



LATROBE CITY COUNCIL

MINUTES OF THE SPECIAL COUNCIL MEETING

HELD IN THE
NAMBUR WARIGA MEETING ROOM,
CORPORATE HEADQUARTERS, MORWELL
AT 7:00 PM ON 14 JUNE 2011

PRESENT:

Cr Darrell White, Mayor - Firmin Ward
Cr Sharon Gibson, Deputy Mayor - Merton Ward
Cr Bruce Lougheed - Tanjil Ward
Cr Graeme Middlemiss - Rintoull Ward
Cr Kellie O'Callaghan - Burnet Ward
Cr Lisa Price - Farley Ward
Cr Ed Vermeulen - Gunyah Ward
Paul Buckley, Chief Executive Officer
Michael Edgar, General Manager Community Liveability
Allison Jones, General Manager Economic Sustainability
Peter Quigley, General Manager Built and Natural Environment
Zemeel Saba, General Manager Organisational Excellence
Grantley Switzer, General Manager Recreation, Culture and Community
Tom McQualter, Manager Council Operations and Legal Services

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CLOSED

1. Opening Prayer

The Opening Prayer was read by the Mayor.

Recognition of Traditional Landholders

The Recognition of Traditional Landholders was read by the Mayor.

2. Apologies for Absence

Cr Rohan Fitzgerald - Dunbar Ward
Cr Sandy Kam -Galbraith Ward

3. Declaration of Interests

NIL

ORGANISATIONAL EXCELLENCE

11.7.1 COUNCIL PLAN 2011 - 2015

AUTHOR: General Manager Organisational Excellence
(ATTACHMENT – YES)

1. PURPOSE

The purpose of this report is to seek adoption of the Council Plan 2011-2015.

2. DECLARATION OF INTERESTS

No officer declared an interest under the *Local Government Act* 1989 in the preparation of this report.

3. STRATEGIC FRAMEWORK

This report is consistent with Latrobe 2026: The Community Vision for Latrobe Valley and the Latrobe City Council Plan 2010-2014.

Latrobe 2026: The Community Vision for Latrobe Valley

Strategic Objectives - Governance

In 2026, Latrobe Valley has a reputation for conscientious leadership and governance, strengthened by an informed and engaged community, committed to enriching local decision making.

Latrobe City Council Plan 2010 - 2014

Strategic Direction – Governance

Implement the strategic objectives as detailed in the Council Plan, review it annually to ensure that it reflects community expectations and our commitments to financial responsibility.

Service Provision – Governance

Administer corporate planning and reporting of Latrobe City Council.

Major Initiatives – Governance

Review the Council Plan 2010 – 2014, present to Council for consideration and submit to the Minister for Local Government within the legislative timeframe.

Local Government Act 1989

In Victoria, councils are required under Section 125 of the *Local Government Act 1989* to prepare a four year Council Plan, and review it annually.

Relevant extracts from the Act are provided below:

- (1) *A Council must prepare and approve a Council Plan within the period of 6 months after each general election or by the next 30 June, whichever is later.*
- (3) *A person has a right to make a submission under section 223 on the proposed Council Plan.*
- (5) *A Council must submit a copy of the Council Plan to the Minister by the date specified in sub-section (1) or applying under sub-section (4).*
- (6) *If a Council fails to submit a Council Plan to the Minister within the time allowed, the Secretary must ensure that details of the failure are published in the annual report of the Department.*

4. BACKGROUND

The Council Plan must set out the strategic objectives of Council, strategies for achieving these objectives for the next four years, strategic indicators for monitoring the achievement of objectives and a Strategic Resource Plan.

The Council Plan must be submitted to the Minister for Local Government by the 30 June 2011. Where a Council fails to submit a Council Plan to the Minister within the time allowed, details of the failure are published in the annual report of the Department.

The Council Plan 2011-2015 has been developed in accordance with, and based on, the strategic objectives identified in Latrobe 2026: The Community Vision for Latrobe Valley.

At the Ordinary Council Meeting held on the 2 May 2010, Council resolved:

1. *That Council, in accordance with Section 125(3) of the Local Government Act 1989, provide public notice inviting submissions in respect of the draft Council Plan 2011-2015.*
2. *That Council considers all submissions in relation to the draft Council Plan 2011-2015 in accordance with Section 223 of the Local Government Act 1989 at the Ordinary Council Meeting to be held on 6 June 2011.*

5. **ISSUES**

The Council Plan 2011-2015 has been developed in response to the following four key priority themes established by Council during their review of the Council Plan 2010 – 2014:

- Gippsland's Regional City.
- Positioned for a Low Carbon Future
- An active, connected and caring community; and
- Attract, retain, support

These four themes support the achievement of Latrobe 2026: The Community Vision for Latrobe Valley and demonstrate a commitment to planning for the future of Latrobe City, recognising a range of local and nationally significant issues and emerging opportunities.

The four key themes link to the community's vision provided in Latrobe 2026, which outlines three broad concepts; *Sustainability, Liveability and Leadership*.

As part of their review, Councillors have also considered previously adopted strategies and prior commitments to services and project delivery and has ensured that these commitments continue to be supported.

The Council Plan 2011 -2015 outlines the strategic direction of Latrobe City Council in each of the nine objectives, supported by major initiatives and service delivery to be implemented during the four years of the plan.

The Council Plan 2011 – 2015 has taken into consideration both financial and non-financial resource allocations, with the key priorities and actions outlined in the draft Council Plan used to develop the 2011/2012 annual budget.

6. FINANCIAL AND RESOURCES IMPLICATIONS

The Council Plan includes a Strategic Resource Plan.

The Strategic Resource Plan includes the next four financial years of standard statements describing the required financial and non-financial resources.

7. INTERNAL / EXTERNAL CONSULTATION

Engagement Method Used:

In accordance with the Local Government Act 1989, the draft Council Plan 2011 – 2015 was exhibited for 28 days from 5 May 2011 to 1 June 2011.

A public notice was placed within local newspapers on 5 May 2011, along with a subsequent media release forwarded on 9 May 2011.

Copies of the draft Council Plan were made available for inspection at each of the Latrobe City Council service centres. The Council Plan was also available from the Latrobe City Council webpage and was downloaded 143 times during the exhibition period.

No submissions were received during the exhibition of the Council Plan 2011 – 2015.

8. OPTIONS

Council is obliged in accordance with Section 125(3) of the *Local Government Act* 1989 to prepare a four year Council Plan and submit to the Minister for Local Government by 30 June.

Council may choose to adopt the Council Plan in its current format or undertake amendments.

9. CONCLUSION

The Council Plan 2011-2015 provides Council with a four year strategic direction in accordance with Section 125 of the *Local Government Act* 1989.

Consultation has been undertaken in line with the requirements of the Local Government Act 1989, Sections 125 and 223, with no submissions resulting from this process

10. RECOMMENDATION

That Council adopts the Latrobe City Council Plan 2011-2015.

Moved: Cr Lougheed

Seconded: Cr Vermuelen

That the Recommendation be adopted.

CARRIED UNANIMOUSLY

ATTACHMENT 1



Council Plan

2011-2015

Latrobe City Council's response to Latrobe 2026:
The Community Vision for Latrobe Valley

About Latrobe City

OUR HISTORY

Latrobe City sits within the boundaries of the Gunnai/Kurnai people, the traditional custodians of the land. The Brataualoong Clan occupied the country between the Latrobe River and Cape Liptrap from the Southern watershed to the sea. The Braiakaulung Clan occupied the area west of Providence Ponds, the Avon, Macalister, Thomson and Latrobe Rivers to the junction of the two Lakes.

Gippsland was a little known region until 1841, when the steamer 'Clonmel', en route from Sydney to Melbourne, was wrecked near Port Albert. The early explorers and pastoralists that followed saw the great potential of Latrobe Valley's rich and productive landscapes as a prospective farming district.

The discovery of gold at Walhalla in 1862 had a considerable impact on the development of Latrobe City. However more significant to the evolution of the City, were the mammoth coal deposits lying under the valley floor, which had a tremendous impact on not only the landscape but the emergence of new industries, business, cultures and traditions. Since the 1920s, successive waves of migrants from around the world have come to work in the power generation industry. They have lived and shaped our community and created lives for generations to come.

