E (4 Wk)	E (4 Wk)	N/A
CLE	Drain, culverts and pits cleaning (if impacting Roads) Remove dirt/debris to maintain drainage. Report scour damage, corroded or braided inverts, or structural distortion.	D (2 Wk)	E (4 Wk)	E (4 Wk)	E (4 Wk)	N/A
5.0 Vegetation (All Road Surfaces)						
VEG	Trees, shrubs or grasses that have grown to restrict design sight distance to intersections or restrict viewing of safety signs or long dry grass on a road shoulder where a vehicle is required to leave the paved surface of the road to overtake another vehicle.	C (5 Day)	D (2 Wk)	E (4 Wk)	E (4 Wk)	N/A
INT	Vegetation intruding within an envelope over roadways from the back of shoulder and/or kerb and a minimum of 5 m height clearance over pavement and the trafficable portion of shoulders.	C (5 Day)	D (2 Wk)	E (4 Wk)	E (4 Wk)	N/A



Road Management Plan

Defect Code	Description of Defect and Intervention Level	Target Response Times (Refer Appendix D)				
		RDMC1	RDMC2	RDMC3	RDMC4	RDMC0
6.0 Roadside Signage & Furniture (All Road Surfaces)						
SSI	Safety signs missing, illegible or damaged making them substantially ineffective.	E (4 Wk)	F (8 Wk)	F (8 Wk)	F (8 Wk)	N/A
GUI	Guideposts -Missing or damaged at a critical location 2 making them substantially ineffective.	E (4 Wk)	E (4 Wk)	F (8 Wk)	F (8 Wk)	N/A
BAR	Safety Barrier and Fencing -Missing or damaged at a critical locations making them substantially ineffective.	E (4 Wk)	E (4 Wk)	F (8 Wk)	F (8 Wk)	N/A
MAR	Line marking, missing, illegible or confusing at a critical location	E (4 Wk)	E (4 Wk)	F (8 Wk)	E (4 Wk)	N/A
7.0 Structures (including bridges)						
BRI	Damage affecting structural performance eg Bridges and Major Culverts	E (4 Wk)	E (4 Wk)	E (4 Wk)	E (4 Wk)	N/A
8.0 Traffic Signals and Controls (All Road Surfaces)						
SIG	Traffic Signal inoperable or confusing	C (5 Day)	C (5 Day)	C (5 Day)	C (5 Day)	N/A
9.0 Off Street Carparks						
TS3	Defective pedestrian areas with a step greater than 30 mm	C (5 Day)	D (2 Wk)	D (2 Wk)	N/A	
COV	Vegetation over pedestrian areas of carparks, intruding into a minimum of 2.1 m height clearance over pedestrian areas.	C (5 Day)	D (2 Wk)	E (4 Wk)	N/A	
CPS	Sealed Pavement defects (i.e Potholes >300 mm in diameter and greater than 75 mm deep.)	B (2 Day)	D (2 Wk)	D (2 Wk)	N/A	
CPU	Unsealed Pavement defects (i.e Potholes >500 mm diameter and 100 mm deep)	E (4 Wk)	E (4 Wk)	E (4 Wk)	N/A	

**Appendix E - Intervention Levels (Continued)**

Defect Code	Description of Defect and Intervention Level	Target Response Times (Refer Appendix D)					
		PMC1	PMC2	PMC3	PMC4	PMC5	PMC0
10.0 Paths							
TS1	Defective pedestrian areas with a step greater than 10 mm and less than 20 mm. (Proactive Inspection Response)	I (12 Mnth)	N/A	N/A	N/A	N/A	N/A
TS2	Defective pedestrian areas with a step greater than 20 mm and less Than 30 mm. (Proactive Inspection Response)	B (2 Day)	I (12 Mnth)	J (18 Mnth)	N/A	N/A	N/A
TS3	Defective pedestrian areas with a step greater than 30 mm. (Proactive Inspection Response & Reactive Response)	B (2 Day)	C (5 Day)	D (2 Wk)	N/A	N/A	N/A
COV	Vegetation over paths, intruding into a minimum of 2.1 m height clearance over pedestrian areas. ¹⁵ (Proactive Inspection Response & Reactive Response)	E (4 Wk)	E (4 Wk)	E (4 Wk)	N/A	N/A	N/A

Note 1: Council will not maintain nature strips and sweep paths of leaves, nuts and fruits from street trees or loose gravel. Inappropriate street trees that drop nuts and fruits on paths will be replaced under the appropriate tree management plan as funds become available.

Note 2: An appropriate interim repair is made when Customer Request highlights a defect above intervention. Interim repairs may include temporary measures to reduce the defect such as applying asphalt, or may be to highlight the defect such as painting or signage.

¹⁵ Overhanging trees/vegetation : The safety inspections that are undertaken also include looking at overhanging trees and vegetation from both street trees and from private property. Overhanging street trees will be pruned to provide 2.1 m vertical clearance over paths on a programmed basis in accordance with these inspection frequencies. Council's Local Laws staff will follow up the property owners of overhanging private trees in accordance with the Local Law.



Appendix F – Register of Public Roads



Road Management Plan

End of Document

SUMMARY OF SUBMISSIONS FOR ROAD MANAGEMENT PLAN 2021 - 2025

Sub No.	Name / Organisation	Support / Objection	Summary of Issues	Officer Comments	Changes to Plan Required ? Yes / No	Date submission received
1	Jack Huxtable	N/A	Jack believes that Hannah Street, Morwell is a hazard due to increased traffic as a result of land development. When this issue was first raised some months ago, yellow lines were installed to direct traffic. Jack does not believe this has eased the situation and is suggesting the road be made one way	The issue is being re-examined by the Traffic Engineer to identify what the specific are, what is causing the issues, and what resolution is required. Jack has been advised of this and once a resolution has been determined he will be contacted again.	No	13/05/2021
2	Domenic Marano	N/A	Domenic is wanting to know when a footpath will be constructed in Gwalia Street in Traralgon.	The footpath has been placed on the list of paths requested and will be prioritised once the available budget has been determined. Dominec has been advised that he will be contacted once this process has been conducted.	No	30/05/2021

Post Exhibition Edit Table

ITEM	WHAT IS THE CHANGE?	WHAT IS THE REASON FOR THE CHANGE?	RELATED SUBMISSION
Appendix B -Proactive Inspection Schedules			
1.	RDMC1 inspection pushed out from 8 to 9 weeks	To provide a buffer to account for inclement weather and staff shortages	N/A
2.	RDMC2 and CPMC1 inspections pushed out from 15 weeks to 16 weeks	To provide a buffer to account for inclement weather and staff shortages	N/A
3.	RDMC3 and CPMC2 inspections pushed out from 30 weeks to 31 weeks	To provide a buffer to account for inclement weather and staff shortages	N/A
4.	RDMC4, CPMC3 and PMC1 inspections pushed out from 12 months to 13 months	To provide a buffer to account for inclement weather and staff shortages	N/A
5.	PMC2 inspections pushed out from 24 months to 25 months	To provide a buffer to account for inclement weather and staff shortages	N/A
6.	PMC3 inspections push out from 36 months to 37 months	To provide a buffer to account for inclement weather and staff shortages	N/A
7.	Bridge or Culvert Level 2 inspections push out from 12 months to 13 months	To provide a buffer to account for inclement weather and staff shortages	N/A

RDMC = Road Maintenance Class

CPMC = Car Park Maintenance Class

PMC = Path Maintenance Class

Agenda Item: 15.3

Agenda Item: Main Street Yinnar Traffic Calming

Sponsor: General Manager, Assets and Presentation

Council Plan Objective: Provide a connected, engaged and safe community environment, which is improving the well-being of all Latrobe City citizens.

Status: For Decision

MOTION

Moved: Cr Ferguson

Seconded: Cr O'Callaghan

That Council:

- 1. Endorses the proposed Main Street Yinnar traffic calming recommendations and actions; and**
- 2. Allocates \$20,000 from the Accumulated Unallocated Cash Reserve to fund capital project advanced design.**

CARRIED UNANIMOUSLY

Executive Summary:

- Council officers were requested to investigate traffic calming and safety treatments in Yinnar on Main Street and Jumbuk Road and to further develop options previously presented to Council in regard to their suitability, feasibility and cost.
- Engagement with the Yinnar District Community Association (YDCA) and other stakeholders revealed a list of issues relating to the volume of traffic, speed of traffic, school drop-off peak demands and pedestrian safety.
- Historical traffic data was sourced and confirmed that the annual average daily traffic volumes have increased 30% since 2001 and will continue to grow with surrounding development.
- A review of the previous proposed measures and progressing to initial concept designs have refined the proposed treatments, however some more complex issues and projects require further investigation.

- The opportunity has been taken to deploy centre median line marking treatments immediately, as scheduled asphaltting works were scheduled in June 2021. Feedback has been received from the community around the treatment and additional communications are planned in response.
- Officers recommend that the proposed treatment could be brought together into a short to long term Local Area Traffic Management (LATM) Plan, to progressively increase the treatments and adapt to feedback as it arises.

Background:

At the 7 December 2020 Council Meeting it was resolved:

That Council receive a report at the February 2021 Council meeting detailing:

- a) the most effective roadworks for slowing traffic along the main thoroughfare of Yinnar (specifically Main Street and the Jumbuk Road entry to Main Street);*
- b) analysis of the ability to upgrade the Yinnar school Main Street crossing; and*
- c) estimated costs and funding options related to points a) and b)*
- d) options and costs to provide a school crossing supervisor for the Yinnar School crossing including options for the provision of a school crossing supervisor immediately until a permanent arrangement can be made.*

A subsequent report was presented to the 8 February 2021 Council Meeting seeking to expand on items a, b and c of the above resolution, detailing options and costs to slow traffic on the main thoroughfare of Yinnar (specifically Main Street and the Jumbuk Road entry to Main Street), and to upgrade the Yinnar Primary School crossing on Main Street, Yinnar.

At the 8 February 2021 Council Meeting it was resolved:

That Council endorses further development of options noted in Attachment 1 of this report, engaging with the community and Regional Roads Victoria as required, to determine the suitability and feasibility of the options and presenting a future report with further detail and more accurate estimates.

Concept plans of the proposed options were developed and through design iteration focused into a proposed progressive pathway of treatments.

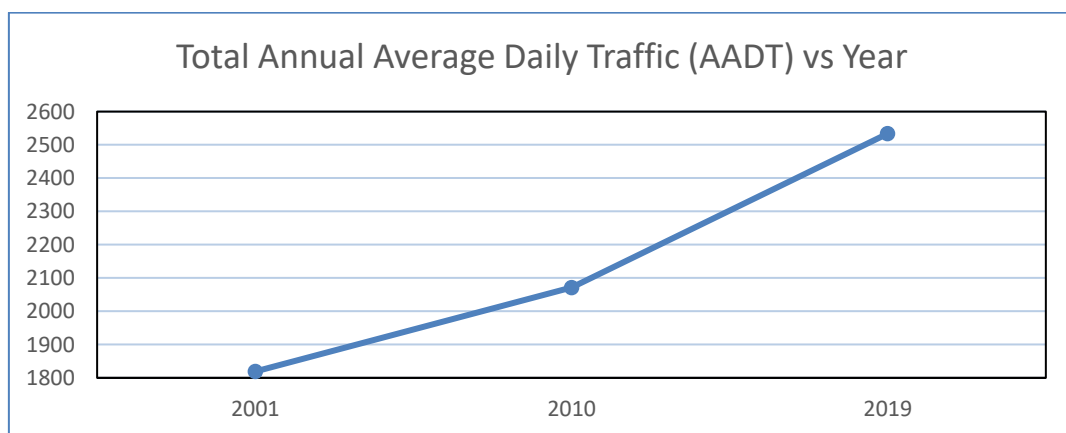
With these plans prepared, Council officers attended a Yinnar and District Community Association (YDCA) meeting on 18 May 2021, to discuss their lived experience of the area and how different proposed treatments could be effective.

A separate meeting was also held with the owners of Smee Motors whom have previously raised the issue with changing the parking outside their business from a 45 degree angle to parallel parking.

Their feedback is summarised as follows:

- The increased volume of traffic has exceeded the intended capacity of the existing road environment;
- School pick-up and drop-off times put great stress on the existing infrastructure with poorly delineated areas leading traffic conflict, general road user confusion, or flouting of parking restrictions and dangerous uncontrolled u-turns;
- Pedestrian safety and connectivity:
 - The school crossing operation is compromised by road users parking too close to the crossing;
 - Jumbuk Road crossing at Main Street does not feel safe to cross due to parked cars blocking site lines and vehicles travelling around the corner at excessive speed;
 - Parents with children preferred to cross on Jumbuk Road near Wicks Road so they had more time to react to the traffic described above at the Main Street intersection; and
 - Outside of school hours there are no safe crossing points for pedestrians to walk to the gallery or the bus stop.
- Hydrant access point on Bennett Street is frequented by water trucks that u-turn on Main Street; and
- A specific priority list was provided on behalf of the School Council as discussed under School Parking Measures.

Following this meeting Council officers reviewed existing traffic volume and speed counts taken in 2001, 2010 and 2019 to substantiate the concerns raised by the community. The traffic count data is expressed in Annual Average Daily Traffic (AADT).



Graph 1 – AADT change over time

Location, Year	Total AADT	AADT Weekdays	AADT Weekend
100m north of Jumbuk Road, Yinnar 2019	2534	2719	2186
<i>% Change 2019 Vs 2010</i>	<i>+22%</i>	<i>+19%</i>	<i>+37%</i>
100m north of Jumbuk Road, Yinnar 2010	2071	2285	1592

Table 1 – Change in AADT 2010 vs 2019 with weekend and weekday

Location, Year	% Heavy Vehicles
100m north of Jumbuk Road, Yinnar 2019	9.44
<i>Difference 2019 Vs 2010</i>	<i>+4.25</i>
100m north of Jumbuk Road, Yinnar 2010	5.19

Table 2 – Increase in % heavy vehicles

Location, Year	85th Percentile (School Times)	86th Percentile (All Times)
100m north of Jumbuk Road, Yinnar 2019	44	55
100m north of Jumbuk Road, Yinnar 2010	45	58
320m South of Sliedel Court, Yinnar 2001	65 (no school zone)	67

Table 3 – 85th Percentile Speeds

Officers have prepared a technical memorandum in Attachment 1 that discusses the various proposed treatments in more detail. A summary is provided in the following table with highlighted colours referring to the short, medium, and long-term actions in the recommendations.