Today Latrobe City is thriving and is now recognised as one of Victoria's four major regional centres and is one of the fastest growing non metropolitan centres within Australia.

Key features of our history:

- Gunnai/Kurnai people traditional custodians of the land.
- First Europeans arrived 1841.
- Discovery of Gold in 1862.
- Power generation shaping our community and landscape.

OUR LOCATION

Latrobe City has all the benefits of a major regional centre whilst offering superb lifestyle choices ranging from city centre living, rural villages, farmlets and forest hideaways.

Situated in the centre of Gippsland less than two hours drive east of Melbourne, Latrobe City's diverse landscape ranges from rich agricultural floodplains dissected with rivers and streams, to the temperate rainforests of the Strzelecki Ranges. With the pristine Gippsland coastline, Baw Baw and Alpine snowfields and Gippsland Lakes all within easy reach, location is one of the Latrobe Valley's greatest attributes.

Latrobe City boasts a range of high quality retail and entertainment facilities including cinemas, theatres, art galleries, museums and recreation facilities, including Victoria's largest regional shopping centre. Latrobe City is also the educational centre for Gippsland, providing preschools, primary and secondary schools along with a large university, technical and further education facilities.

Key features of our location:

- 90 minutes drive to Melbourne
- 40 minutes drive to Ninety Mile Beach
- 90 minutes drive to Wilsons Promontory
- 60 minutes drive to Mt Baw Baw ski fields

OUR DIVERSE COMMUNITY

Latrobe City is a diverse, multicultural community founded on a rich migrant history, bringing varied skills, experiences, languages, faiths and cultural traditions to our City.

Latrobe City's industries, education facilities and lifestyle choices encourage prosperity and development by way of international and national exchange and cooperation in the fields of economy, trade, science and technology, culture, education, sports, health and personnel. Recreational pursuits are an integral part of our community's lifestyle, supported by many and varied sporting venues and facilities.

Recognised as the primary service centre within the broader Gippsland region, Latrobe City also offers an array of community services in education, health, tourism, entertainment and lifestyle choice.

Key features of our diverse community:

- Residential population of approximately 80,000 people.
- Over 9,000 Latrobe City residents were born overseas.
- More than 4,000 residents speak a language other than English at home.
- Choice of 35 primary schools, 6 secondary schools, University & TAFE.

OUR INDUSTRY & ECONOMY

Latrobe City is one of Victoria's strongest regional economies, home to over 4,500 businesses and is typified by a multi-skilled workforce. With unique strengths in energy, gas, water supply, manufacturing, engineering, government services, forestry and agriculture Latrobe City business and industry account for 3% of Australia's Gross Domestic Product.

The construction industry and retail sectors have also been a major contributor to Latrobe's strong economic performance.

The City's vast deposits of brown coal provide a significant asset to the local, state and national economy. Multi-million dollar investments are planned in clean coal technology and are set to increase generating capacity and support emerging sectors in research and development and engineering. A key challenge and opportunity therefore will be the effective transition to an increasingly carbon constrained future.

Our history of industrial enterprise, successful adaptation and innovation means Latrobe City is well positioned to embrace change and harness new opportunities to further diversify and strengthen our economy.

Key features of our industry and economy:

- Average annual jobs growth of 5%.
- Largest industries are manufacturing, electricity, gas and water supply.
- Average annual building investment growth of 7.3%.
- Approximately 40% of Latrobe City land area is used for forestry.





Morwell Centenary Rose Garden



Loy Yang Power, Traralgon



Tyers



All Abilities Playground, Moe

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Font Cover Images

Left: Latrobe City Council Headquarters, Morwell

Top Right: Post Office Place, Traralgon. Middle Right: Switchback Road, Churchill. Bottom Right: Moore Street, Moe.

LATROBE 2026: THE COMMUNITY VISION FOR LATROBE VALLEY:

**“In 2026 the Latrobe Valley
is a *liveable and sustainable*
region with collaborative
and inclusive community
leadership.”**

THE LATROBE 2026

Community Vision

The community's vision for the future development of the region builds on its strength as one of Victoria's key regional economies and its position as the commercial centre of Gippsland with a focus on education, health and community services and facilities.

Other major aspirations are for a community that is both liveable and sustainable, with a continued focus on

healthy lifestyles supported by high quality recreational and cultural facilities and a natural environment that is nurtured and respected.

The community has expressed its desire for a future in which people are united in a common purpose whilst respecting the diversity of their heritage and cultures. To enable the vision to become reality the community identified the need for effective and proactive

leadership at all levels and expressed a willingness to connect with the community leaders to enrich local decision making.

LATROBE CITY COUNCIL'S

Mission

Latrobe City continues to implement the values, corporate directions and partnerships necessary to bring reality to the Latrobe 2026 community vision for a liveable and sustainable region with collaborative and inclusive community leadership.

LATROBE CITY COUNCIL'S

Values

Latrobe City Council's values describe how it is committed to achieving the Latrobe 2026 community vision through:

- Providing responsive, sustainable and community focused services;
- Planning strategically and acting responsibly;
- Accountability, transparency and honesty;
- Listening to, and working with, the community;
- Respect, fairness and equity.

Our Council

Our Councillors



L-R Back: Cr Bruce Lougheed, Cr Lisa Price, Cr Graeme Middlemiss, Cr Sandy Kam, Cr Darrell White
L-R Front: Cr Ed Vermeulen, Cr Sharon Gibson, Cr Rohan Fitzgerald, Cr Kellie O'Callaghan

Firmin ward

Cr Darrell White
Mayor

Elected: 1997, 2000, 2003, 2005, 2008
Mobile: 0417 377 645
Email: Darrell.White@latrobe.vic.gov.au

Merton ward

Cr Sharon Gibson
Deputy Mayor

Elected: 2008
Mobile: 0429 338 762
Email: Sharon.Gibson@latrobe.vic.gov.au

Burnet ward

Cr Kellie O'Callaghan

Elected: 2008
Mobile: 0400 696 324
Email: Kellie.O'Callaghan@latrobe.vic.gov.au

Galbraith ward

Cr Sandy Kam

Elected: 2007, 2008
Mobile: 0427 556 967
Email: Sandy.Kam@latrobe.vic.gov.au

Dunbar ward

Cr Rohan Fitzgerald

Elected: 2008
Mobile: 0427 522 794
Email: Rohan.Fitzgerald@latrobe.vic.gov.au

Farley ward

Cr Lisa Price

Elected: 2003, 2005, 2008
Mobile: 0428 526 919
Email: Lisa.Price@latrobe.vic.gov.au

Gunyah ward

Cr Ed Vermeulen

Elected: 2008
Mobile: 0428 148 585
Email: Ed.Vermeulen@latrobe.vic.gov.au

Rintoull ward

Cr Graeme Middlemiss

Elected: 1997, 2000, 2003, 2005, 2008
Mobile: 0417 379 059
Email: Graeme.Middlemiss@latrobe.vic.gov.au

Tanjil ward

Cr Bruce Lougheed

Elected: 2003, 2005, 2008
Mobile: 0429 172 237
Email: Bruce.Lougheed@latrobe.vic.gov.au

The role of Council

Australia has three levels of government; federal, state and local. Local government performs government activities relevant to the local area.

In Victoria, councils operate under various State Government laws, including the Local Government Act 1989. The Local Government Act sets out the role of the Council as an elected body to provide leadership for the good governance of the municipal district and the local community.

A function of councils, as set out in the Local Government Act 1989, is to prepare a four-year Council Plan. The Council Plan must contain strategic objectives, and describe how they will be monitored and funded. The intention is for Council to establish links between their objectives, the allocation of resources needed to achieve them, and how progress towards achievement will be measured.

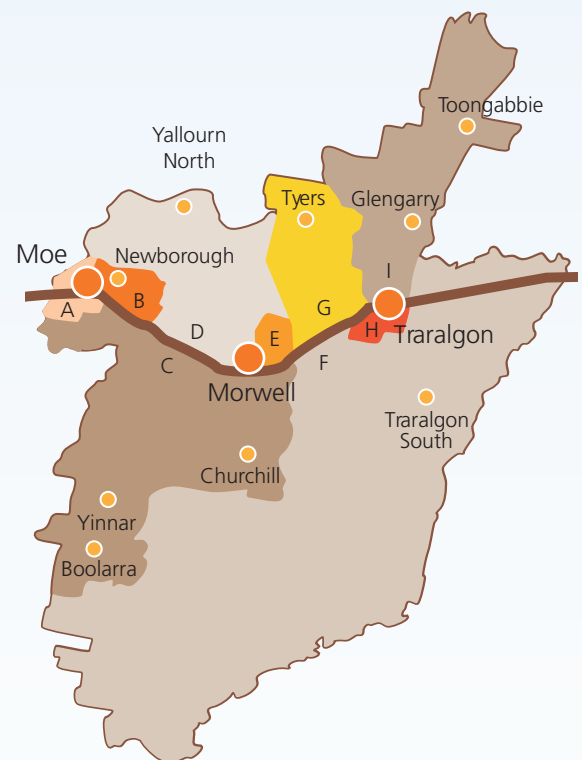
Elected by the community for a four year term, councillors meet on a regular basis to make decisions that are in the best interests of their community. Councillors perform their role on a voluntary basis and are supported by staff employed to ensure Council decisions are implemented. In broad terms an elected council sets the overall direction for the municipality through long-term planning. It adopts a strategic view of the future it wishes to achieve for its community and makes plans and policies to achieve this.

Latrobe City Council

Latrobe City Council consists of nine Wards, each represented by an elected Councillor who represents the interests of the residents and ratepayers of the municipality.

Councillors are required to attend Council Meetings which are held on the first and third Monday of every month, except in January, at the Latrobe City Council Corporate Headquarters in Morwell at 7.00 pm. Council Meetings include public question time as a standard agenda item, designed to encourage community participation in the overall affairs of Council. Special Council Meetings are held as required and all Council Meeting dates are detailed on the Latrobe City Council website.

Latrobe City Council Ward Boundaries



- | | | | |
|----------|---------------|----------|----------------|
| A | Farley ward | F | Gunyah ward |
| B | Merton ward | G | Galbraith ward |
| C | Firmin ward | H | Dunbar ward |
| D | Tanjil ward | I | Burnet ward |
| E | Rintoull ward | | |

Latrobe City Council is committed to providing first-class services for all citizens and to achieving the best outcomes for the local community, working in partnership with its community, all levels of government, business and commercial interests. Council has determined its priorities and has a clear direction for a sustainable and prosperous future, detailed in this Council Plan.



A message from the Mayor

It is my great pleasure, on behalf of our Council, to present to our community the Council Plan for 2011-2015. It's an exciting time for Latrobe City and this plan acknowledges our positive future and how our community can continue to move forward whilst making the most of new opportunities.

This year we have set out as a key focus to make our Council Plan more "user friendly" for our community. The community vision and direction of Council has been reviewed, and as a result Council has identified a clear wish to demonstrate its strong commitment to planning for the future development of Latrobe City, our people, economy and environment through identifying four key themes.

In ten years time if we reflect back on today, we may be noting it as one of the most influencing periods for our community. With recently elected governments, both state and federal, possible carbon tax announcements, and the State Government recognised status as one of Victoria's four major Regional Cities, the future is presenting a number of opportunities and challenges.

The Council Plan 2011-2015 outlines Council's response to our identified four key themes:

- Gippsland's Regional City;
- Positioned for a Low Carbon Future;
- An active, connected and caring community; and
- Attract, retain, support.

These key themes link to the community's vision outlined in Latrobe 2026: The Community Vision for Latrobe Valley. The community vision is underpinned by the three broad concepts; Sustainability; Liveability; and Leadership; which will continue to shape Council's direction. It is important to reflect on the fact that the decisions we make today to move Latrobe City forward and maximise our opportunities, will have a strong impact on the liveability of this region for generations to come.

Latrobe City Council has been proactive in planning around the key themes and will leverage the great work undertaken over the last financial year as we focus on the year ahead. Activity will begin immediately in the new financial year to undertake projects which represent our strategic and planned response to our priorities.

Council has also considered Latrobe City's role as a diverse municipality that not only serves its own residents but also acts as a major regional commercial hub for eastern Victoria. As a leader in this region, our commitment to driving the best outcomes for Latrobe City and Gippsland will continue.

During the next 12 months we look forward to shaping our future as we realise the vision, direction, strategies and actions contained in the Council Plan 2011-2015.

Cr Darrell White
Mayor



A message from the Chief Executive Officer

Our organisation is committed to supporting Council by implementing the major initiatives and priorities outlined in this Council Plan.

In identifying the series of changes to move our organisation "Towards 2026" we have based our planning on a desire to achieve a number of important priorities, including;

- An increased regional focus that will maximise opportunities presented through our recognition as a Victorian Regional City.
- Council taking a lead role in transitioning our community to a low carbon future.
- An increased focus on compliance, risk management and information management.
- Strengthening our relationships with the community.

Our organisation provides knowledge, advice and expertise to support and implement Council's decision making. We are confident that our continuing good governance, our commitment to relationship development, and our strong financial management will stand us in good stead over the life of this plan.

We believe that by being strong leaders within our organisation, community and region, we can help raise the profile of Latrobe City; advance our region; and build pride within our community.

We look forward to continuing our work with business, residents, other levels of government and the myriad of organisations and individuals that contribute to Latrobe City and our future.

Paul Buckley
Chief Executive Officer

SHAPING OUR FUTURE

**LATROBE CITY COUNCIL, ON BEHALF OF
OUR COMMUNITY, HAS IDENTIFIED ITS
VISION AND KEY THEMES WHICH WILL
SHAPE THE FUTURE OF LATROBE CITY.**

As part of our annual review of the Council Plan, we recognised a range of local and nationally significant issues and emerging opportunities. These are set to influence the direction of employment, industry and shape Latrobe City's future. In response, we have identified the following four priority themes which support the community vision, Latrobe 2026, and will drive strategic planning, major initiatives and service delivery over the next four years.



Gippsland's Regional City

Strengthening our profile

Latrobe City is recognised as one of the four major Victorian Regional Cities and one of the fastest growing non metropolitan centres in Australia.

As a destination of choice, Latrobe City is known for excellence in education and training, health care and as the commercial and cultural centre of the Gippsland region. Along with our Gippsland neighbours, we are well positioned to support Victoria's population growth and the first choice for lifestyle within an easy commute to Melbourne.

Latrobe City Council will continue to work hard to make investment and living in Latrobe City easy; build Latrobe City's profile. We will play a lead role in delivering priority projects for the Gippsland Region.

Leadership

Positioned for a Low Carbon Future

Advancing industry and innovation

Council has worked collaboratively and engaged world experts to develop the "Positioning Latrobe City for a Low Carbon Emission Future" policy. This is a first for local government in Australia and a vital step for the future of Latrobe City.

Latrobe City is proud of its history as a coal and energy based community; and will now maximise our strengths and leverage new opportunities to transition to a low carbon emissions future.

Council will lead the implementation of the 30 actions within our policy to ensure our community is able to transition smoothly; that innovation is supported within industry; that our economy is diversified; and that Latrobe City will respond and is prepared for the challenges and opportunities ahead.

Sustainability

An active, connected and caring community

Supporting all

Latrobe City is a vibrant and diverse community. Council is ensuring that the changing needs and aspirations of our diverse community are met by providing facilities, services and opportunities that promote an inclusive and connected community.

The health and well-being of the community is a key priority. Council will continue to work with our partners to educate our community and provide healthy lifestyle opportunities.

Council will ensure our services remain affordable for all members of our community.

Liveability

Attract, retain, support

Enhancing opportunity, learning and lifestyles

Latrobe City offers world class educational and skills training facilities. Council actively supports our partners to attract and retain young people as students, apprentices and employees.