Treatment	Efficacy	Feasibility	Timing	Cost
1. Intersection channelisation - Main St and Main St Service Road				
1.1. Service Road intersection line marking channelisation	Medium	High	Short term	<\$20,000
1.2. Service Road formalised channelisation with concrete islands	High	High	Medium term	<\$50,000
2. Lane width reduction				
2.1. Line marked centre median island	Medium	High	Short term	<\$20,000

Treatment	Efficacy	Feasibility	Timing	Cost
2.2. Formalised centre median island	High	Low	Long term	>\$150,000
3. Kerb outstands				
3.1. Kerb outstand and crossing Jumbuk and Wicks Roads	Medium – High	Medium	Medium - Long term	\$50,000 - \$150,000
3.2. Kerb outstands Main St	Medium	Medium	Medium - Long term	\$50,000 - \$150,000+ scope and extents TBC
4. Physical impediments				
4.1. Main Street school crossing - Raised safety platform	High	Medium	Long term	\$150,000
4.2. Main Street school crossing - Wombat crossing	High	Low	Long term	\$200,000
4.3. Main Street and Jumbuk Road - Raised safety platform	High	High	Short term	\$50,000
4.4. Main Street and Jumbuk Road raised intersection treatment	High	Medium	Long term	\$500,000+
5. Speeding enforcement	High	Medium	Short term	-
6. Speed restriction change	Medium	Medium	Long term	\$10,000

Table 4 – Efficacy, feasibility, timing and costs summary

Conclusion and recommendations

Further investigation is recommended into a number of initiatives that are complex in nature or difficult to scope and cost with sufficient accuracy for funding at the early concept phase:

- School parking issues:

More investigation is required to manage the high peak demand requirements of the school drop-off in Main Street. There is no single remedy available to treat this issue, and therefore a suite of different measures requires further development, consideration and consultation. Parking surveys, monitoring

driver response to new treatments and close consultation with the school requires more time and detailed community consultation. This can be accommodated within existing resources.

- Capital project advanced design:

Three treatments included below are recommended actions: 3.1 Kerb outstands and crossing Jumbuk and Wicks Roads; 3.2 Kerb outstands Main Street; and 4.4 Main Street and Jumbuk Road raised intersection treatments. These treatments are not currently funded and would benefit from a capital project advanced design budget to develop the proposals into functional designs, by completing a survey and service proving works at an estimate of \$20,000. With functional designs, the projects can be accurately scoped and costed to target grant opportunities or list for Council budget consideration.

Officers recommend that the remaining proposed treatment be brought together into a short to long term Local Area Traffic Management (LATM) Plan to progressively increase the treatments and adapt to feedback as it arises.

The following table lists these actions with timing described as:

- Short term – imminent or ongoing.
- Medium term – Works forecast or feasible with small budget
- Long term – Complex and requiring significant funding

Treatment	Short term	Medium Term	Long Term	Comment
1.1 Service Road intersection line marking channelisation	X			Works imminent under existing budgets.
2.1 Line marked centre median island	X			Works imminent under existing budgets.
4.3 Main Street and Jumbuk Road - Raised safety platform		X		Grant funding announcement expected soon.
3.1 Kerb outstand and crossing Jumbuk and Wicks Roads		X		Recommend proceed to functional design to refine scope and budget, funding required.
6. Speed zoning change		X	X	Speed reduction to 50km/h and retain 40km/h during school times. RRV approval required.
3.2 Kerb outstands Main St			X	Recommend proceed to functional design, funding required. Considered in conjunction with 4.4 as a potential streetscape masterplan, grant funding options

Treatment	Short term	Medium Term	Long Term	Comment
				limited.
4.4 Main Street and Jumbuk Road raised intersection treatment			X	Recommend proceed to functional design, funding required. Considered in conjunction with 3.2 as a potential streetscape masterplan, grant funding options for construction limited.
5. Speeding enforcement	X	X	X	Requests to Vic Police as required.
School parking measures	X	X	X	More detailed investigation required and a suite of actions to respond to need and provide for future growth.

Table 5 – Recommended actions for consideration

Issues:

Strategy Implications

This report is consistent with Council Plan Strategic Objective 5:

Provide a connected, engaged and safe community environment, which is improving the well-being of all Latrobe City citizens

Health Implications

The proposed LATM treatments could reduce road accidents and promote non-car trips.

Communication

Council officers have been in regular contact with the Yinnar community over a number of years to discuss traffic issues, including specific traffic related issues. The treatment options included in this report have been discussed with the YDCA and key stakeholders. A letter drop has been completed to advise about the upcoming asphalt and line marking works.

Initial community feedback has included that some people feel less safe using the angled parking spaces with traffic directed closer to the parked car, particularly with the school drop off peak times. The lanes have been reduced from extra wide to a standard lane width and it is expected that this change will have resulted in a decrease in motorist speed also. Traffic counts will be undertaken to verify this and investigations are underway to improve traffic movements during school drop off peak.

A specific communication piece is being prepared to advise of the ability to turn right over the median island.

Financial Implications

There are no financial implications arising from this report. It explores options and provides rough order of measure (ROM) estimated costs, however no commitment is made. All future works etc. would be subject to the normal budgetary process.

Risk Analysis

Action is required to address the road environment in response to community requests arising from road user satisfaction. Council is the responsible road authority and also permitted the surrounding development. In the eyes of the community that infers the need to update the infrastructure accordingly.

Identified risk	Risk likelihood*	Controls to manage risk
<p>Reputational Risk</p> <p>Road user dissatisfaction / incidents.</p> <p>Negative community reaction to changes in road environment.</p>	Likely	<p>LATM scheme to better manage road users as volumes increase.</p> <p>Communications to advise of the road rules with new treatments.</p>
<p>Strategic Risk</p> <p>Development exceeding local infrastructure suitability.</p>	Unlikely	<p>LATM scheme to better manage road users as volumes increase.</p>

* Inherent likelihood ratings: 1 (Rare); 2 (Unlikely); 3 (Possible); 4 (Likely); 5 (Almost Certain)

Legal and Compliance

There are no legal or compliance implications associated with this report.

Community Implications

The community implications are generally positive, as it shows that Council has considered the feedback from the community.

Environmental Implications

There are no environmental implications associated with this report.

Consultation

Council officers have met with the YDCA and Smee Motors.

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 2020*.

Supporting Documents:

Attachment 1 discusses the proposed LATM treatments in more detail

Attachments

1   Details of Yinnar LATM Treatments

15.3

Main Street Yinnar Traffic Calming

1	Details of Yinnar LATM Treatments	245
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MEMORANDUM



TO JOSH WILSON – ACTING MANAGER CITY ASSETS

FROM DANIEL KELABORA – INFRASTRUCTURE DESIGN COORDINATOR

DATE 8 JUNE 2021

SUBJECT OFFICER COMMENTS YINNAR LATM TREATMENTS

Following from the Council resolution 8 February, Council officers were requested to investigate traffic calming and safety treatments in Yinnar on Main Street and Jumbuck Road and to further develop options previously presented to Council in regard to their suitability, feasibility and cost.

Proposed Local Area Traffic Management (LATM) Options

1. Intersection channelisation - Main St and Main St Service Road

Channelisation involves partitioning sections of the road to accommodate certain turn movements or directions of travel and is important to provide guidance to road users and reduce the amount of conflict points. Currently, the intersection of Main Street, Main Street Service Road, Bennet Street is uncontrolled which can lead to road user confusion and spread possible conflict points throughout the area, see orange highlight in Figure 1. This has been exacerbated by increased traffic volumes and high peak demands during associated with school parking. There are two proposed treatments which can progressively be rolled out.

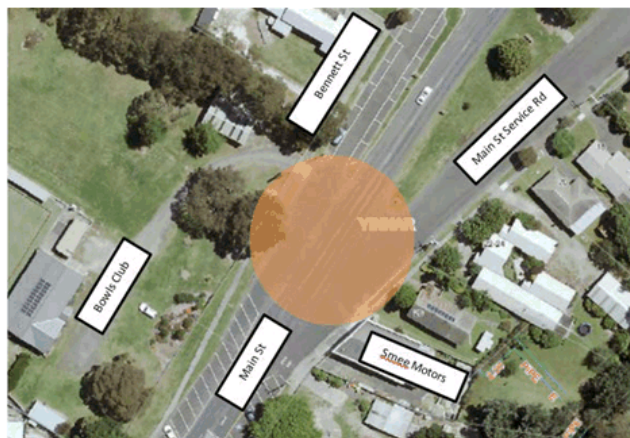


Figure 1 – Main St intersection conflict point

1.1. Service Road intersection line marking channelisation

Efficacy	Feasibility	Timing	Cost
Medium	High	Short term	<\$10,000

After reviewing the previous Council report, traffic volume and demand, and seeking community feedback a line marked intersection treatment is proposed that seeks to capture the desired traffic movement and direct them to specific points to bring the user experience closer to other intersections a general road used would commonly expect.

Being a line marked only treatment the efficacy is not absolute. However, the need to affect a behaviour change in road users that have been traversing the intersection in its existing condition can benefit from the progressive soft implementation approach that trials options and adapts to the road user response. Line marking offers this flexibility to effectively test the solution at a low cost and plan the next steps according to the results.

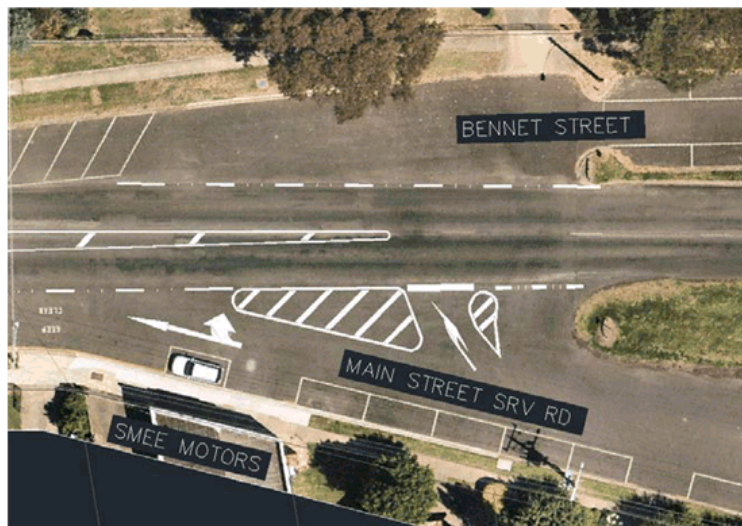


Figure 2 – Main St Service Road intersection proposed line marking

Internal team collaboration has led to this treatment and the proposed centre median being accommodated as part of line marking reinstatement following scheduled asphalt overlay maintenance works in June.

1.2. Service Road formalised channelisation with concrete islands

Efficacy	Feasibility	Timing	Cost
High	High	Medium term	<\$50,000

Pending review and feedback from the line marking only treatment the painted intersection islands can be upgraded to concrete islands to increase the compliance from road users. Street lighting will require review and possible upgrading as part of these works.

2. Lane width reduction

Main Street functions as a typical shopping street with angled parking on both sides and a total pavement width of 19.5 meters. When the angled parking is not occupied this wide street along with the low traffic volumes encourages higher motorist speeds. This is reinforced in speed count data which shows increased speed during the morning commuter peak. When reviewing options to reduce speeds, reducing the apparent lane width an effective treatment and can be achieved in a number of ways.

2.1. Line marked centre median island

Efficacy	Feasibility	Timing	Cost
Medium	High	Short term	<\$20,000

A 500m long painted centre median island with diagonal marking is proposed to constrain the apparent lane width an encourage drivers to slow down. It can also help channelise traffic through intersection and specific access points while not physically removing all right hand turns for parking access. As noted with the Main St Service Road intersection, a painted centre medium island throughout the extent of angled parking on Main Street will be accommodated as part of line marking reinstatement following scheduled asphalt overlay maintenance works in June.



Figure 3 – Painted centre median island

U turns are restricted with the use of the proposed single line median island and gathering feedback about the appropriate location to permit u turns will be ongoing through the monitoring phase of the line marking treatment and can be adjusted on request.

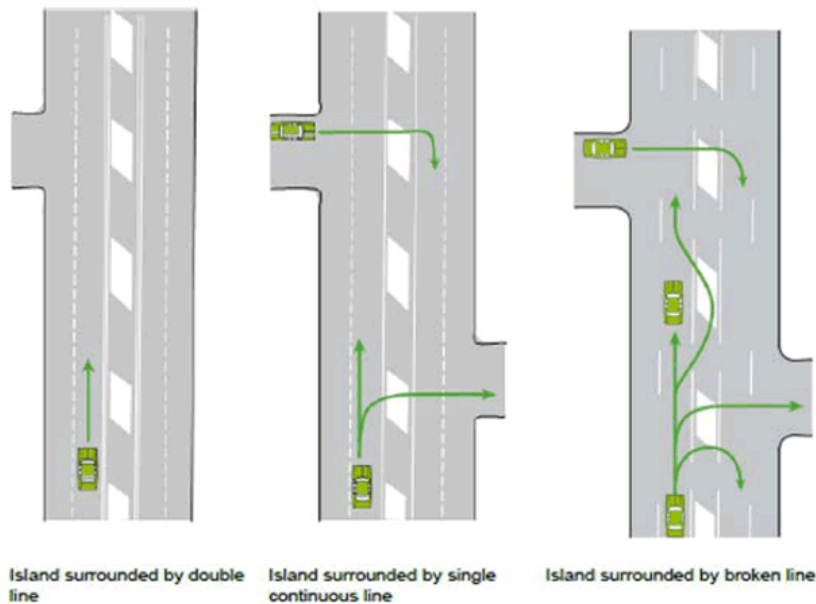


Figure 4 - Painted island permitted movements

2.2. Formalised centre median island

Efficacy	Feasibility	Timing	Cost
High	Low	Long term	>\$150,000

A centre median island can also be constructed out of kerb and include options for street trees or lighting. At this time feasibility is considered low in this instance due to the number of property access points along the road likely requiring a high number of gaps in a concrete island, reducing the overall effectiveness of the treatment. More investigation and detailed design would help to re-assess the feasibility and update the cost of this treatment. Gathering feedback about the efficacy and user response to the painted median island will also guide this proposed treatment.

3. Kerb outstands

Kerb outstand are used in two ways; to increase pedestrian safety by reducing the length of road crossing and increasing sight distance; and visually constraining the width of the road to encourage lower speeds. A combination of these can be used here.

3.1. Kerb outstand and crossing Jumbuck and Wicks Roads

Efficacy	Feasibility	Timing	Cost
Medium – High	Medium	Medium - Long term	\$50,000 - \$150,000

Community feedback highlighted that a pedestrian crossing point with kerb outstands at the Wicks Road is a high priority for school kids as they do not feel safe crossing at Main Street

due to the compromised site lines from parked cars and higher volume of traffic. This would also form an entrance treatment to signal to road users that the surrounding country roads have ended and they are entering a different road environment.

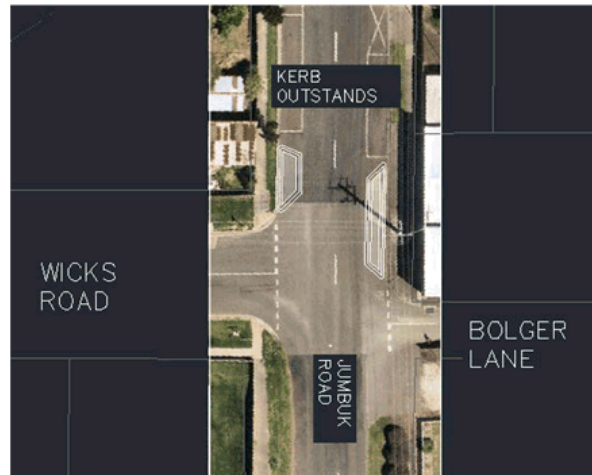


Figure 5 – Jumbuck Rd kerb outstands

Kerb outstands of this nature require further investigation to accurately scope as they often require additional drainage infrastructure to prevent stormwater pooling on the road and can also reduce the amount of on street parking available for businesses. Council officers support this treatment and can investigate further to develop the project into an internal capital or external grant budget bid. Similar treatments recently constructed in the Moe, Morwell, and Traralgon CBDs vary in cost from \$60k to \$150k depending on the service clashes and drainage requirements.

3.2. Kerb outstands Main St

Efficacy	Feasibility	Timing	Cost
Medium	Medium	Medium - Long term	\$50,000+ extents TBC

Kerb outstands can be used on Main St to fill in voids of parking and visually constrain the road as shown in the left of Figure 6 below as an example. Other sites identified include outside the gallery and the entry to the bus stop. These can be also be landscaped for beautification.



Figure 6 – Main St kerb outstands and school crossing

4. Physical impediments

Obstacles in the traffic lane that a road user have to traverse are very effective at modifying behaviour and slowing speeds. There are a number of treatments available which are discussed further below.

4.1. Main Street school crossing - Raised safety platform

Efficacy	Feasibility	Timing	Cost
High	Medium	Long term	\$150,000

A wide speed bump can be constructed on the alignment of the existing school crossing on Main Street to slow down traffic. Pedestrians must still give way to traffic which has been a point of confusion on similar treatments constructed in Traralgon, where they appear similar to a Wombat crossing but do not have pedestrian priority.

The operation of the school crossing would be enhanced with this treatment as vehicles would need to slow down to traverse the speed bump. However, outside of school pick up times the benefit to the wider community may not be as high as creating a similar style treatment at the Main Street and Jumbuck Road intersection.

4.2. Main Street school crossing - Wombat crossing

Efficacy	Feasibility	Timing	Cost
High	Low	Long term	\$200,000

A wombat crossing is a major traffic control device that RRV oversee. The benefits of a Wombat crossing are similar to a raised safety platform but increased with public lighting and pedestrian priority. Being RRV controlled the warrants for this type of treatment may not be reached at this location and they are generally used in areas of high and sustained pedestrian volumes typical of CBDs.

4.3. Main Street and Jumbuck Road - Raised safety platform

Efficacy	Feasibility	Timing	Cost
High	High	Short term	\$50,000

The crossing point on Jumbuck Road at the Main Street intersection has been identified for improvement and an external grant sought for the construction of a raised safety platform. Advice is that the project has support but awaits ministerial announcement. This treatment will maintain existing traffic priority over pedestrians but provide a speed bump for vehicles to traverse which is intended to lower speeds and increase reaction time.



Figure 7 – Jumbuck Rd and Main St raised safety platform

4.4. Main Street and Jumbuck Road raised intersection treatment

Efficacy	Feasibility	Timing	Cost
High	Medium	Long term	\$500,000+

A continuation of the raised safety platform concept is to apply it to the three legs of the intersection in a treatment similar to Tarwin St, Morwell. The benefit of this treatment is that it slows traffic in all three directions and also increases the pedestrian connectivity too. This would help form an important link for pedestrians to cross the road to the gallery or bus stop.

Officers support the concept for development but acknowledge the difficulty in finding external funding for such a large project without a high accident history to justify the spend in a road safety sense. This treatment though being LATM focused can fall into the lens of streetscape improvement.



Figure 8 – Raised intersection treatment

5. Speeding enforcement

Efficacy	Feasibility	Timing	Cost
High	Medium	Ongoing	-

A member of Victoria Police attended the YDCA meeting as a community member and advised that the previous traffic counts completed in 2019 were of great assistance to them to understand that the speeding issue was a particular issue during the morning commuter peak and that they used this data to adjust their enforcement activities.

Collaborating on enforcement like this is an excellent way to treat speeding issues as it directly addresses the small proportion of individuals that ignoring the current regulations and may be unlikely to adhere to further regulation updates or LATM treatments. Support from Victoria Police is appreciated but they are also subject to competing priorities for their attention to undertaking enforcement activities is not always guaranteed.

6. Speed zoning changes

Efficacy	Feasibility	Timing	Cost
Medium	Medium	Medium term	\$10,000

The current speed limit through the town is 60km/h and time restricted 40km/h school zone in the morning and afternoon. Speed regulation is carefully controlled by Vicroads and have a very long lead time for changes, with recent speed change requests taking more than 12 months for approval.

It is Council officer’s opinion that the treatment areas meets the eligibility requirements for 50km/h under the Vicroads’ Speed Zoning Guidelines for Rural Town Centres. In order to

progress an application to reduce the speed support from the local community and Latrobe City Council will need to be confirmed and an application made to Regional Roads Victoria.

School Parking Measures



Figure 9 – School parking measures

The hierarchy of best practice parking management approaches these issues in the following priority order:

- Optimise existing supply
- Encourage more non-car trips
- Increase supply

At the YDCA a member of the School Council provided a priority list that requested the following with officer's response beneath it:

- Removal of car parks adjacent to existing school crossing that have parking restrictions (blue hatch in Figure 9)
 - Supported by Officers to optimise parking and encourage more non-car trips. Parents or general public parking in these spaces when restricted compromises the safety of the school crossing. Could be considered as a first stage of treatment 3.2 Kerb outstands. The loss of parking in isolation is best addressed through considering these works as a part of a suite of parking measures to improve the optimisation of all the school parking so that despite the loss of some parks there is an improvement in the overall use of existing parks. Parking surveys and further investigation are required.
- Replacement of existing 45 degree angles parking outside school with a parallel parking kiss and drop zone
 - Supported by Officers in concept to optimise existing parking supply and improve safety but recommend more investigation is required to find an appropriate location(s) for a kiss a drop area as this could include relocation of the current school crossing. Currently, the likely desire for parents to make a u turn exit, loss of accessible parking and net loss of approximately 5 spaces require further review.
- Advise and install signage on appropriate u turn route for parents whom enter and exit the town from the north
 - Supported by Officers to improve safety and encourage optimising existing parking and non-car trips. The u turn movement is high risk and ideally be removed or at minimum restricted. More investigation is needed to integrate this approach into a

Officer Comments Yinnar LATM Treatments

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location for a kiss and drop zone or other treatment. The current works 1.1 Service Road intersection line marking channelisation and 2.1 Line marked centre median island reduce the need for u turns and restrict it in cases, which can be adjusted as we review the efficacy of the treatment.

- Raised intersection treatment and Main Street and Jumbuck Road.
 - Supported by Council officers to encourage more non-car trips and discussed in 4.4 Main Street and Jumbuck Road raised intersection treatment.

COMMUNITY HEALTH AND WELLBEING

16. COMMUNITY HEALTH AND WELLBEING

Agenda Item: 16.1

**Agenda Item: Review of Illegal Camping Activity at the Lake
Narracan Foreshore Reserve**

Sponsor: General Manager, Community Health and Wellbeing

**Council Plan Objective: Improve the amenity and accessibility of Council
services.**

Status: For Decision

MOTION

Moved: Cr Law

Seconded: Cr Middlemiss

That Council:

- 1. Engages the services of a contracted security patrol company to continue to monitor the illegal camping activity for two more summer periods from the beginning of November 2021 to 1 May 2023 to establish reliable data trends.; and**
- 2. Requests that a report be presented to Council to consider the data and future efforts to manage the illegal activity in August 2023.**

CARRIED UNANIMOUSLY

Executive Summary:

This report provides Councillors with data obtained by a contracted security patrol on weekends at and around the Lake Narracan foreshore area during the 2020/2021 summer open season. A summary of the data provided is as follows:

Of the 113 patrols completed the data collected identified:

- Visitors were observed on 37 occasions;
- 17 incidents of excess rubbish were reported to the Urban Amenities Team;
- Campers were observed on 16 occasions;
- Of those, on 10 occasions campers were advised that camping was illegal

and requested to move on;

- On 4 occasions camping was evident, however campers could not be located; and
- Police were called to assist to remove campers on 2 occasions.

To adequately understand whether last year was a typical year of activities at the Lake Narracan foreshore, Officers recommend that contracted security patrols continue for two more summer periods from the beginning of November to 1 May to establish reliable data trends.

Background:

Following discussions between Councillors and the caretakers of the Lake Narracan Caravan Park in 2019, Officers were requested to review the utilisation of the foreshore by members of the community who were illegally camping and leaving excessive rubbish and waste in the area.

A report was presented to the Ordinary Council Meeting 1 June 2020 which provided background on the issue and options to obtain quantifiable data. The option of engaging a contractor to undertake regular morning and evening patrols of the area was endorsed.

The contractor provided weekly reports to Officers measuring the number of visitors in the area, if any rubbish issues were identified, if campers were present and what action was taken to move the campers on.

During the patrols, the Lake Narracan Caravan Park caretakers have reported a reduction in the amount of rubbish in the area. They have also reported that in their opinion the presence of regular security patrols has resulted in a reduction of illegal camping and anti-social issues in the area.

This has been further supported by Victoria Police Moe following after a meeting in March 2021, which was attended by Cr Gibson.

To adequately understand whether last year was a typical year of activities at the Lake Narracan foreshore, Officers recommend that contracted security patrols continue for two more summer period between the beginning of November to 1 May to establish reliable trend data.

Table of options for consideration:

Option	Items to consider	Approx. cost to Council	Risks
1. Leave the gate open during the summer holiday period (November to	The access gate has been open to recreational users for the life of the lake	The following costs are currently absorbed within annual operational	Potential reputational damage as some families have been accessing the area

Option	Items to consider	Approx. cost to Council	Risks
<p>1 May 2022)</p> <p>Engage private security contractors to undertake regular patrols and educate visitors on the requirement of the Local Law and collect information about usage and patterns including rubbish</p>	<p>during the summer season</p> <p>Potential reduction of illegal campers</p> <p>Promote the day use of the area</p> <p>Contractor would have no delegated authority to enforce Local Law after themselves</p> <p>This may result in some community angst about visitors not complying with Local Laws and not caring for the environment</p>	<p>budgets</p> <p>Depot crews attending area to clean up after campers and day trippers over the summer period</p> <p>Cost for daily security patrols is estimated at \$6000 until the gate is locked at the beginning of May 2022</p>	<p>and camping there for many years</p>
<p>2. Permanent closure of access gate to restrict traffic access past the boat ramp</p>	<p>This will restrict vehicle access to any area past the gate which will reduce the number of campers</p> <p>Potential for the reduction of reported illegal campers and reduced litter and refuse past the boat ramp area</p> <p>Will result in a reduction of day trippers as they will have to carry their equipment to a picnic spot past the gate</p>	<p>No additional cost other than waste collection and removal currently being incurred and absorbed within BAU</p>	<p>If campers or visitors travel beyond the gate by using the waterway, they are locked in confined unsafely in the case of an emergency</p> <p>Closing of the gate restricts access to the second boat ramp, used by jet-ski owners</p> <p>Reducing access to the public open space and waterway will decrease visitors to the region</p>
<p>3. Take no further action</p>	<p>Given the small numbers of incidents reported of illegal campers, reverting to</p>	<p>No additional cost of business as usual adopted budget</p>	<p>Perception that Council are permitting camping along the foreshore and not</p>

Option	Items to consider	Approx. cost to Council	Risks
	Officers attending to reported incidents during business hours could be considered a more effective use of Council resources		responding quickly enough to complaints from the caretaker of the caravan park or community members

Issues:

Health Implications

Public access to recreational open spaces provides a positive impact on the emotional and social wellbeing of local and visiting community.

There is the potential for a negative impact on the environment if visitors do not avail themselves to the public amenities provided in the area or dispose of waste/rubbish appropriately.

Communication

There are potentially negative implications if any changes to arrangements or access for visitors to the foreshore are implemented without a community engagement.

Financial Implications

The recommended option will incur a cost of approx. \$6000 which will be referred to the 2020/2021 surplus bidding process.

Risk Analysis

Risks in addition to those listed in the options table are:

- Increased risk of fire impacting the area from unmanaged camp fires;
- Risk of illegal firewood and native vegetation removal; and
- No facilities to allow shelter in case of fire.

These risks need to be considered by relevant internal business units in the lead up to the 2021/2022 summer season.