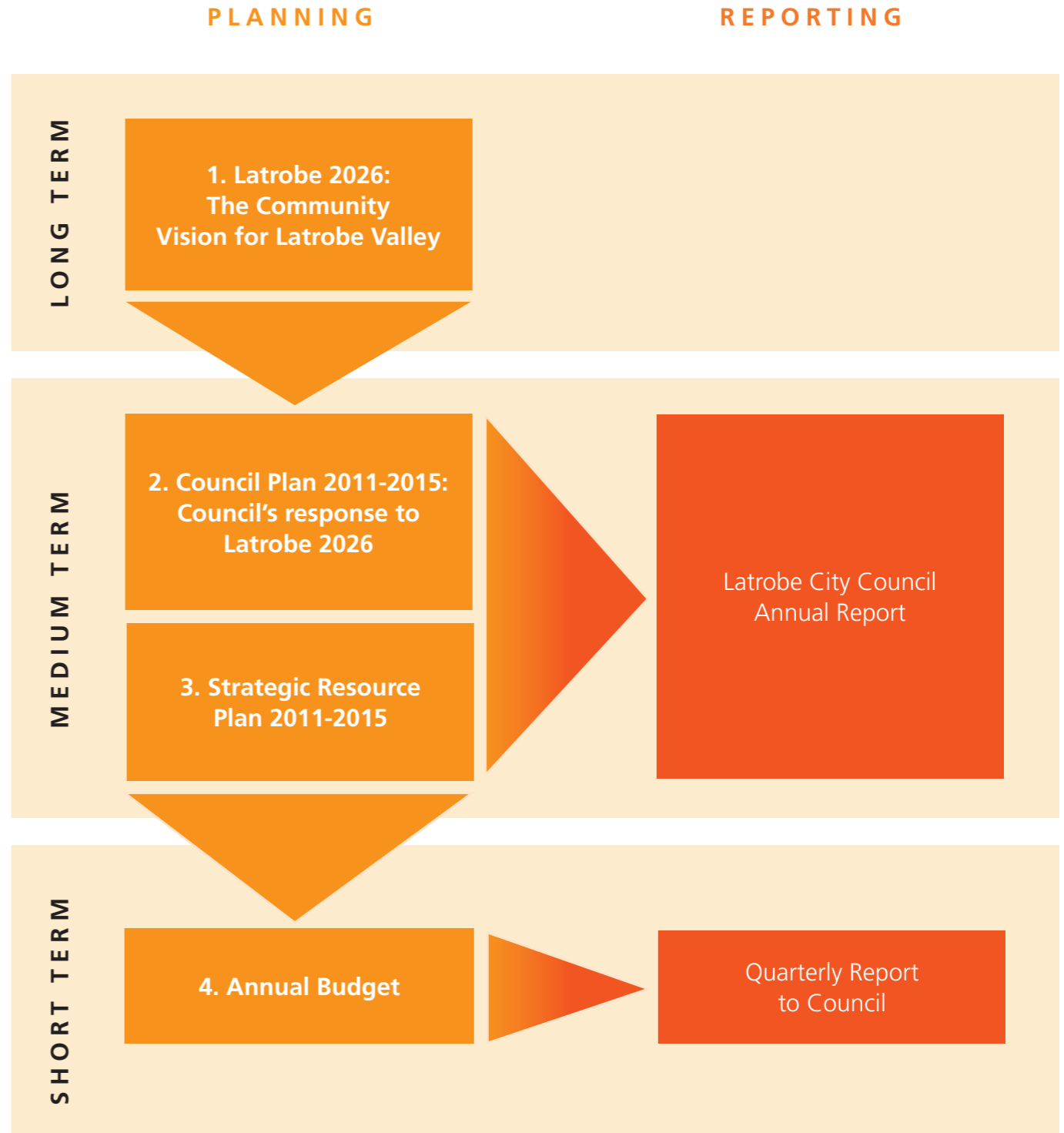
Latrobe City is the place where young people want to live, work and study. Council values and ensures that diverse educational, employment and recreational opportunities are available to our community and the broader Gippsland region.

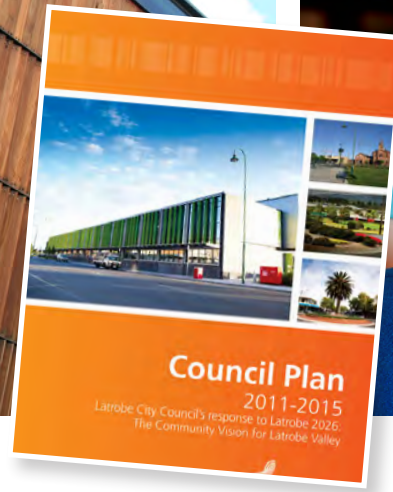
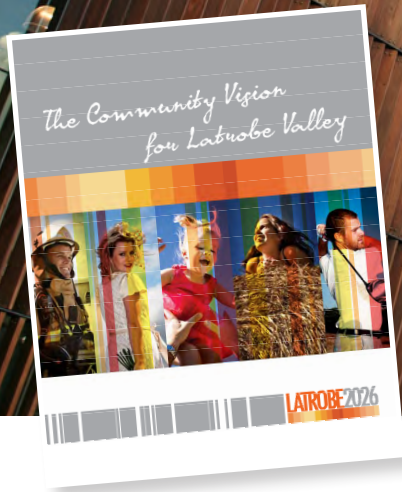
Council will continue to deliver initiatives that improve our recreation, retail, entertainment and transport facilities and infrastructure which positively impact the liveability of our region and the experience of our youth.



How we plan

The planning framework is underpinned by Latrobe 2026: The Community Vision for Latrobe Valley. This ensures Council continually works to achieve outcomes in support of the community vision, making a valuable contribution towards bringing the vision to reality.





Latrobe 2026: The Community Vision for Latrobe Valley

Latrobe 2026 defines the aspirations local residents hold for the future of the region by exploring aspects those residents most valued and those they would most like to change about life in the Latrobe Valley. The community vision was generated after identifying three broad concepts shared by the Latrobe Valley community – Liveability, Sustainability and Leadership. To achieve these three concepts a range of actions need to be taken by the many agencies, organisations, groups and individuals – of which Latrobe City Council is one.

A further nine key themes were identified as part of the Latrobe 2026 community vision to take Latrobe Valley forward. These themes are Economy, Natural Environment, Built Environment, Our Community, Culture, Recreation, Governance, Advocacy and Partnerships and Regulation and Accountability.

Council Plan 2011-2015: 'Council's response to Latrobe 2026'

The Council Plan is Council's commitment to the achievement of the Latrobe 2026 community vision. It outlines the strategic direction of Latrobe City Council, supported by major initiatives and service delivery to be implemented during the four years of the plan.

Strategic Resources Plan

The Strategic Resource Plan forms part of the Council Plan. This plan identifies the resources that will be required by Latrobe City Council over the next four years, in working towards the achievement of Latrobe 2026 community vision.

Annual Budget

The Annual Budget is an internal working document that outlines the allocation of resources required to deliver the services and initiatives outlined in the Council Plan.



Economy

Latrobe 2026 Community Vision:

In 2026, Latrobe Valley has a strong and diverse economy built on innovative and sustainable enterprise. The vibrant business centre of Gippsland contributes to the regional and broader economies, whilst providing opportunities and prosperity for our local community.

Sustainability

Liveability

Leadership

How we will achieve the **Community Vision**

Latrobe City Council will work towards achieving the Economy Community Vision with a range of strategic directions which are supported by major initiatives and services to be implemented by Council over the next four years:

Strategic Directions

- Facilitate investment attraction of new firms to contribute to economic diversification, employment creation and to meeting the challenges of a carbon constrained economy.
- Promote and support the development of existing and new infrastructure to enhance the social and economic wellbeing of the municipality.
- Ensure well planned infrastructure that enhances the marketability of the municipality to industries, residents and investors.
- Utilise economic modelling to demonstrate the possible impact of economic development strategies.
- Conduct focussed feasibility studies to determine potential major public infrastructure with significant economic benefits.
- Support the skill development requirements of local industry.
- Develop and implement economic development actions to encourage business retention and growth.
- Strengthen the economic sustainability of the region by actively encouraging partnerships with other local governments, industry and with community agencies.
- Promote and support the development of the tourism and events sector.
- Develop, collate and publish a range of economic indicators annually.