Legal and Compliance

The foreshore is managed by Council in accordance to its legal requirements. No legal or compliance issues have been identified as a result of this report.

Community Implications

Changes to the access arrangements or historical use of the foreshore area may have a positive impact on the local community in that camping may be completely stopped, therefore reducing the negative impact that some campers have on the environment.

Alternatively, this may also have a negative impact on visitation numbers and utilisation of the foreshore area.

Environmental Implications

No additional environmental implications have been identified as a result of this report.

Consultation

No community consultation has been undertaken in the preparation of this 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 2020*.

Supporting Documents:

Nil

Attachments

Nil

Agenda Item: 16.2

**Agenda Item: Domestic Animal Management Plan 2021-2025
Request to Release Draft Plan for Community
Engagement**

Sponsor: General Manager, Community Health and Wellbeing

**Council Plan Objective: Provide a connected, engaged and safe community
environment, which is improving the well-being of all
Latrobe City citizens.**

Status: For Decision

Proposed Resolution:

That Council:

- 1. Approves the release of the Domestic Animals Management Plan 2021-2025 for community engagement for a period of 6 weeks from 6 July 2021 to 13 August 2021; and**
- 2. Requests report to be presented to Council on 4 October 2021 for Council to consider submissions and resolve to adopt the Domestic Animal Management Plan 2021 - 2025.**

MOTION

Moved: Cr O'Callaghan

Seconded: Cr Harriman

That Council:

- 1. Approves the release of the Domestic Animals Management Plan 2021-2025 for community engagement for a period of 6 weeks from 6 July 2021 to 13 August 2021;**
- 2. Specifies during the community engagement activities that the Domestic Animal Management Plan is subordinate the Domestic Animal Management Act 1994; and**
- 3. Requests report to be presented to Council on 4 October 2021 for Council to consider submissions and resolve to adopt the Domestic Animal Management Plan 2021 - 2025.**

CARRIED UNANIMOUSLY

Executive Summary:

- Under the provisions of the Domestic Animals Act 1994 (the Act) all Victorian Councils are responsible for developing a Domestic Animal Management Plan (DAMP).
- The DAMP outlines Councils services, programs and policies relating predominately to the management of dog and cat issues in their community.
- The DAMP addresses key criteria as prescribed in Section 68(a) of the Act. pertaining to Councils management of dogs and cats.
- A further report will be presented to Council on 4 October 2021 requesting that Council consider submissions and resolve to adopt the Domestic Animal Management Plan 2021 - 2025.

Supporting Information:

The DAMP addresses key criteria as prescribed in Section 68(a) of the Act. pertaining to Councils management of dogs and cats.

The DAMP must provide precise detail in relation to the following key areas:

- Strategies to promote responsible pet ownership.
- Strategies that address overpopulation and high rates of euthanasia in dogs and cats.
- A strategy to deal with dangerous, menacing and restricted breed dogs and dog attacks.
- Policies that encourage community members to register and identify their cats and dogs.
- A review of all existing Council standing Orders pertaining to dogs and cats.
- A review of all existing Council policies and procedures that are currently in place relating to cats and dogs.
- A defined training plan for Authorised Officers.

Issues:

Strategy Implications

The following objectives & strategies contained in the Council plan align with the Domestic Animals Management Plan 2021 - 2025.

- Objective 5 – Provide a connected, engaged and safe community environment, which is improving the well-being of all Latrobe City citizens

Health Implications

The DAMP is used as a tool to support the effective and responsible management of domestic animals within the community which can have a positive influence on the community's health and wellbeing.

Communication

A six-week period of community engagement will commence on the 6 July 2021 utilising social media, local press and face to face community engagement meetings.

Financial Implications

The cost of the production of this report is absorbed by Councils approved operating budget, all other initiatives contained within the DAMP are funded as a component of the approved operating budget.

Risk Analysis

Identified risk	Risk likelihood*	Controls to manage risk
Service Delivery Risk Enhanced and improved services may not be delivered if a DAMP is not implemented.	3	Implement the DAMP
Occupational Health and Safety Risk Nil	1	Risk is managed by existing policy and procedure
Reputational Risk Lack of planning and transparency, loss of trust in Councils ability to manage domestic animals.	3	Implement the DAMP
Legal/Regulatory Risk Failure to adhere to this statutory requirement would place Council at risk of operating outside	4	Implement the DAMP

Identified risk	Risk likelihood*	Controls to manage risk
of prescribed legal guidelines.		

* Inherent likelihood ratings: 1 (Rare); 2 (Unlikely); 3 (Possible); 4 (Likely); 5 (Almost Certain)

Legal and Compliance

The provision of a DAMP is a statutory requirement, failure to adhere to this requirement would place Council at risk of operating outside of prescribed legal guidelines.

Community Implications

The implementation of the DAMP will allow the community to have input into the provision of domestic animal management services in the municipality.

Environmental Implications

Nil

Consultation

It is proposed to put the draft plan on public exhibition for a period six weeks commencing on 6 July 2021.

Whilst there is no statutory obligation to undertake consultation, due to the considerable interest that community members take in regards to animal related matters it is deemed appropriate to enter into a period of consultation.

The following engagement activities are proposed to be undertaken after the adoption of this report:

- Notices in the Latrobe Valley Express, and on Councils Facebook page and website advising of the draft document;
- The draft document will be on display at Council Service Centres for community members;
- Community Consultation Meetings will be conducted where members of the community will be invited to examine the draft document with the purpose of sourcing more information and allowing discussion and feedback with Council staff in relation to domestic animal issues;
- Stakeholders who have current 84Y animal re-homing agreements with Council will be invited in writing to respond to the document; and
- The Latrobe City Council's Animal Welfare Advisory Committee have been provided with the draft document for perusal and feedback.

- A further report will be presented to Council on 4 October 2021 requesting that Council consider submissions and resolve to adopt the Domestic Animal Management Plan 2021 - 2025.

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 2020*.

Supporting Documents:

Nil

Attachments

1 [↓](#).  DRAFT Domestic Animal Management Plan 2021-2024

16.2

Domestic Animal Management Plan 2021-2025 Request to Release Draft Plan for Community Engagement

- 1 DRAFT Domestic Animal Management Plan 2021-2024 267**

Domestic Animal

MANAGEMENT PLAN
2021-2025



Latrobe City
a new energy

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Introduction

The primary focus of this Domestic Animal Management Plan is the management of companion animals, namely dogs and cats. Latrobe City Council acknowledges the role it plays in promoting responsible pet ownership and enforcing legislation. We are committed to balancing the needs of pet owners with those in our community who do not own pets. Consideration has been given to both parties in the development of our Domestic Animal Management Plan 2021-2025.

This Plan has been developed in accordance with Section 68A of the Domestic Animals Act 1994 and sets out a formalised approach to increase the awareness of domestic animal management practices within Latrobe City.

Latrobe City Council recognises the value domestic pets contribute in making Latrobe City a vibrant and liveable City. Domestic pets are not only considered part of a family, but are an integral part of a wider community. Research demonstrates that pets contribute to building a strong sense of community and developing active social capital; vital to any vibrant, healthy community.

Pet ownership is positively associated with social interactions, community involvement and increased feelings of neighbourhood friendliness and sense of community.

With about 62 percent of Australians owning a dog or cat, these benefits, when aggregated across the whole community, are of significant interest to Council and others concerned with building healthier, happier neighbourhoods.

In addition, these benefits create a ripple effect that extends beyond pet owners into the broader community, with pets helping to smooth the way for social interaction and general recreation.

Pets provide increased opportunities for families to be more active; companionship to those who may be feeling isolated or lonely and assist people with a disability or illness to maintain independence and participate more fully in community life.

Background

Local Government has long been the level of government primarily responsible for domestic animal management.

Section 68A of the Domestic Animal Act 1994 (the Act) requires all Victorian councils to prepare a Domestic Animal Management Plan (the Plan) at four yearly intervals. A copy of the plan and any subsequent amendments must be provided to the Secretary of the Department of Agriculture. Council is required to then report on the plan's implementation in its annual report.

1. Primary objective

The primary objective of the Plan is to provide a strategic map to support the community towards the goal of responsible pet ownership and to assist Council in achieving a professional, consistent and proactive approach to domestic animal management practices.

The Plan identifies current activities and future actions to address the following areas, as required by Section 68A of the Act: -

- Identify methods for evaluating animal control services;
- Promote responsible pet ownership;
- Ensure compliance with the Domestic Animals Act 1994 and Regulations;
- Minimise the risk of dog attacks;
- Address over population and high euthanasia rates for dogs and cats;
- Encourage registration and identification of dogs and cats;
- Minimise the potential for nuisance;
- Identify dangerous, menacing and restricted breed dogs;
- Review all existing Council orders and local laws that relate to dogs and cats;
- Identify programs for training of authorised animal management officers;
- Provide for the periodic evaluation of programs and service strategies.

1.1. Guiding Principles

The following principles underpin the actions of this Plan with regard to domestic animals:

- The belief that pets contribute to quality of life.
- A requirement to balance the needs of those who own pets and those who do not.
- Valuing responsible pet ownership.
- Proactive animal management and education within the community.
- Protection of the environment from any negative impacts of dogs and cats.
- Working in partnership with others to achieve positive outcomes for the community.
- Local Government plays a leadership role in animal management.

2. Latrobe City Snapshot

Latrobe City, Victoria's only regional city situated in the eastern part of the state, encompasses an area of 1,422 square kilometers with a population of approximately 73257. (ABS 2016)

Situated approximately 150 km east of Melbourne, in the centre of Gippsland and the Latrobe Valley, Latrobe City is one of four Victorian regional cities.

Latrobe City includes the four major towns of Churchill, Moe/Newborough, Morwell and Traralgon as well as the seven outer lying townships of Boolarra, Glengarry, Toongabbie, Traralgon South, Tyers, Yallourn North and Yinnar.

During the 2019/2020 Registration period there were 10977 dogs and 3390 cats registered within the municipality. There were 17 registered domestic animal businesses, including 2 pet shops, 4 boarding establishments, 8 breeding and rearing establishments, 2 training establishments and 1 Municipal Pound.

3. Current Programs and Service Levels

Latrobe City's Local Laws Team administers and provides a broad range of services to ensure that Council meets its legislative responsibilities relating to the management of domestic animals. They include but are not limited to:

- Educating residents and promoting responsible pet ownership.
- Management of Council's domestic animal pound facility.
- Maintaining a domestic animal register.
- Providing advice on domestic animal matters.
- Dealing with and investigating animal complaints for the community.
- Impounding of wandering, unwanted/surrendered and/or feral dogs and cats.
- Undertaking registration door knocks.
- Administration and control of Dangerous and Restricted Breed dogs for compliance with legislation.
- Investigating dog attacks.
- Providing a 24-hour 7 day a week emergency service.
- Inspection and registration of domestic animal businesses.
- Developing and maintaining partnerships with organisations.

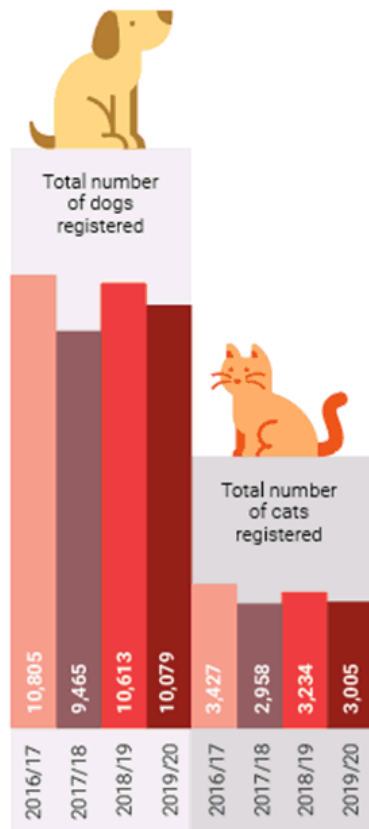
3.1. Guiding Principles

The Local Laws team consists of the following complement of staff undertaking general local laws activities, animal management services and parking management services.

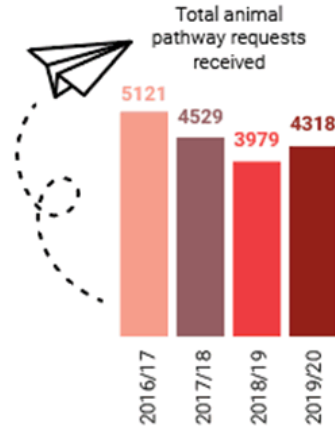
- Coordinator Local Laws (1 EFT)
- Team Leader Local Laws General Compliance/Traffic (1 EFT)
- Team Leader Local Laws Animal Management (1 EFT)
- Local Laws Administration Officers (1.8 EFT)
- Local Laws Officers (6 EFT)
- Pound Keeper (1 EFT)

3.2. Statistical Data

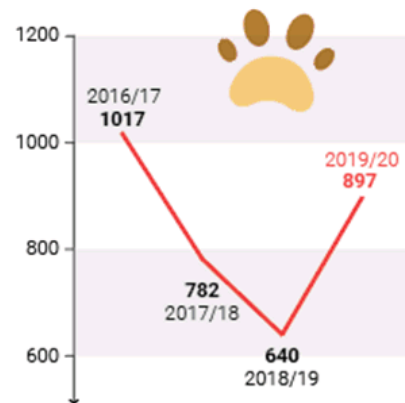
Animal Registrations



Animal Requests



Animal Infringements Issued

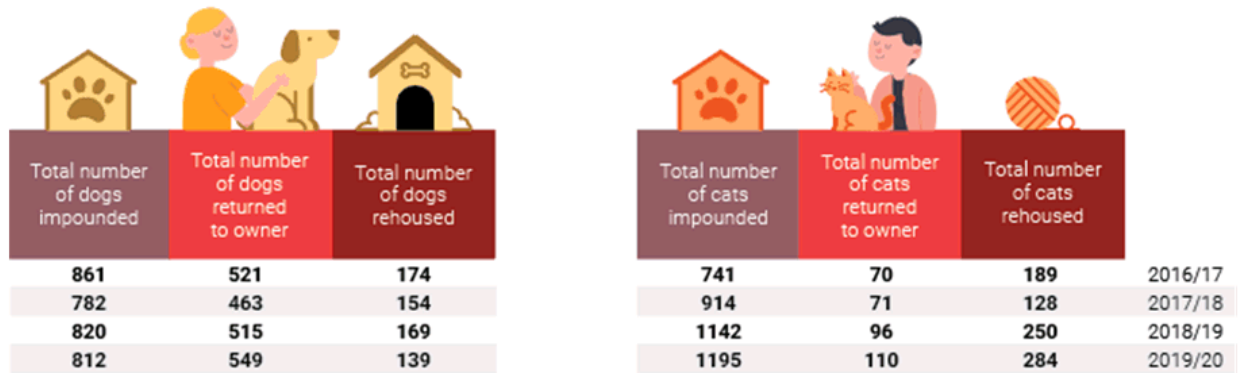


Declared Dogs and Attacks

Dog attacks reported	Menacing		
22	5	10	2016/17
63	3	25	2017/18
82	7	27	2018/19
83	11	35	2019/20

Dangerous

Impounded Animals



3.3. Council Orders

Latrobe City Council has the following Orders, Local Laws and Procedures in place to assist in the effective management of dogs and cats.

- Compulsory de-sexing of all cats registered for the first time (unless member of applicable organisations or registered as Domestic Animal Business or upon veterinary advice) effective from 10 April 2008.
- Cat curfew between 9 pm to 6 am, seven days a week.
- Dogs must be kept on leash except when in a designated off leash area.

An amendment to our current standing orders will be investigated in 2022 which is: -

1. A 24-Hour Cat Curfew.



3.4. Community Amenity Local Law No. 2 2016

Division 21 Keeping of Animals

110. Keeping of Animals

1. An owner or occupier of land must not, without a permit, keep or allow to be kept any more in number for each type of animal than as set out in the following table except for farming areas:

Type of Animal	Definition	Multi-unit Development	All other areas (except farming area)
Dogs		2	2
Cats		2	2
Poultry	<i>Fowls, Bantams, Pheasants, Ducks and Geese</i>	Not permitted	5
Free flying pigeons		0	0
Rooster		0	0
Domestic Mice		10	10
Guinea Pigs		2	4
Ferrets, Hamsters		2	4
Domestic Rabbits		2	4
Reptiles		2	2
Other Animals	<i>Cattle, Horse, Goat, Pig, Sheep, Alpaca, Lama, Ostrich and any other agricultural animal</i>	Not permitted	Residential: 0 Rural Living Zone: 10

2. A permit issued for the keeping of dogs and /or cats under this division will be granted for the life of the animal although if an offence or nuisance be proven the permit can be revoked.
3. Sub clause 110.1 does not apply where animals are kept in accordance with a planning permit or where a Wildlife Licence has been obtained in accordance with the Wildlife Regulations 2013.
4. A person keeping animals in accordance with clause 110.1 must ensure that the animals do not create a nuisance or danger to neighbours or other persons.

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111. Dogs and Cats on Farming Properties

Except where a planning permit is issued an owner or occupier of a working farm within a farming area must not, without a permit, keep or allow to be kept more than four adult dogs and/or four adult cats on that land except where allowed by the planning scheme.

112. Maximum number of Dogs and Cats on any land

Except where a planning permit is issued a person must not keep more than five dogs or five cats on any land except where allowed by the planning scheme.

113. Litters of Animals

For the purpose of calculating the maximum limit of the numbers of animals kept, the progeny of any animal lawfully kept will be exempt for a period of 3 months after their birth.

114. Animal Excrement

A person in charge of an animal on a road or other Municipal Place must:

- a) Carry a device suitable for the removal of any excrement that may be deposited by the animal; and
- b) Not allow any part of the animal's excrement to remain on a road or other Municipal Place; and
- c) Produce the device on demand by an authorised officer.

3.5. Council Procedures

- Animal Registration Renewal forms are reviewed annually and amended as required.
- Animal Registration Fees are considered and determined by Council during the annual budget process.
- Animal Deterrent Spray Procedure 2018
- Barking Dog Procedures 2018
- Cat Trap Loan Procedure 2018
- Dealing with Sick or Injured Animals Procedure 2018
- De-sexing of Dogs and Cats released from the Pound Procedure 2018
- Dog and Cat Impounding Procedure 2018
- Dog and Cat Pound Release Procedure 2017
- Infringement Management System 2017
- Keeping of Animals Permit Approvals Guidelines 2017
- Notice of Seizure (Dogs and Cats) Procedure 2018
- Notice to Comply Procedure 2017
- Scanning of Impounded Dogs and Cats Procedure 2018
- Removal and Identification of Dead Dogs and Cats Procedure 2018
- Voluntary Surrender of Dogs and Cats Procedure 2017
- Dog Handling and Seizure Procedure 2017
- Pound Pest and Parasite Inspection Procedure 2017
- Working on Roads Procedure 2018

3.6. Training of Authorised Officers

Latrobe City Council is committed to the training of our Local Laws Officers. An annual training program is developed for each officer to ensure they receive appropriate training. The objective of any training and development is to support all Local Laws staff in having the knowledge and skills necessary to carry out their work.

A training register detailing all qualifications and training courses completed by each Local Laws Officer is maintained and updated annually to reflect any training undertaken or required.

In addition to specialised training, all staff have access to a suite of personal and professional training opportunities delivered through Council's Learning and Development programs

2017-2021 Domestic Animal Management Plan Highlights:

- Local Laws Officers attended regional training seminars sponsored by Animal Welfare Victoria. Seminars included Identification of Dangerous Dogs, Legislation changes and general updates.
- All Local Laws officers enrolled and have completed a Prosecutions and Legal Proceedings Course.
- Monthly team meetings held encompassing an update on Animal Legislation and an update of all current animal issues
- 3 Local Laws Officers attended Animal Welfare Victoria canine anatomy training.
- All Local Laws Officers completed 4 x 4 training.

3.7. Registration and Identification

Latrobe City Council issues registration renewal notices prior to 10 April each year.

Any renewal payments not received by the due date of 10 April are followed up with a reminder notice advising of penalties for failing to register a dog or cat.

Registration renewal forms are also used as an opportunity to advertise legislative changes i.e. requirement to register dog/cat by age three months and compulsory microchipping and desexing of all new cats being registered.

When issuing these notices, we include inserts to further inform and educate our community on domestic animal matters.

New registration applications are available at all Council service centres and libraries in Churchill, Moe, Morwell and Traralgon; via Council's website; and at Council's pound facility.

Latrobe City currently partners with local contracted veterinarians to run a microchipping week in March where microchipping is offered at the discounted rate.

2016-2020 Animal Registration Comparisons:

Financial Year	Cats	Dogs
2016/17	3427	10805
2017/18	2958	9465
2018/19	3234	10613
2019/20	3005	10079

Educational and/or Promotional Activities

- Animal Registration forms available at Council service centres and libraries; on Council's website and can be requested by telephoning Council.
- Advertising and administration of the discount microchipping week held in conjunction with Council's contracted veterinarians.
- Door knock "hot spot" areas or areas where complaints have been received in relation to registration requirements.
- Maintenance of computerised registration database.
- Advertisements in local newspapers and guest spot on local radio.
- Local Laws Officers to conduct structured presentations at schools to educate children about responsible pet ownership.

Compliance Activities

- Investigate all complaints received.
- Encourage complainants to speak directly to dog owners to alert them to their dog barking.
- Record all nuisance complaints in Council's record management systems.
- Provide cat cages to residents for containing trespassing cats as requested.
- Impound all unregistered dogs found at large.
- Issue infringements for dogs found at large.
- Impound or return wandering registered pets to owners.
- Attending properties unannounced to conduct on the spot inspections where there have been ongoing or serious complaints against a property or person.

2017-2021 Domestic Animal Management Plan Highlights:

- Conducted an annual Pet Expo event for the community. This is an annual event organized by the Local Laws Team in conjunction with our contracted vets and local dog obedience clubs, the event features a number of specialist obedience dog demonstrations, competitions and prizes. Members of our community can bring their own dogs to the event to participate, speak to expert dog obedience trainers and veterinary practitioners and take advantage of a discounted microchipping offer.
- The focus of the day is community members having fun with their pets with an emphasis on responsible pet ownership and free advice from experts in the field.

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- Due to COVID 19 Restrictions the 2020 Pet Expo was cancelled.
- Conducted an annual Pets in the Pound program with Lavalla College, designed to promote responsible pet ownership to school children.
- Participated in Latrobe Cities Children's Expo, with an emphasis on fun and responsible pet ownership for young children.

3.8. Animal Nuisance Complaints

All animal complaints received are investigated in a timely manner to minimise the potential for complaints escalating. Officers will make every effort to resolve complaints to the satisfaction of both parties.

For the most part, nuisance complaints received by Latrobe City Council relate to either barking dogs or stray cats. It is recognised that barking dog complaints can at times cause great frustration for both parties. Local Laws Officers work hard to balance the interests and rights of both the dog owner and the complainant.

Dog owners can become desensitised to the sound of their own dog barking and may be unaware it is a nuisance to neighbours. An effective resolution is often achieved by alerting the dog owner to the fact their dog's barking is becoming a nuisance.

Neighbours who are unable, or find it difficult, to speak to their neighbours regarding this matter should contact Latrobe City Council for assistance.

Council Officers will first work with the dog owner to support them in identifying the cause of the barking and discuss possible solutions. The majority of cases involve dogs that are bored or responding to visual stimulation. Both causes are often easily resolved with training, toys, blocking a view or exercising the dog more frequently.

Complainants may be asked to keep noise logs (records of dates, times and duration of barking) should the matter continue and further intervention be required. Noise logs form part of the Barking Dog Complaint Form and are available from the Latrobe City web page or from Service Centres and Libraries, and Local Laws Officers can assist with explaining how these are to be completed.

In response to nuisance complaints received on stray cats Latrobe City offers residents' cat cages to assist in safely containing offending animals trespassing on their property or wandering during the curfew period. Local Laws Officers will then attend during normal business hours and impound any contained cats. These cages are available to members of our community free of charge.

Educational and/or Promotional Activities

- Make information available at Council service centres and libraries and on Council's website.
- Promote the various resources available to encourage the correct selection of a new pet such as Animal Welfare Victoria and RSPCA website.
- Provide a wide range of pamphlets.
- Distribute brochures to residents when requested and when investigating complaints.
- Signage to identify the areas designated for exercising dogs off lead.
- Advertisements in local newspapers and guest spot on local radio.

Compliance Activities

- Investigate all complaints received.
- Encourage complainants to speak directly to dog owners to alert them to their dog barking.
- Record all nuisance complaints in Council's record management systems.
- Provide cat cages to residents for containing trespassing cats as requested.
- Impound all unregistered dogs found at large.
- Issue infringements for dogs found at large.
- Impound or return wandering registered pets to owners.
- Attend properties unannounced to conduct on the spot inspections where there have been ongoing or serious complaints against a property or person.

2017-2021 Domestic Animal Management Plan Highlights:

- The procedure for barking dog complaints was revised and improved in March 2017.
- Cat cage waiting list reduced from 12 months to 3-4 weeks.

3.9. Dog Attacks

Latrobe City Council considers any reported dog attacks as the highest priority and dispatches a Local Laws Officer immediately to investigate and action as appropriate.

Educational and/or Promotional Activities

- Promote responsible pet ownership to new and existing dog owners.
- Promote the benefits of dog training, socialisation and frequent exercise.
- Provide a range of pamphlets that raise awareness of the risk of dog attacks in the home, on the street and in parks which include information on how to reduce risks.
- Distribute brochures to residents when requested and when investigating complaints.
- Promotion of the need for dogs to be under effective control, at all times, including the need to ensure dogs can be effectively contained and/or fenced on their own property to ensure they cannot escape.
- Promote de-sexing of dogs to reduce aggressive tendencies and wandering at large.
- Promote the need for supervision of children when dogs are present.
- Promote Council's emergency 24-hour 7 day a week service for reporting a dog attack.

Compliance Activities

- Declaration of all identified dangerous/menacing dogs in line with the Domestic Animals Act 1994.
- Respond to all reported dog attacks immediately as the top priority for Local Laws Officers.
- Record all reported dog attacks in Council's record management systems.
- Ensure all reported dog attacks are thoroughly investigated with findings and evidence accurately recorded and maintained.
- Ensure owners of declared dogs are fully informed of their requirements under the Act.
- Proactively declaring dogs dangerous or menacing.

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- Ensure unclaimed dogs at the pound are temperament tested to determine whether they are suitable for re-housing.
- Seize dogs involved in serious attacks.
- Provision of a 24 hour 7 days a week emergency service to report a dog attack.
- Conduct regular patrols at locations where there is a high incidence of wandering dogs.

2017-2021 Domestic Animal Management Plan Highlights:

- All investigations of dog attacks finalised within required timeframes.
- Court and Prosecutions training for all Local Laws Officers that will result in an increased number of prosecutions for dog attacks
- Implementation of the Compliance, Assessment and Review Panel to make independent recommendations in the instances where owners make submissions regarding proposed dangerous or menacing dogs.

3.10. Dangerous, Menacing and Restricted Breed Dogs

Latrobe City Council Local Laws Officers investigate all reports or complaints regarding dangerous, menacing or restricted breed dogs, immediately.

Local Laws Officers currently use the Department of Primary Industry 'Standard for Restricted Breed Dogs in Victoria' to identify restricted breeds.

Council Orders

Latrobe City Council currently utilises the Domestic Animals Act 1994 in relation to dangerous, menacing and restricted breed dogs.

Reports of suspected undeclared restricted breed dogs are rare in Latrobe City. Officers believe there is a high level of compliance regarding the ownership and management of declared dogs within the municipality.

Educational and/or Promotional Activities

- Media releases in local papers from Council and th Animal Welfare Victoria.
- Radio spots on local radio.
- Information pamphlets at all Council service centres and libraries.
- Information available on council's website.
- Ensuring all owners of declared dogs are aware of their obligations under the Act regarding identification and the keeping of these dogs.
- Promotion of regulations for restricted breed dogs.
- Promote the 'Dangerous Dogs Hotline' 136 186 on Council's website.