Economy



Supporting Strategies and Plans

- Economic Sustainability Strategy
- Latrobe Regional Airport Master Plan
- Logistics Precinct Master Plan
- Gippsland Logistics Precinct Project Plan
- Former Lurgi Site Master Plan
- Positioning Latrobe City for a Low Carbon Emission Future

Adopted 2007, review underway 2010/11

Adopted 2009

Adopted 2005

Adopted 2009

Adopted 2006

Adopted 2010

What we will do

Major Initiatives

	Start	Target
Commence the Industrial Land Use Strategy to guide future industrial land development opportunities.	01/07/2012	03/06/2014
Actively support the implementation of the Latrobe Valley Advantage Fund and its three themes of Skilling the Valley, Attracting New Industries and Jobs and Sustainable Energy Research and Development.	01/07/2011	30/06/2015
Support the extension of 'Gippsland's Gateways' project through improvements to rail, road and ports in particular the establishment of the North East freeway link, construction of West link as an alternative to the Monash Freeway and enhance connectivity of Gippsland industries and bulk exports to Melbourne and other regions.	01/07/2011	30/06/2013
Deliver 'Positioning Latrobe City for a Low Carbon Emission Future' to maximise the opportunities for alternative technologies and non traditional uses for coal, through support of the Low Carbon Committee.	01/07/2011	30/06/2015
Pursue the development of the Centre for Sustainable Technologies at Monash University to undertake research and development in new technologies that support sustainable resource use and strengthen the resilience and diversity of the regional economy.	01/07/2011	30/06/2015
Progress implementation of the Latrobe Regional Airport Masterplan to effectively develop the airport and to facilitate investment and jobs growth.	01/07/2011	30/06/2015
Deliver the 2012 Gippsland Major Projects Summit highlighting commercial investments across Latrobe City and the Gippsland Region.	01/07/2011	30/03/2012
Conduct the 2012 Latrobe City Employment and Industry Survey to identify the challenges and opportunities facing local business and industry.	01/07/2011	30/06/2012

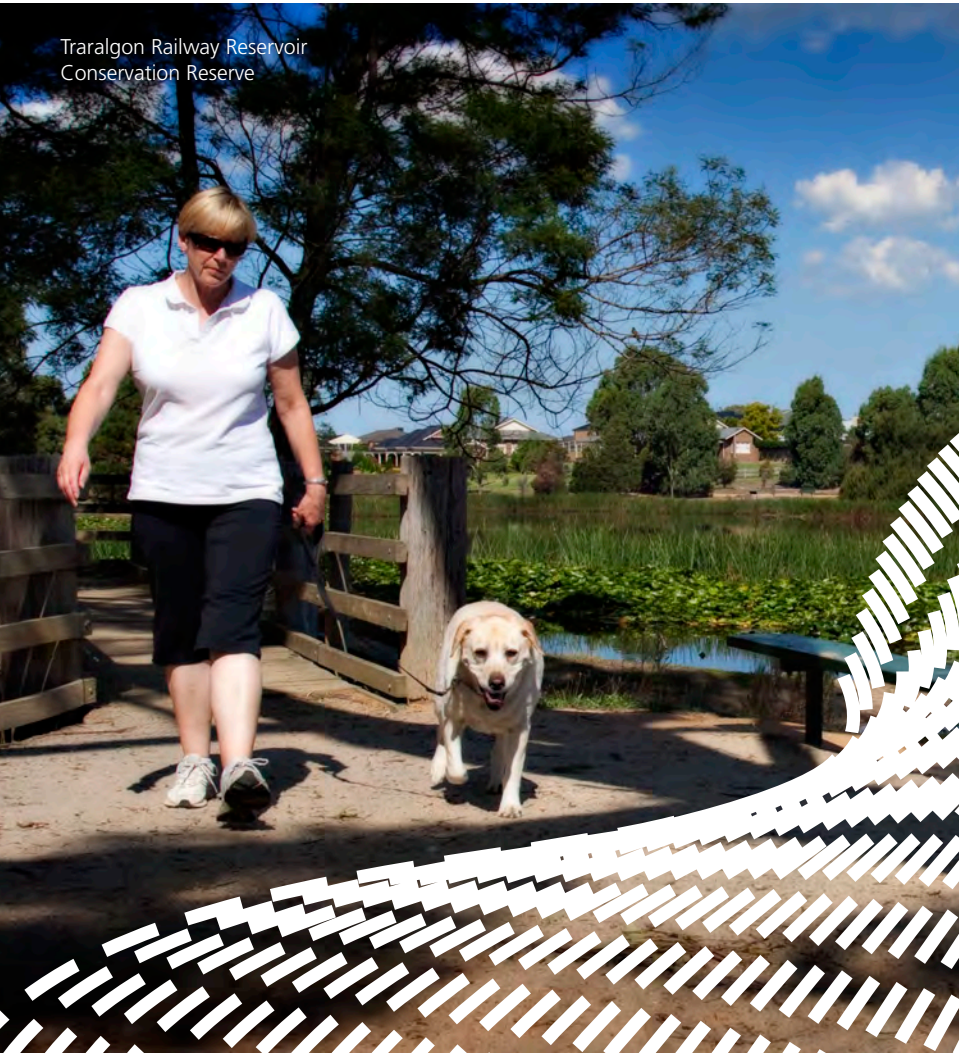
Service Provision

Economic Development	<ul style="list-style-type: none"> Facilitate the attraction of large investments to Latrobe City in conjunction with the Victorian and Australian Governments. Work with all levels of Government and relevant agencies to attract new economic infrastructure to Latrobe City.
Business Development	<ul style="list-style-type: none"> Facilitate training and networking support services for local small and medium enterprises in conjunction with the Latrobe City Business and Tourism Association and other agencies. Provide Business Development advice, services and programs in accordance with the Latrobe City Council Economic Development Strategy.
Tourism Development	<ul style="list-style-type: none"> Support the tourism industry in line with regional, state and federal strategies and provide visitor and lifestyle information for the Latrobe region.
Latrobe Regional Airport	<ul style="list-style-type: none"> Maintain, develop and operate Latrobe Regional Airport in accordance with Civil Aviation Safety Authority regulations and the Latrobe Regional Airport Masterplan.
Regional Development	<ul style="list-style-type: none"> Provide regional leadership and facilitate a successful transition for Latrobe City to a low carbon future.

How we will measure our success

- Increased number of participants at local business training sessions.
- Increased number of tourism enquiries received and responded to by Tourism Development.
- Increased number of business enquiries received by the Business Development team.
- Satisfy Civil Aviation Safety Authority annual aerodrome inspection.
- Increased tenancy of industrial allotments at Latrobe Regional Airport.

Traralgon Railway Reservoir
Conservation Reserve



Lake Narracan, Moe

Natural Environment

Latrobe 2026 Community Vision:

In 2026, Latrobe Valley enjoys a beautiful natural environment that is managed and protected with respect, to ensure a lasting legacy for future generations.

Sustainability

Liveability

Leadership

How we will achieve the Community Vision

Latrobe City Council will work towards achieving the Natural Environment Community Vision with a range of strategic directions which are supported by major initiatives and services to be implemented by Council over the next four years:

Strategic Directions

- Collaborate with stakeholders to progress environmental sustainability initiatives aimed at reducing environmental impacts.
- Ensure environmental sustainability principles are integrated with the Local Planning Policy Framework.
- Work with key stakeholders to improve the water quality and health of rivers, streams and waterways across Latrobe City.
- Facilitate and support local community sustainability initiatives.
- Encourage industry sustainability through practices that maintain natural environmental assets across the municipality.
- Enhance biodiversity conservation through the protection and management of remnant native vegetation and revegetation.
- Protect and enhance bushland parks and reserves for the benefit of native flora and fauna.
- Encourage and maintain good air quality in the region and inform our community.
- Promote awareness of best practice land management principles to improve soil conservation.
- Encourage responsible water use throughout Latrobe City.
- Promote sustainable timber production and responsible management of timber assets.
- Encourage the reduction of greenhouse gas emissions generated in Latrobe City, by supporting energy saving initiatives and energy efficient developments in the community.
- Promote greater awareness of climate change to support the adaptability of the community to the impacts arising from climate change.
- Promote a collaborative approach to the management of weed infestations on private and public land, including weed control initiatives.
- Provide and promote environmentally sustainable waste management practices to attain best practice 'final storage quality'.
- Promote and implement waste management practices which attract investment and deliver economic development to Latrobe City.