Compliance Activities

- Ensure that all Declared Dangerous, Menacing and Restricted Breed dogs are registered accurately with the Victorian Declared Dog Registry.
- Inspect commercial and industrial areas to identify guard dogs guarding non-residential properties.
- Attending properties unannounced to conduct on the spot inspections and annual audits where there are registered declared dogs.
- Follow-up non-compliance issues found during inspections and audits.
- Review all dog attack cases to determine if it is appropriate to declare the dog dangerous or menacing.
- Maintain a register of all declared dogs registered and housed in Latrobe City Council.
- Seize un-registered, suspected Restricted Breed dogs.
- Completion of investigations of complaints of these types of dog breed.

2017-2021 Domestic Animal Management Plan Highlights:

- Audited all properties where there are registered declared dogs.
- Declared Dangerous, Menacing and Restricted Breed dogs registered accurately with the Victorian Declared Dog Registry.

3.11. Over-Population and High Euthanasia

Latrobe City Council is aware of the high euthanasia rates for dogs and in particular cats and continues to promote the benefits of de-sexing. The introduction of compulsory de-sexing for all cats registered for the first time or released from the pound facility was implemented in 2008. Council continues to facilitate a discounted microchipping week prior to the registration date of 10 April each year.

Council has in place twenty Section 84Y Domestic Animal Act agreements to re-house dogs and cats that have ended up in the pound

What are s84Y agreements?

In Victoria, dogs and cats may be impounded due to a large number of reasons. When an owner is unidentifiable, unable or unwilling to collect that animal it may require extra care or be assessed as suitable for rehoming.

Under the provisions of the Domestic Animals Act 1994 (the Act), section 84Y allows for Councils to enter into a written agreement for the seizure, holding and disposal of dogs and cats. These agreements may be made between the Council and a pound, shelter, vet clinic, community foster care network or foster carer depending on the needs of the animals.

The provisions of the Act, allow for a person or body (that has an 84Y (a)(b) &/or (c) with a Council ie a pound, shelter or vet clinic) to have an 84Y(ca) agreement with a community foster care network on the condition that the dog or cat is desexed and microchipped prior to leaving the ownership of the person or body.

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Animals moving to a Community Foster Care Network under an 84Y(c) agreement are not required to have been desexed or microchipped prior to leaving the pound. Under an 84Y(c) agreement it is the responsibility of the person or group that take possession of the animal directly from the pound to desex and microchip the animal before it leaves their ownership. Carers are limited to caring for the number of animals permitted by their municipal (local) council.

Educational and/or Promotional Activities

- Promote responsible pet ownership to new and existing dog owners.
- Promote the benefits of dog training, socialisation and frequent exercise at the annual Pet Expo and ongoing.
- Promote Council's cat curfew.
- Promote the benefits of de-sexing; such as no surprise litters, fewer unwanted animals in the community, fewer animals euthanised, reduced aggression and reduced wandering, via local radio spots, local newspaper articles and on Council's website.
- Offer dogs and cats for sale from the pound at an affordable price which includes de-sexing and microchipping costs.

Compliance Activities

- Investigating complaints and reports of numbers of dogs/cats on residential properties.
- Provide cat cages to residents for containing trespassing cats as requested, subject to availability.
- Investigate reports of animal hoarding and work with owners to reduce these to permitted numbers.
- Enter into Section 84Y Domestic Animal Act agreements with local organisations and vets to re-house dogs and cats that have ended up in the pound.
- Investigate reports of unauthorised 'backyard breeders' to ascertain whether they should be registered as a domestic animal business.
- Implementation of Council resolution for the de-sexing of all dogs and cats being registered for the first time from April 2008.

2017-2021 Domestic Animal Management Plan Highlights:

- Renegotiation of 84Y Domestic Animal Act agreements with local organisations and vets to re-house dogs and cats that have ended up in the pound.
- Creation of the Animal Welfare Advisory Committee, the Committee was set up to provide advice to Council on domestic animal management matters including ways in which animal welfare can be continuously improved in the Council pound.
 - a) Assist with the review of Council's Domestic Animal Management Plan and provide advice on the implementation of actions in the Domestic Animal Management Plan;
 - b) Review progress of the actions in the Domestic Animal Management Plan; and
 - c) Assist in promoting a positive view on options of responsible pet ownership and investigate, provide advice and recommendations relevant to programs that achieve this.
- Implementation of receipting at the Pound Facility
- Appointment of a dedicated Pound Keeper
- Upgrade of the Pound Facility to include exercise yards for dogs, an extra cat room

3.12. Domestic Animal Businesses

Latrobe City Council currently has 17 Registered Domestic Animal Businesses. These businesses are issued with registration renewal notices each year and Council conducts annual inspections in relation to their compliance with relevant codes of practices.

In Victoria, the Domestic Animals Act 1994 defines Domestic Animal Businesses as any of the following:

- A Council pound (operated by the Council or a contractor on behalf of Council)
- A dog and/or cat breeding business - where there are three or more fertile females and animals are sold (whether a profit is made or not), and the proprietor is not a member of an Applicable Organisation. If the proprietor is a member of an Applicable Organisation, they are exempt from registering as a breeding Domestic Animal Business if they have less than 10 fertile female animals AND no more than 2 are not registered with an Applicable Organisation.
- A dog training establishment (where the business is run for profit)
- A pet shop (operated in a permanent location that must be open at least 5 days per week)
- An animal shelter (e.g. welfare organisations such as the RSPCA and The Lost Dogs' Home)
- An establishment boarding dogs or cats (where the business is run for profit to provide overnight, day-care or homecare boarding)
- An establishment that is rearing dogs or cats (where the business is run for profit).

All domestic animal businesses must be registered annually with their local council and comply with the appropriate mandatory Code of Practice. Local council will often require an inspection of the facilities prior to registration each year. Councils are required to report the number of domestic animal businesses registered with them to DEDJTR on an annual basis.

Council provides all registered Domestic Animal Businesses with any changes to the legislation or Code of Practice information relevant to the business and encourages business owners to be involved in any review of the mandatory Code of Practice.

Domestic Animal Management Plan 2021-2025 | Page 18

Any new registration applications are received and processed in line with the Code of Practice.

Educational and/or Promotional Activities

- Provide relevant mandatory Code of Practice to proprietors of existing and proposed domestic animal businesses.
- Ensure all relevant Domestic Animal Businesses are advised and involved in any review of the mandatory Code of Practice for their type of business.
- Invite Domestic Animal Businesses to be involved in Council's animal related community events.

Compliance Activities

- Conduct annual 'unscheduled' inspections/audits of each Domestic Animal Business premises to determine compliance with the Act, relevant mandatory Code of Practice, and any terms, conditions, limitations or restrictions on that registration.
- Use the audit documents on Animal Welfare Victoria Animal Management website.
- Follow-up Domestic Animal Business non-compliance issues with information on required actions and timeframe for resolution, further inspections, and prosecutions where necessary.
- In the case of serious non-compliance issues, suspend or cancel registration.
- Liaise with other units within Council to provide advice when planning applications for Domestic Animal Businesses are received, to ensure appropriate conditions are placed on construction, operation, etc.
- Use of the Pet Exchange Register to identify unknown breeders.

2017-2021 Domestic Animal Management Plan Highlights:

- All registered Domestic Animal Businesses have been inspected annually for compliance in the four-year period.

4. Four-year action plan

The following pages outline Latrobe City Council's four-year action plan which has been designed to build on the successes of the previous Domestic Animal Management Plan.

Actions have been developed with a focus on staff training; community awareness; the provision of accessible, relevant and timely information and a simplified process for the reporting of issues.

Feedback received during Council's Community Consultation period has also been considered in the development of actions.

4.1. Training of Authorised Officers

GOAL: To ensure all staff involved in animal management have the knowledge and skills necessary to carry out their work safely and effectively.

OUTCOMES: Confident, skilled and knowledgeable team members responding to customers which will result in an increased customer confidence that their enquiry will be professionally dealt with.

Action	Measure	When
Review and finalise, in consultation with relevant team members, training required for all Authorised Officers undertaking animal management duties.	Consultation with relevant team members, agreed list of skills required to undertake animal management duties developed.	Annually
Ensure all Authorised Officers have commenced or are enrolled to commence relevant training programs within 24 months of appointment.	The number of newly appointed officers who are undertaking or have completed training in required skills.	Ongoing
Maintain a central training register which includes individual Authorised Officers current level of training and agreed future training requirements.	Central training register reviewed and maintained on a regular basis.	Annually
Ensure that all team members are kept informed of and trained in changes to relevant legislation, policies, procedure and compliance codes within reasonable timeframes.	Changes to legislation, policy, procedure and compliance codes to be distributed to all team members via e-mail. All changes to be highlighted as agenda items during team meetings. Ongoing training as required.	Ongoing
Update all Local Laws Procedures to ensure compliance with current legislation and in line with industry best practice.	Completion of all animal procedure updates by end of 2022.	2021/2022

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4.2. Registration and Identification

GOAL: Maximise the number of registered and identifiable domestic animals residing within Latrobe City to aid compliance and facilitate reuniting lost pets with their owners in a timely manner.

OUTCOMES: Improved accuracy of Councils pet registration database. Improved adherence to legislation and increased registration of new animals.

Action	Measure	When
Registration reminder notices to be sent out to all animal owners that have failed to re-register their pets by the 10th of April each year.	Reminder notices mailed out to owners of previously registered animals that have not been renewed.	Mail out completed by May 31st each year
Partner with local veterinarians and 84 Y agreement holders to distribute animal registration information to new animal owners.	The number of veterinarians and 84 Y agreement holders actively distributing registration information.	Ongoing
Facilitate a discount microchipping period with our contracted vets prior to the registration renewal in April each year.	Annual discount microchipping period to be conducted each year.	Annually
Ensure that all seized and impounded animals are registered in accordance with legislation prior to release to their owner.	Cross check pound release forms with Councils animal registration database	Ongoing
Undertake targeted annual door knocks of the municipality to check for unregistered dogs and cats.	Completion of targeted door knocks undertaken in the municipality.	Annually

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4.3. Animal Nuisance Complaints

GOAL: Minimise the number of complaints received by Council while increasing community satisfaction with Council's response to investigating complaints.

OUTCOMES: Improved community awareness and education to residents with an emphasis on responsible animal ownership. A reduction in animal complaints and an enhanced level of customer service and improved adherence to legislation.

Action	Measure	When
Provide / make available the most current educational material to animal owners in the municipality.	Preparation, sourcing and distribution of educational material to residents of the municipality.	Ongoing
Maintain a supply of cat cages for the community to utilise to control problem or feral cats.	Ensure a register of community members interested in utilizing cat cages is current and that they are contacted as soon as cages become available.	Ongoing
Maintain accurate and relevant information on Council's website advising how customers can make a complaint about nuisance animals.	A dedicated page has been set up this needs to be maintained and updated on a regular basis.	Bi-monthly
Support the development of the Fenced off leash dog park implementation guidelines.	Assist with provision of technical advice and support to the Coordinator of Recreation Open Space during the project.	2021/2022

4.4. Dog Attacks

GOAL: Minimise the risk to the community of dog attacks while increasing community understanding of potential aggressive animal behaviour and the benefits of dog socialisation and obedience training.

OUTCOMES: Increased community awareness of responsible pet ownership. A reduction in complaints and increased adherence to legislation.

Action	Measure	Outcome	When
Increased public awareness of what constitutes a dog attack and how to report them.	Update Council's web site with a dedicated section on dog attacks. Use Council's Social Media page to inform the community of dog attack information. Utilise local press to highlight successful prosecutions, when appropriate.	Increased community awareness of responsible pet ownership; a reduction in complaints and increased adherence to legislation.	2021-2025

4.5. Dangerous, Menacing and Restricted Breed Dogs

GOAL: Meeting legislative requirements relating to dangerous, menacing and Restricted Breed dogs while educating the community about such breeds.

OUTCOME: Improved community awareness of responsible pet ownership and a reduction in complaints and improved adherence to legislation.

Action	Measure	When
Random property inspections of declared dogs to ensure compliance.	Review internal register of declared dogs and determine checks to be conducted, undertake an inspection of each property.	Annually
Prosecute repeat offenders or serious breaches detected.	Number of successful outcomes from prosecutions conducted.	As occurs
After hours patrols for unregistered guard dogs.	Number of patrols conducted and the number of unregistered guard dogs detected.	As occurs
Educate the community about what is a declared dog.	Half year updates on council social media site.	Half yearly

4.6. Over-Population and High Euthanasia

GOAL: Encourage responsible pet ownership by promoting de-sexing and confinement of dogs and cats to reduce the incidence of unwanted pet litters and feral domestic animals; while increasing the number of animals successfully re-housed.

OUTCOME: Improved community awareness of responsible pet ownership. A reduction in complaints and improved adherence to legislation and reduction in the number of animals euthanised.

Action	Measure	When
Promote Animal Welfare Victoria's responsible pet ownership program.	Regular utilisation of Councils Social Media site to promote responsible pet ownership.	Ongoing
Review existing 84Y Agreements and seek out other potential 84Y providers to enhance the re-homing of unclaimed dogs and cats.	Minimum 85% of impounded animals returned to owner, adopted or re-housed.	Ongoing
Maximum utilisation of Social Media to promote animals available for adoption.	Regular utilisation of Councils Social Media site to promote animals for adoption.	Ongoing

4.7. Domestic Animal Businesses

GOAL: To support and regulate domestic animal businesses established within the municipality.

OUTCOME: Improved accuracy of Councils pet registration database and greater adherence to legislation and improved community awareness and education with an emphasis on responsible animal ownership. A reduction in animal complaints and greater adherence to legislation. Increased access to Council services.

Action	Measure	When
Audit all Domestic Animal Businesses annually to ensure compliance to legislation.	Number of Audits conducted.	Annually
Maintain accurate and relevant information on Councils website advising how to register a Domestic Animal Business.	Dedicated page on Domestic Animal Businesses to be developed and regularly checked for accuracy. Number of hits the webpage receives.	Bi-monthly
Ensure that details of all registered Domestic animal Businesses are reported to Animal Welfare Victoria annually.	Number of Domestic Animal Businesses reported annually to Animal Welfare Victoria.	Annually

5. Annual Review and Annual Reporting

Actions identified in this Domestic Animal Management Plan 2021-2025 will commence in the 2021/2022 financial year and conclude at the end of the 2024/2025 financial year.