Natural Environment



Haunted Hills Road, Newborough



Traralgon Railway Reservoir
Conservation Reserve

Supporting Strategies and Plans

■ Natural Environment Sustainability Strategy	<i>Adopted 2008</i>
■ Morwell River Neighbourhood Environment Improvement Plan	<i>Endorsed 2007</i>
■ Traralgon Creek Neighbourhood Environment Improvement Plan	<i>Adopted 2006</i>
■ Latrobe City Council Waste Management Strategy	<i>Adopted 2010</i>

What we will do

Major Initiatives

	Start	Target
Actively participate in the Gippsland Climate Change Impacts and Adaptation Project to create a vision and a set of socio-economic and biophysical opportunities which will secure Gippsland's role as a national food bowl.	01/07/2011	30/06/2013
Implement actions from the Natural Environment Sustainability Strategy 2008-2013 to achieve identified biodiversity and sustainability outcomes.	01/07/2011	30/06/2013
Maintain the Biolinks Network database tool for the municipality to map the functional and connectivity needs of Latrobe's species and ecosystems.	01/07/2011	30/06/2013
Facilitate the Latrobe City Council Climate Change Consultative Committee in the implementation of its Action Plan.	01/07/2011	30/06/2015

Service Provision

Landfill Services

- Operate and maintain the Latrobe City Hyland Highway Municipal Landfill facility in accordance with Environment Protection Authority licence conditions.
- Collect and process municipal waste in accordance with the Latrobe City Council Waste Management Strategy.

Waste Services

- Deliver and manage contracts for waste services across the municipality, including kerbside collection, transfer stations, organic waste collection, hard waste service and materials recycling facility in accordance with specific standards and schedules.

Environment Sustainability

- Provide Environmental planning, advice, services and programs.

How we will measure our success

- Reduced waste to landfill, as a proportion of total waste collected.
- Increased kilometres of Latrobe City roadsides assessed and treated for weed infestations.
- Increased community satisfaction with waste management.



Latrobe Leisure Churchill, under construction 2010

Built Environment

Latrobe 2026 Community Vision:

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

Sustainability

Liveability

Leadership

How we will achieve the Community Vision

Latrobe City Council will work towards achieving the Built Environment Community Vision with a range of strategic directions which are supported by major initiatives and services to be implemented by Council over the next four years:

Strategic Directions

- Ensure Latrobe City Council's infrastructure is managed through a long term strategic approach to asset management.
- Develop high quality community facilities that encourage access and use by the community.
- Protect and respect the historical character of Latrobe City.
- Promote and support private and public sector investment in the development of key infrastructure within the municipality.
- Utilise place management principles in planning, developing and promoting localities within the Latrobe City.
- Promote and support high quality urban design within the built environment.
- Promote the integration of roads, cycling paths and footpaths with public transport options and public open space networks to facilitate passive recreation and enhance the liveability and connection of Latrobe City.
- Support and advocate for integrated transport solutions that improve accessibility to and within Latrobe City.
- Support development of infrastructure within small town communities across the municipality.
- Ensure proposed developments enhance the liveability of Latrobe City, and provide for a more sustainable community.
- Integrate transit cities principles in the development of Moe, Morwell and Traralgon activity centres.
- Ensure the Local Planning Policy Framework is reviewed in accordance with legislative requirements, and updated regularly to reflect community aspirations and growth.
- Ensure public infrastructure is maintained in accordance with community aspirations.
- Ensure that all proposed Latrobe City Council developments include whole of life maintenance analysis.
- Adequately identify and plan for future maintenance costs of assets and infrastructure to reduce the asset renewal gap in allocated funding.
- Protect public and private infrastructure against disaster, deterioration and pests through the application of appropriate building and planning controls.
- Ensure proposed developments and open space areas are complementary to their surrounds.
- Encourage environmentally sustainable design principles, including water sensitive urban design in proposed public and private developments.
- Enhance the quality and sustainability of streetscapes and parks across the municipality through the provision and maintenance of trees that are appropriate to their surroundings.



Supporting Strategies and Plans

- Moe Activity Centre Plan
- Moe Rail Precinct Revitalisation Project: Master Plan
- Churchill Town Centre Plan
- Traralgon Activity Centre Plan
- Traralgon Railway Precinct Master Plan
- Latrobe Structure Plans
(for Churchill, Moe/Newborough, Morwell and Traralgon)
- Small Town Structure Plans
(for Boolarra, Glengarry and Tyers)
- Small Towns Structure Plans
(for Toongabbie, Traralgon South, Yallourn North and Yinnar)
- Municipal Domestic Wastewater Management Plan
- Stormwater Management Plan
- Asset Management Strategy
- Road Management Plan
- Footpath Asset Management Plan
- Street Furniture Asset Management Plan
- Drainage Asset Management Plan
- Bridge and Major Culvert Asset Management Plan
- Trees Asset Management Plan
- Parks & Reserves Asset Management Plan
- Public Lighting Asset Management Plan
- Building Asset Management Plan
- Sign Asset Management Plan
- Public Toilet Plan

Adopted 2007

Adopted 2009

Adopted 2008

Development in 2011/12

Future development post 2012

Adopted 2007

Adopted 2009

Future development post 2012

Adopted 2006, commence review in 2011/12

Adopted 2002

Adopted 2007

Adopted 2009

Adopted 2008

Future development post 2012

Development in 2011/12

Adopted 2009

Future development post 2012

Future development post 2012

Adopted 2007

Adopted 2010

Adopted 2007

Adopted 2010

What we will do

Major Initiatives

	Start	Target
Actively participate in the Gippsland Integrated Land Use Plan to provide direction and priorities for addressing population growth, land use change, new infrastructure requirements and the management of natural resources including coal and agricultural assets.	01/07/2011	30/06/2014
Pursue government funding opportunities to progress construction of the Moe Rail Precinct Revitalisation Project community precinct to stimulate activity in the Moe Central Business District in accordance with the Moe Activity Centre Plan.	01/07/2011	30/06/2015
Commence the Morwell to Traralgon shared pathway feasibility study to improve connectivity between the two towns.	01/07/2011	30/06/2012
Finalise Stage 2 of the Traralgon Activity Centre Plan to guide future land use via a structure plan, urban design framework and parking precinct plan.	01/07/2011	30/06/2013
Plan for future growth of our community by finalising Stage 2 of the Main Town Structure Plans planning scheme amendment (Amendment C58).	01/07/2011	30/06/2012
Commence Development Plans and Development Contribution Plans for Traralgon North to ensure new communities are well planned and provided with necessary public infrastructure.	01/07/2011	30/06/2012
Finalise the Traralgon Growth Areas Review including the Traralgon West Corridor Precinct Plan to identify long term growth and development opportunities.	01/07/2011	31/12/2012
Continuously improve planning processes and efficiencies in response to forecast growth.	01/07/2011	30/06/2015
Reconstruct Georgina Place and the Town Centre Plaza in accordance with the Churchill Town Centre Plan to improve access and connectivity to key facilities.	01/07/2011	30/06/2012

Service Provision

City Planning

- Provide Statutory and Strategic Planning advice and services in accordance with the Latrobe Planning Scheme and Planning and Environment Act.
- Provide Recreation and Open Space planning advice for Latrobe City.
- Provide advice, statutory services and enforcement action in accordance with the Building Act.

Infrastructure Development

- Deliver the Annual Capital Works Program.
- Provide Traffic Management and Asset Management planning, advice and services for Latrobe City in accordance with statutory and regulatory timeframes.

Infrastructure Maintenance

- Deliver the Latrobe City Council building maintenance program.
- Provide maintenance services for Latrobe City's road, drainage, signage, footpath and tree networks.
- Deliver cleansing services across the municipality, including footpath and street sweeping, public toilets, bus shelters, barbecues, rotundas and picnic shelters in accordance with specified standards and schedules.

How we will measure our success

- Deliver the annual capital works program within the financial year.
- Process planning permit applications within the 60 day count as reported in the Department of Planning and Community Development Planning Permit Application Reporting System.
- Increased community satisfaction of Latrobe City Council's local roads and footpaths.
- Increased community satisfaction of Latrobe City Council's town planning approvals and policy development.
- Reduced asset renewal and maintenance gap.
- Increased community satisfaction with traffic management and parking facilities.



Churchill and District Community Hub



Churchill and District Community Hub

Our Community

Latrobe 2026 Community Vision:

In 2026, Latrobe Valley is one of the most liveable regions in Victoria, known for its high quality health, education and community services, supporting communities that are safe, connected and proud.

Sustainability

Liveability

Leadership

How we will achieve the **Community Vision**

Latrobe City Council will work towards achieving the Community Vision with a range of strategic directions which are supported by major initiatives and services to be implemented by Council over the next four years:

Strategic Directions

- Provide support, assistance and quality services in partnership with relevant stakeholders to improve the health, wellbeing and safety of all within Latrobe City.
- Develop and foster relationships with service providers to enhance the learning and employment outcomes of the community.
- Work collaboratively with all relevant stakeholders in the provision and support of quality education and care.
- Facilitate and support initiatives that strengthen the capacity of the community.
- Build the resilience and capacity of the community through ongoing liaison, training and development.
- Provide access to information, knowledge, technology and activities that strengthens and increases participation in community life.
- Support initiatives that promote diversity and social inclusion.
- Promote community participation and volunteerism to support improved health and wellbeing through all stages of life.



Library Storytime



Latrobe Leisure Morwell



Yallourn North Skate Park, Yallourn North

Supporting Strategies and Plans

- Library Plan
- Statements of Reconciliation and Commitment
- Latrobe City Childcare Strategy
- Municipal Early Years Plan
- Youth Charter
- Latrobe City Volunteer Plan
- Cultural and Linguistic Diversity Action Plan
- Older Persons Strategy
- Positive Ageing Plan
- Disability Action Plan
- Latrobe City Health and Wellbeing Plan

Adopted 2011

Adopted 2000, commence review in 2011/12

Adopted 2006, commence review in 2011/12

Adopted 2005, review underway 2010/11

Adopted 2005, commence review in 2011/12

Adopted 2007

Adopted 2010, review in 2013/14

Adopted 2007

Adopted 2009

Adopted 2010, review annually

Development underway 2010/11

What we will do

Major Initiatives

	Start	Target
Facilitate the Youth Council and Youth Leadership Program to build the capacity and opportunity for young people to be actively involved and influential in the community.	01/07/2011	30/06/2015
Review the Latrobe City Childcare Strategy 2006-2011 and prepare a Children's Services Plan to document and promote the integrated early years services.	01/07/2011	30/06/2013
Review the Cultural and Linguistic Diversity Action Plan to assist in building an inclusive, harmonious and engaged community.	01/07/2013	30/06/2014
Lead the Latrobe Settlement Committee to support the integration of new settlers into community life through the Refugee Action Plan.	01/07/2011	30/06/2015
Facilitate the Disability Reference Committee to support implementation of the Disability Action Plan.	01/07/2011	30/06/2015
Deliver the annual Children's Services Expo during Children's Week in October 2011 to promote early years services provided across Latrobe City.	01/07/2011	31/10/2011
Develop and implement a Seniors Week program of activities to provide opportunities for active participation of older people in consultation with community groups.	01/07/2011	30/06/2015
In consultation with the aboriginal community, review the Statement of Commitment to ensure continued recognition of our indigenous community.	01/07/2011	30/06/2012

Service Provision

Home and Community Care	<ul style="list-style-type: none"> Deliver the Home and Community Care program in accordance with Department of Health guidelines.
Social Support	<ul style="list-style-type: none"> Deliver the Planned Activity Group program and deliver the Meals on Wheels program to eligible clients.
Public Health Services	<ul style="list-style-type: none"> Minimise the incidence of food borne illness pursuant to the Food Act. Deliver Immunisation program in accordance with the Public Health and Wellbeing Act.
Child and Family Services	<ul style="list-style-type: none"> Deliver Early Learning, Family Day Care, Maternal and Child Health, and Preschool services and programs in accordance with Council adopted policies.
Community Development	<ul style="list-style-type: none"> Deliver the Latrobe City Youth Council and Youth Leadership programs. Develop and implement the Rural Access Plan and Disability Action Plan. Continue support for Latrobe City communities recovering from the 2009 bushfires.
Emergency Management	<ul style="list-style-type: none"> Provide Emergency Management services including planning, response and recovery.
Library Services	<ul style="list-style-type: none"> Deliver Library services and programs in accordance with the Library Plan 2011-2015.
Community Information Services	<ul style="list-style-type: none"> Deliver professional customer service at all Council service centres and libraries in accordance with the Customer Service Plan.

How we will measure our success

- Increased community satisfaction with health and human services.
- Increased participation at Latrobe City Council libraries.
- Increased levels of community satisfaction with community groups training forums.
- Increased overall customer satisfaction with Latrobe City Council Maternal and Child Health services.
- Increased overall customer satisfaction with Latrobe City Council Preschool services.

Latrobe Regional Gallery, Simryn Gill: Inland
A NETS Victoria touring exhibition, developed
by the Centre for Contemporary Photography



Gippsland Multicultural Festival,
Kernot Hall, Morwell

Culture

Latrobe 2026 Community Vision:

In 2026, Latrobe Valley celebrates the diversity of heritage and cultures that shape our community, with activities and facilities that support the cultural vitality of the region.

Sustainability

Liveability

Leadership

How we will achieve the **Community Vision**

Latrobe City Council will work towards achieving the Culture Community Vision with a range of strategic directions which are supported by major initiatives and services to be implemented by Council over the next four years:

Strategic Directions

- Facilitate and support events, community festivals and arts programs that reflect and celebrate cultural diversity and heritage.
- Plan, facilitate, develop and maintain public infrastructure and assets that strengthens the cultural vitality of the municipality.
- Attract, promote and facilitate significant regional, national and international events to improve the liveability and sustainability of the municipality.
- Increase the accessibility of Latrobe City Council's cultural facilities, programs and events.
- Present diverse, exciting exhibitions and performances that have local, national and global relevance.
- Facilitate the growth and success of cultural programs, sporting and community events through active engagement, promotion and marketing.
- Foster greater awareness, understanding and respect for other cultures through the promotion of international relationships.
- Strengthen community capacity and sustainability by providing opportunities for education, skills development and lifelong learning.
- Foster community connections by building partnerships in the community for the delivery of programs, events and facilities.
- Strengthen community pride and wellbeing through the provision of high quality and well presented programs, events and facilities.

Culture



Latrobe Regional Gallery, Morwell



Boolarra Folk Festival



Boolarra Folk Festival



Japanese Day, Kernot Hall, Morwell

Supporting Strategies and Plans

■ Traralgon Court House Conservation Management Plan	<i>Adopted 2009</i>
■ International Relations Plan	<i>Adopted 2011</i>
■ Latrobe Performing Arts Centre Feasibility Study	<i>Adopted 2010</i>
■ Events Strategy	<i>Development 2011/2012</i>

What we will do

Major Initiatives

	Start	Target
As identified by the Latrobe City Tourism Product Audit, develop an Events Strategy to facilitate continued growth of events and the wider tourism sector in Latrobe City.	01/07/2011	30/06/2012
Deliver marketing and promotional activities for major events and event clusters to increase participation, visitation and business for local operators.	01/07/2011	30/06/2015
Progress Council's decision in respect to the provision of a performing arts and convention centre for Latrobe City to enhance Latrobe City's cultural infrastructure and programs.	01/07/2011	30/06/2015
Deliver the Latrobe City International Relations Plan 2011-2014 to enhance cultural and economic benefits.	01/07/2011	30/06/2014

Service Provision

Performing Arts	<ul style="list-style-type: none"> • Deliver the Annual Performing Arts Performances program.
Visual Arts	<ul style="list-style-type: none"> • Deliver the Annual Latrobe Regional Gallery Exhibitions program. • Deliver Education and Public Participation programs across all arts facilities.
International Relations	<ul style="list-style-type: none"> • Deliver International Relations services in accordance with the Latrobe City International Relations Plan.
Hall and Venue Management	<ul style="list-style-type: none"> • Manage and maintain public halls and venues across Latrobe City.
Events	<ul style="list-style-type: none"> • Facilitate the attraction of new events and support existing events across Latrobe City. • Deliver Latrobe City Council's annual Australia Day program.