Latrobe City Council will review the Domestic Animal Management Plan 2021-2025 annually and, if appropriate, amend. Any amendment of the Plan will be provided to the Department of Primary Industries' Secretary. An evaluation of our implementation of the Plan will be published in Latrobe City Council's Annual Report.

A full review of this Plan will be undertaken during the 2024/2025 financial year and will inform the development of any future Domestic Animal Management Plan.

Any questions relating to this Plan should be directed to the Coordinator Local Laws on 1300 367 700; or via email at latrobe@latrobe.vic.gov.au; or via post to Latrobe City Council, PO Box 264, Morwell Victoria 3840.

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

Agenda Item: 16.3

Agenda Item: 2020/2021 Outdoor Pool Season Review

Sponsor: General Manager, Community Health and Wellbeing

Council Plan Objective: Improve the liveability and connectedness of Latrobe City.

Status: For Decision

MOTION

Moved: Cr Howe

Seconded: Cr Harriman

That Council:

- 1. Open Moe and Yallourn North Outdoor Pools from the last Saturday in November through to Labour Day in March, Annually; and**
- 2. Open all Outdoor Pools 2 pm – 7 pm, on days forecast 25-29.9 degrees or above; and**
- 3. Open all Outdoor Pools 12 pm – 7 pm, on days forecast 30 degrees or above; and**
- 4. On days forecast 24.9 degrees or below all Outdoor Pools remain closed; and**
- 5. Yallourn North Outdoor Pool retains free general entry.**

CARRIED UNANIMOUSLY

Executive Summary:

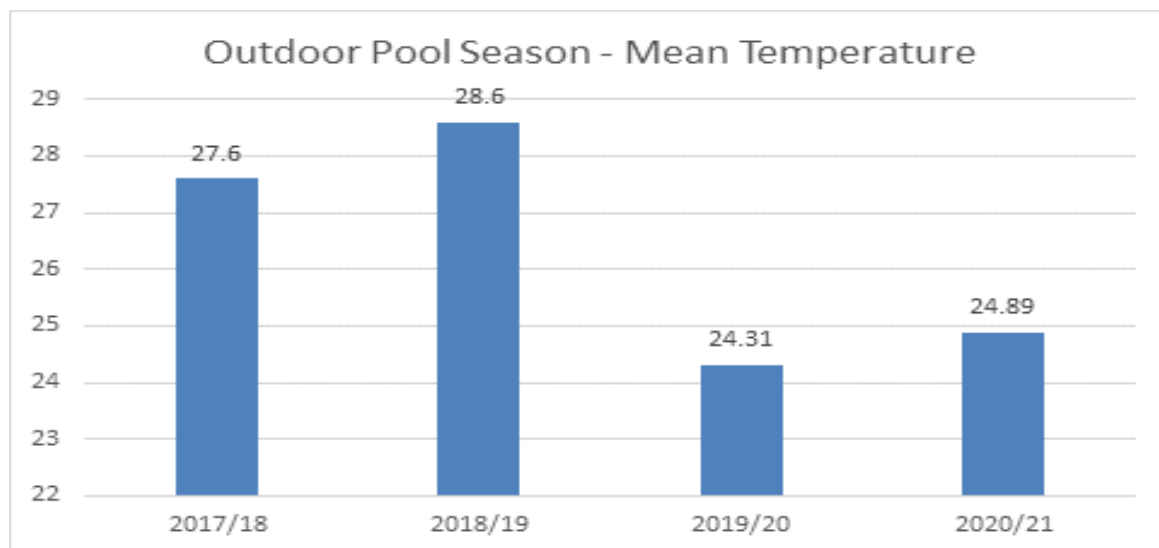
- The key outcomes for the Moe and Yallourn North Outdoor Pools for season 2020/21 were:
 - Total attendance decreased by 1343 visitations compared to the previous season. This has been attributed to COVID 19 restrictions on school carnivals.
 - Temperature related decrease in operating days to 37 out of a possible 101 days. In summary there were;
 - 64 days under 25 degrees (not open)

- 20 days between 25-29.9 degrees
- 17 days above 30 degrees
- A \$30,529 reduction in overall net cost to Council due to temperature related reduced operating days and hours. This also resulted in the reduction of attendances by 1343.
- The operating subsidy per attendee decreased from \$16.21 in 2019/20, to \$15.26 per attendee in 2020/21 – representing a \$0.95 decrease.
- The operational expenses of the outdoor pools can be broken down as follows, 65% attributed to salaries and wages, 33% to utilities and pool chemical which are both fixed costs based on opening days and times. This breakdown provides limited scope for reductions in operating expenses.

Based on the data, the preferred operating model is maintained and no further report is required on the operations of the Moe and Yallourn North outdoor pools.

Background:

During the 2020/21 summer season, Latrobe City Council operated two outdoor pools located in Moe and Yallourn North. The season ran for 101 days from 28 November 2020 to 8 March 2021 with pools opened if the predicted temperature is above 24.9 degrees..



While the average temperature remained very similar to the previous season, there was a decrease of total days in operation, (37 compared to 41 days in 2019/20). In summary for the 2020/21 pool season there were;

- 64 days under 25 degrees (pool closed)
- 20 days between 25-29.9 degrees

- 17 days above 30 degrees

ATTENDANCE

As the table below shows there were 9120 pool visits in the 2020/21 outdoor pool season, 1343 less than last season. Of these visits 84% (7689) were when the temperature was over 30 degrees.

Attendance Summary (per facility)			
Facility	2019/20	2020/21	Variance
Moe Outdoor Pool	6,467	5376	-1091
Yallourn North Outdoor Pool	3,996	3744	-252
Total	10,463	9120	-1343

Forecast Temperature & Attendance Breakdown			
Forecast Temperature	Attendances	Total Days in Operation	Average Attendances (Per site)
25-29.9 Degrees	1150	20	28.75
30 Degrees and above	7689	17	226.14

NB: THERE WAS AN ADDITIONAL 281 SCHOOL ATTENDANCES BELOW 24.9 DEGREES

YALLOURN NORTH OUTDOOR POOL 2020/21 ANALYSIS OF FEE WAIVER

Despite continued free entry since 2019, the Yallourn North Outdoor Pool had reduced attendances from the previous season, most likely due to the weather. The free entry represented a \$14,802.60 loss of potential revenue outlined in the table below.

Potential Income		
Type of Visit	No of Visitors	Potential Income
Adult Swim	1,530	\$7,650.00

Child Swim	1,834	\$7,152.60
Child Under 4	191	\$N/A
Total	3,555	\$14,802.60

MOE OUTDOOR POOL 2020/21 ANALYSIS

There was a decrease of just over 1000 visitors to the Moe Outdoor Pool due primarily to the COVID related decrease in school visits which accounted for just under 48% of users in the previous year..

It is predicted that a large number of the school carnival bookings for the 2021/22 season will trial the Gippsland Regional Aquatic Centre. This season some of the largest bookings came from schools located in Traralgon.

COMMUNITY OUTDOOR POOL OPTIONS

Gippsland Regional Aquatic Centre (GRAC) has opened and will be operating during the outdoor pool season. GRAC is a versatile facility offering both indoor and outdoor heated pools along with water slides and kids aqua play area. Operating hours for the outdoor pool are:

Monday to Friday	6am to 10am
	4pm to 8pm
Saturday and Sunday	8am to 10am
	4pm to 6pm
School holidays	8am to 6pm

Post code data collected from attendances at Moe Outdoor Pool during the 2020/21 season indicates that 9.9% of visitors came from Traralgon or Morwell area, these visitors may opt to attend GRAC, slightly reducing attendance and income at the Moe Outdoor Pool.

Additionally, Gumbuya World is an amusement park in Tynong North, approximately 45 minutes from Moe. During the 2019/20 season Gumbuya World doubled in size when it opened stage two which included a wave pool and three new water slides. With operating hours in the summer season between 10 am and 6 pm, and for special events open until 9pm, this could impact on attendance.

OPTIONS

Officers have developed two potential options regarding the future of outdoor pool operations. All two options take into consideration the current temperature trigger points, median attendance figures at temperature levels, community demand, and additional costs/savings

Officers further recommend that all of the below options operate from 27 November 2021 to 7 March 2022.

Please note: The current allocated budget for the 2021/22 outdoor pool season is \$226,988. These financials are based on 'the average' operating temperature for a season; a warmer season will increase overall costs as days of operation will increase.

The two options are as follows;

	OPTION	IMPACT	FINANCIAL IMPACT (Estimate)
Option 1:	<p>Maintain the same operating model as 2020/21</p> <p>Open all Outdoor Pools 2 pm – 7 pm, on days forecast 25-29.9 degree or above.</p> <p>Open all Outdoor Pools 12 pm – 7 pm, on days forecast 30 degrees or above.</p> <p>On days forecast 24.9 degrees or below all Outdoor Pools remain closed.</p> <p>Retain free general entry for the Yallourn North Outdoor Pool during the 2020/21 outdoor pool season.</p>	<p>This option involves repeating the same operating model and temperature triggers as 2020/21.</p>	<p>No Financial impact, currently budgeted for in 2021/22 at a cost of \$226,988</p>

	OPTION	IMPACT	FINANCIAL IMPACT (Estimate)
Option 2:	<p>Provide Moe facility free of charge for general users (fee for school/competition)</p> <p>Maintain the same operating hours as 2020/21</p>	<p>A budget allocation will need to be made out of the 2020/21 surplus funds to operate under these parameters.</p> <p>The current operating budget for 2021/22 is \$226,988; however this does not consider the loss of income associated with free entry at Moe Outdoor Pool.</p> <p>The likelihood of reinstating entry fees at outdoor pool in the future would be compromised due to increased community expectation.</p>	<p>Based on revenue generated from school groups in 2020/21, an additional cost of \$14,575 could be expected bringing total expenditure to Council of \$241,563</p>

Officer's recommendation is Option 1. The data suggests attendances are strong once the weather is 30 degrees with 84% of visits occurring on days over 30 degrees. Current hours provide opportunities for the community to attend without increasing the financial burden to Council.

Issues:

Future planning will need to consider the Gippsland Regional Aquatic Centre (GRAC) and potential impacts on attendance to the outdoor pools. GRAC has a year round heated outdoor pool, along with a 50 metre indoor pool. Moe Outdoor Pool was the only 50 metre pool in the municipality attracting a number of swimming events. These events may move to GRAC which would reduce the income for Moe Outdoor Pool.

Health Implications

No health implications identified relating to this report.

Communication

Latrobe City Council will utilise radio, print and social media advertising operating hours prior to and during the outdoor pool season to ensure the community are well informed of any changes.

Financial Implications

A summary of the operational expenses are as follows;

Salaries & Wages	65%
Utilities & Pool Chemicals	33%
Kiosk Operations & Sundry Expenses	2%

There is no room for a reduction in the operational expenditure as the facilities run on a lean operating model whilst in accordance with industry guidelines.

	Moe Outdoor Pool 2019/20	Moe Outdoor Pool 2020/21	Yallourn North Outdoor Pool 2019/20	Yallourn North Outdoor Pool 2020/21	All Outdoor Pools 2019/20	All Outdoor Pools 2020/21	Overall variance
Net Operating Loss	\$115,717	\$83,286	\$53,989	\$55,891	\$169,706	\$139,177	\$30,529
Attendances	6,467	5376	3,996	3744	10,463	9,120	-1,343
Operating Subsidy (per visit)	\$17.89	\$15.49	\$13.51	\$14.92	\$16.21	\$15.26	-\$0.95

The 2020/21 season saw a reduction in overall net cost to Council by \$30,529 due to reduced operating days due to the cooler summer. The effects of the weather also resulted in the reduction of attendances by 1343.

Overall, the average operating subsidy per attendee decreased from \$16.21 in 2019/20, to \$15.26 per attendee in 2020/21 – representing a \$0.95 decrease in subsidy per outdoor pool attendance.

Potential entry fee income from Yallourn Pool of \$14,802 could have further reduced the over subsidy to \$13.63 had it been charged.

Two of the operating models for 2021/22 have a financial implication on Councils budget- these include:

Option 1- No change to budget, total cost \$226,988

Option 2 – Additional budget cost of \$14,575 resulting in a total of \$241,563

Risk Analysis

Identified risk	Risk likelihood*	Controls to manage risk
<p>Reputational risk.</p> <p>Having an inconsistent fee model between the two Outdoor Pool facilities that will be operating in 2021/22 (i.e. Moe Outdoor Pool and Yallourn/North Outdoor Pool), could generate a negative public perception that Council's decision is not fair and equitable.</p>	Possible	Develop and implement a clear communication plan outlining the reasons behind Council's original resolution in June 2018, regarding free entry at Yallourn North Outdoor Pool.
<p>COVID-19</p> <p>May not affect the proposed operating hours but could impact the attendance if government restrictions are in place.</p>	Possible	Remain update to date with government restriction and guidelines and plan accordingly.

Legal and Compliance

There are no legal and compliance issues identified as a result of the briefing.

Community Implications

Should Council decide to reduce the operating hours, this would impact the amount of access for the community.

Environmental Implications

There are no environmental implications as a result of this report.

Consultation

There is no requirement for Community Engagement as this briefing is based on 2020/2021 attendance data.

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 2020*.

Supporting Documents:

Nil

Attachments

Nil

ORGANISATIONAL PERFORMANCE

17. ORGANISATIONAL PERFORMANCE

Agenda Item: 17.1

Agenda Item: Service Review Prioritisation 2021/22

Sponsor: General Manager, Organisational Performance

Council Plan Objective: Ensure Council operates openly, transparently and responsibly.

Status: For Decision

MOTION

Moved: Cr Middlemiss

Seconded: Cr Clancey

That Council endorses the following service reviews for 2021/22:

- 1. Customer Focus;**
- 2. Organisational Data; and**
- 3. Assets Rationalisation**

CARRIED UNANIMOUSLY

Executive Summary:

- Through an internal audit, it was identified that Latrobe City Council should implement a service review program to provide a comprehensive and detailed analysis of each service. This is to determine the most efficient operating model and/or service level requirements to meet community needs and expectations whilst remaining within Council's financial operating environment.
- A service review schedule is required to be endorsed by Council for the 2021/22 financial year.
- The following service reviews have been recommended for the 2021/22 financial year:
 - Customer Focus
 - Organisational Data

- Assets Rationalisation

Background:

The Service Planning and Review Framework defines a service review as “undertaking a comprehensive and detailed analysis of a service to determine the most efficient operating model and/or service level requirements to meet future community needs, whilst remaining within Council’s financial operating environment”. Service reviews may identify cost savings/efficiency gains by altering the method of delivering the service or via the variation of service levels or revenue streams.

In the 2020/21 financial year, Council resolved to undertake the following service reviews:

- Library Services
- Property and Rates
- Building Maintenance

These service reviews will be completed by 30 June 2021 and an update will be provided to Council in an additional report which will include benefits, recommendations and financial savings.

It is important to develop future years’ service review program given the large number of Council services. Prioritisation of these service reviews is important as it allows Council to strategically align reviews with internal and external factors aim towards all services being reviewed at least once every four years.

The Business Intelligence team aim to conduct three service reviews in the 2021/22 financial year. The primary purpose of a service review is to address three critical questions:

- a. What is the most efficient and cost effective option for delivering the required service in line with community expectations?
- b. Is it possible to vary the current service level?
- c. Are there options to increase revenue streams within the service?

Prioritisation for future years’ service reviews has been undertaken and the following services were identified as potential reviews for the 2021/22 financial year:

- Customer Focus
- Organisational Data
- Assets Rationalisation

The attached document titled *Service Review Prioritisation 2021/22* contains further details regarding the services identified as priorities for review.

Issues:

Strategy Implications

Undertaking service reviews is prudent to ensuring Council operates responsibly and remains financially sustainable.

Health Implications

N/A

Communication

Community consultation as part of service reviews will occur dependent upon the size, nature and potential impact of the review. Any major recommendations developed during a service review will be presented back to Council and an opportunity for further engagement with key stakeholders would be made available if required.

Financial Implications

There are no financial implications as part of this proposal. Service reviews will be undertaken using existing Council resources.

Risk Analysis

Identified risk	Risk likelihood*	Controls to manage risk
<p>Service Delivery Risk</p> <p>Service reviews are not completed by end of 2020/21 financial year.</p>	<p>2 (Unlikely)</p>	<p>Adequate internal resources have been provided.</p>

* Inherent likelihood ratings: 1 (Rare); 2 (Unlikely); 3 (Possible); 4 (Likely); 5 (Almost Certain)

Legal and Compliance

There are no legal implications associated with this report.

Community Implications

There are no community implications associated with this report. Community engagement may occur during the service review process or as a result of a recommendation as an outcome of a service review.

Environmental Implications

There are no environmental implications associated with this report.

Consultation

A report was presented to the Executive Team at the Executive Team Meeting held 9 June 2021. A report was also presented to Council for discussion at the Council Briefing dated 21 June 2021.

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 2020*.

Supporting Documents:

Nil

Attachments

1 [↓](#).  Service Review Prioritisation 2021/22

17.1

Service Review Prioritisation 2021/22

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Service Review Prioritisation

SERVICE REVIEW PRIORITISATION 2021/22



Service Review Prioritisation

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Service Review Prioritisation

1. BACKGROUND

The Service Planning and Review Framework endorsed by the Executive Team on 9 October 2018 defines a service review as “undertaking a comprehensive and detailed analysis of a service to determine the most efficient operating model and/or service level requirements to meet future community needs, whilst remaining within Council’s financial operating environment.”

Service reviews may identify cost savings and improve efficiency by altering the method of delivering the service or via the variation of service levels or revenue streams.

1.1 2020/21 Service Reviews

In the current financial year, Council resolved to undertake the following service reviews:

- Building Maintenance
- Property and Rates
- Library Services

1.2 Future Service Review Prioritisation & Schedule

The prioritisation of service reviews is required to strategically align reviews with internal and external impacts to ensure that reviews are undertaken at an optimal time and to assist with the aspiration to review all services once every four years.

The Business Intelligence team aims to conduct three service reviews in the 2021/22 financial year. The primary purpose of a service review is to address three critical questions:

1. What is the most efficient and cost effective option for delivering the required service in line with community expectations?
2. Is it possible to vary the current service level?
3. Are there options to increase revenue streams within the service?



Service Review Prioritisation

2. SERVICE REVIEW PRIORITISATION 2021/22

Services are categorised as mandatory services, critical support to mandatory services or discretionary services as per the service mandate found in the Service Catalogue, listed below;

- **Mandatory service:** A service that performs functions that are prescribed by legislation, regulation or binding agreements and are the delegated responsibility of Council.
- **Critical support to mandatory service:** A service that performs an essential and indispensable support function for mandatory services, i.e. delivery of the mandatory service would be compromised without these services.
- **Discretionary service:** A service that Council is not legally bound to perform and does not perform an essential support function for mandatory services.

Prioritisation for future years' service reviews has been undertaken and the following reviews have been prioritised for the 2021/22 financial year:

- Customer Focus
- Organisational Data
- Assets Rationalisation

The financial data in this report has been sourced from Finance and based on the draft 21/22 budget figures, which may be subject to minor changes. The service profiles and additional information have been taken from the 2019/20 Service Plans.

2.1 Customer Focus

Mandatory Service – 11.9 FTE – Net cost \$1,983,880

Provides customer service assistance to customers contacting Latrobe City Council through the Customer Contact Centre, HQ Reception and Service Centres. This service was separated from Libraries as part of the realignment in 2018/19, and the review has been highlighted by management following an increase in enquiry volumes. This review serves as an opportunity to identify a series of improvements, particularly around the front counter operations, and a general review of the service's processes and procedures. The anticipated benefit of the review will be an increased focus on revolving customer enquiries at the first point of contact, and improved handling times resulting from enhanced processes.

2.2 Organisational Data

Currently, Council has varying levels of maturity across departments when it comes to the collection, storage and ability to interrogate data. A review of organisational data would include mapping data across the organisation to recognise gaps, highlight improvements and introduce new ways to discover insights and inform data-driven decision making.



Service Review Prioritisation

2.3 Assets Rationalisation Review

Council currently has approximately 1,065 Buildings listed on its asset register (being either on Council land, Council Managed Land or Community Managed Land). These buildings receive varying degrees of community utilisation, with a number offering only minimal community value.

Following internal discussions, this is an area that has been identified that presents a potential source of revenue for Council, through the identification of Council assets that are either un-utilised, or receive minimal community use, that could be rationalised to raise revenue, and alleviate future expense.

The scope of this review would involve developing a baseline criteria to determine community value including total societal impact, and identifying relevant assets (buildings and/or land parcels) that could be rationalised to offset future financial constraints. Additionally, this review would also look at Councils standard lease terms, lease compliance and roles and responsibilities across Council for the management of leases.

3. SERVICE REVIEW PRIORITISATION – BEYOND 2022

A number of service reviews have been earmarked for future financial years; these include:

3.1 Leisure

A *discretionary* service which offers the community safe and affordable access to health, fitness and recreation pursuits through the provision of the Gippsland Regional Aquatic Complex (GRAC), Gippsland Regional Indoor Sports Stadium (GRISS), three indoor leisure facilities (Morwell, Churchill, and Moe/Newborough), and outdoor swimming pools in Moe and Yallourn North.

The 2022/23 financial year will mark more than 12 months since the opening of GRAC and GRISS, thus presents an ideal opportunity for Business Intelligence to review the full operation of the service; including service provision, service levels, relationship between the new and pre-existing facilities, and the future direction of the service.

3.2 Local Laws

A *mandatory* service responsible for creating the awareness of and implementing Council local laws, environmental standards and relevant legislation in an effort provide for peace, order and safety through community engagement, education and compliance.

In total the service issues around 1,500 local laws permits, and responds to approximately;



Service Review Prioritisation

- 9,000 customer requests per year (not including counter contact or direct phone contact where the matter is resolved at first point of contact),
- 10,000 dog registrations applications, and 3,500 cat registration applications
- 1,000 after-hours call outs

3.3 Early Learning

A *discretionary* service that provides Preschools, the Kindergarten Inclusion Support (KIS) Program, and 3-year-old kinder to eligible children.

- Preschools: Provides all eligible children with 600 hours (15 hrs per week) of Preschool over 40 weeks delivered by an early education teacher prior to attending primary school
- Kindergarten Inclusion Support (KIS) program contributes to the provision of a quality kindergarten program by enhancing a kindergarten's capacity to provide a program that is responsive to the individual abilities, interests and needs of children with a disability and ongoing high support needs
- Pre-School Field Officer: provides support and professional services to Victorian government funded kindergartens to build their capacity to provide for the access and participation of children with additional needs in inclusive kindergarten programs.
- 3-year-old kinder: To provide all eligible children with 2 hours per week of Pre-kinder program.

Not dissimilar to Child Care this is a discretionary service which Council is not is not legally bound to deliver. Alternative providers operate within the municipality, meaning that there is potential scope to reduce the level of service currently provided.

3.4 Events

A *discretionary* service responsible for the attraction, facilitation and support of major events and community events. This service also includes event management, major event attraction and, facilitation and support services for community and regional events.

Deliverables of the service include; issuing event permit approvals, safety and compliance checks for event planners and venues, event planning assistance, traffic management planning, marketing & communications, seeking Government funding applications, and developing post event reporting including economic impacts data as per Visit Victoria guidelines.

3.5 Child Care

Discretionary Service – 15.5 FTE – Net cost approximately \$400,000 annually (difficult to ascertain the true cost of service as a significant portion of expenses are allocated to the facility (not the service) which results in a distorted understanding of the true service cost.)

This service offers a range of childcare options, ranging from day care, vacation care, to long day care. The service is classified as a discretionary service (meaning that Council is not legally



Service Review Prioritisation

bound to perform), and competition already exists within the municipality, with several alternative providers offering childcare services to the Latrobe City community.

URGENT BUSINESS

18. URGENT BUSINESS

Business may be admitted to the meeting as urgent business in accordance with clause 17 of the Governance Rules, by resolution of the Council and only then if it:

- 17.1 Relates to or arises out of a matter which has arisen since distribution of the agenda; and
- 17.2 Cannot reasonably or conveniently be deferred until the next Council meeting.

**MEETING CLOSED TO
THE PUBLIC TO
CONSIDER
CONFIDENTIAL
INFORMATION**

19. MEETING CLOSED TO THE PUBLIC TO CONSIDER CONFIDENTIAL INFORMATION

The information in this section was declared to be confidential information under section 77 of the Local Government Act 1989 and as a result this information is also confidential information under the Local Government Act 2020.

For the avoidance of doubt, section 66 of the *Local Government Act 2020* (which came into effect on 01 May 2020) also enables the Council to close the meeting to the public to consider confidential information as this term is defined under the *Local Government Act 2020*.

MOTION

Moved: Cr Middlemiss

Seconded: Cr Harriman

That Council closes this Meeting of Council to the public to consider confidential information on the following grounds:

(a) the information to be considered has been declared to be confidential information under section 77 of the Local Government Act 1989 and as a result this information is also confidential information under the Local Government Act 2020; and

(b) pursuant to section 66 of the *Local Government Act 2020* on the following grounds:

- 19.1 Moe Revitalisation Project Stage 2 - Nominations for the Project Reference Group**
Agenda item 19.1 *Moe Revitalisation Project Stage 2 - Nominations for the Project Reference Group* is designated as confidential under subsection (f) of the definition of confidential information contained in section 3(1) of the *Local Government Act 2020*, as it relates to personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs. Releasing this information would result in the unreasonable disclosure of individuals personal information.
- 19.2 Latrobe City Community Safety Committee - Endorsement of Membership**
Agenda item 19.2 *Latrobe City Community Safety Committee - Endorsement of Membership* is designated as confidential under subsection (f) of the definition of confidential information contained in section 3(1) of the *Local Government Act 2020*, as it

relates to personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs. This report contains personal information about community members that have applied for the committee

- 19.3 LCC-691 Hyland Highway Landfill - Leachate Management**
Agenda item 19.3 *LCC-691 Hyland Highway Landfill - Leachate Management* is designated as confidential under subsection (g) of the definition of confidential information contained in section 3(1) of the *Local Government Act 2020*, as it relates to private commercial information, being information provided by a business, commercial or financial undertaking that—
- (i) relates to trade secrets; or
 - (ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage. Releasing this information publicly and/or prematurely may prejudice the undertaking of this process
- 19.4 LCC-699 Construction of New Footpaths**
Agenda item 19.4 *LCC-699 Construction of New Footpaths* is designated as confidential under subsection (g) of the definition of confidential information contained in section 3(1) of the *Local Government Act 2020*, as it relates to private commercial information, being information provided by a business, commercial or financial undertaking that—
- (i) relates to trade secrets; or
 - (ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage. Releasing this information publicly and/or prematurely may prejudice the undertaking of this process
- 19.5 LCC-700 Provision of Footpath Grinding Services**
Agenda item 19.5 *LCC-700 Provision of Footpath Grinding Services* is designated as confidential under subsection (g) of the definition of confidential information contained in section 3(1) of the *Local Government Act 2020*, as it relates to private commercial information, being information provided by a business, commercial or financial undertaking that—
- (i) relates to trade secrets; or
 - (ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage. Releasing this information publicly and/or prematurely may prejudice the undertaking of this process
- 19.6 LCC-707 Hyland Highway Landfill - Construction of Landfill Cell**

6 & Access Road

Agenda item 19.6 LCC-707 Hyland Highway Landfill - Construction of Landfill Cell 6 & Access Road is designated as confidential under subsection (g) of the definition of confidential information contained in section 3(1) of the *Local Government Act 2020*, as it relates to private commercial information, being information provided by a business, commercial or financial undertaking that—

(i) relates to trade secrets; or

(ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage. Releasing this information publicly and/or prematurely may prejudice the undertaking of this process

CARRIED UNANIMOUSLY

The Meeting closed to the public at 7.27pm.

Cr Lund left the meeting at 7:35pm and did not return.

There being no further business the meeting was declared closed at 7:42pm.

I certify that these minutes have been confirmed.

Mayor: _____

Date: _____