How we will measure our success

- Increased participation in visual arts activities.
- Increased participation in performing arts activities.
- Increased economic benefits derived as a result of supporting community events.
- Increased community participation in cultural events such as Japanese Day and the Gippsland Multicultural Festival.



Recreation

Latrobe 2026 Community Vision:

In 2026, Latrobe Valley encourages a healthy and vibrant lifestyle, with diversity in passive and active recreational opportunities and facilities that connect people with their community.

Sustainability

Liveability

Leadership

How we will achieve the **Community Vision**

Latrobe City Council will work towards achieving the Recreation Community Vision with a range of strategic directions which are supported by major initiatives and services to be implemented by Council over the next four years:

Strategic Directions

- Foster the health and wellbeing of the community by promoting active living and participation in community life.
- Assess and evaluate recreational trends and opportunities to address community aspirations for passive and active recreational activities.
- Align open space requirements of the community with useable public open space.
- Promote and maximise the utilisation of recreational, aquatic and leisure facilities and services to ensure they meet the needs of the community.
- Provide diverse and accessible recreational, leisure and sporting facilities, that are financially sustainable.
- Develop and maintain high quality recreational, leisure and sporting facilities in accordance with community aspirations.
- Support and develop partnerships and collaboration with user groups, friends of and committees of management for recreational, aquatic, public open spaces, parks and gardens.
- Continue to develop and enhance recreation and leisure facilities in order to attract and facilitate events of regional, national and international significance.



Latrobe Leisure Moe Newborough



Harold Preston Reserve, Traralgon

Supporting Strategies and Plans

- Ted Summerton Reserve Moe Masterplan *Adopted 2009*
- Recreation and Leisure Strategy *Adopted 2006, review 2011/12*
- Morwell Outdoor Recreation Plan *Adopted 2008*
- Moe Newborough Outdoor Recreation Plan *Adopted 2007*
- Traralgon Outdoor Recreation Plan *Adopted 2006*
- Southern Towns Outdoor Recreation Plan *Adopted 2009*
- Northern Towns Outdoor Recreation Plan *Adopted 2010*
- Latrobe City Bicycle Plan *Adopted 2007*
- Soccer Facilities Plan *Adopted 2008*
- Tennis Facilities Plan *Adopted 2008*
- Skate and BMX Plan *Adopted 2009*
- Playground Strategy *Adopted 2006*
- Playground Improvement Implementation Plan *Adopted 2011*
- Public Open Space Plan *Adopted 2007, review in 2011/12*
- Traralgon Indoor Aquatic Facility Feasibility Study *Development underway 2010/11*
- Newman Park Development Plan *Adopted 2004*
- Morwell Town Common Development Plan *Adopted 2005*
- Mathison Park Development Plan *Adopted 2002*
- Moe Yallourn Rail Trail Management Plan *Development in 2011/12*

What we will do

Major Initiatives

	Start	Target
Deliver the Traralgon Tennis Resurfacing Project to retain two prestigious international tennis tournaments.	01/07/2011	30/06/2012
Construct the Latrobe City district skate park in Morwell to ensure high quality facilities are provided for our youth.	01/07/2011	30/06/2012
Complete funded works identified in the Latrobe Leisure Facilities Condition Assessment to ensure high quality aquatic and leisure facilities are provided for our community.	01/07/2011	30/06/2012
Develop the Moe Yallourn Rail Trail Management Plan and support the Gippsland Plains Rail Trail Committee.	01/07/2011	30/06/2012
Progress Council's decision in respect to the provision of an indoor aquatic facility in Traralgon to enable development of Latrobe City's recreational infrastructure.	01/07/2011	30/06/2015
Develop a Latrobe City Smoke-Free policy in outdoor areas to assist greater health outcomes for our community.	01/07/2011	30/06/2012
Implement actions of the Latrobe City Council Playground Replacement Implementation Plan 2011-2016 to enhance social and health outcomes and improve local neighbourhood amenity.	01/07/2011	30/06/2015
Review the Latrobe City Recreation and Leisure Strategy to support improved health and wellbeing of our community.	01/07/2013	30/06/2014
Review the Latrobe City Public Open Space Plan to ensure high quality, accessible and connected open space and recreational experiences continue to be provided for our community.	01/07/2012	30/06/2013

Service Provision

Leisure Facilities	<ul style="list-style-type: none"> Maintain and operate Latrobe City leisure centres, outdoor pools and stadiums.
Outdoor Maintenance	<ul style="list-style-type: none"> Manage and maintain sporting reserves across Latrobe City. Maintain parks and gardens across Latrobe City. Maintain and develop playgrounds in accordance with the Latrobe City Council Playground Strategy.
Caravan Parks	<ul style="list-style-type: none"> Manage and maintain the Hazelwood Pondage and Lake Narracan caravan park and day visitor facilities.
Traffic School	<ul style="list-style-type: none"> Deliver the International Power Hazelwood Traffic School program and services.

How we will measure our success

- Increased community satisfaction with recreational facilities.
- Increased community satisfaction with public areas appearance.
- Increased participation at recreation and leisure facilities.



Latrobe City Council Corporate Headquarters, Morwell



Mayor, Cr Darrell White's 2011 Australia Day Address

Governance

Latrobe 2026 Community Vision:

In 2026, Latrobe Valley has a reputation for conscientious leadership and governance, strengthened by an informed and engaged community committed to enriching local decision making.

Sustainability

Liveability

Leadership

How we will achieve the **Community Vision**

Latrobe City Council will work towards achieving the Governance Community Vision with a range of strategic directions which are supported by major initiatives and services to be implemented by Council over the next four years:

Strategic Directions

- Support effective community engagement to increase community participation in Council decision making.
- Conduct all Council and committee meetings in strict accordance with the law and in an open and transparent manner.
- Delegate appropriately and make sound decisions having regard to legislative requirements, policies, professional advice, sound and thorough research and the views of the community.
- Implement the strategic objectives as detailed in the Council Plan, review it annually to ensure that it reflects community expectations and our commitments to financial responsibility.
- Provide regular reports on Council's performance including strategic objectives and Council's progress towards Latrobe 2026.
- Provide timely, effective and accessible information about Latrobe City Council's activities.
- Ensure that Latrobe City Council continues to meet the highest standards of financial probity and is financially sustainable.
- Ensure that all strategic decisions reflect Latrobe City Council's Long Term Financial Plan and Annual Budget.
- Conduct a regular review of Latrobe City Council policies to ensure that they reflect the aspirations of the community.
- Ensure that Council decision-making considers adopted policies.
- Ensure that Latrobe City Council applies a sound risk management approach to decision making and service delivery.



Morwell Centenary Rose Garden



Latrobe City Council Corporate Headquarters, Morwell



Lloyd Street, Moe

Supporting Strategies and Plans

- Community Engagement Plan
- Five Year Financial and Resource Plan
- Risk Management Plan

Adopted 2010

Adopted 2007

Adopted 2011

What we will do

Major Initiatives

	Start	Target
Prepare a ten year financial plan including a review of Council rates, fees and charges of all Council services.	01/07/2011	30/06/2012
Review the Council Plan 2011-2015, present to Council for consideration and submit to the Minister for Local Government within the legislated timeframe.	01/07/2011	30/06/2012
Facilitate the development of the Annual Budget and present to Council for consideration.	01/07/2011	30/06/2015
Review the Council Policy Manual following the local government election for Latrobe City.	01/07/2012	30/06/2013
Review Council delegations following the local government election for Latrobe City.	01/07/2012	30/06/2013
Prepare the Annual Report, submit to the Minister for Local Government and present to Council within the legislated timeframe.	01/07/2011	30/06/2015
Facilitate the local government election for Latrobe City.	01/07/2012	30/06/2013

Service Provision

Council Operations – Legal Counsel

- Administer the operation of Council meetings.

Risk and Compliance

- Administer the policies of Latrobe City Council.

Executive Office

- Provide support services to Councillors of Latrobe City Council.
- Deliver civic functions and events across Latrobe City.

Financial Services

- Administer financial management, advice and services of Latrobe City Council.
- Administer procurement processes for goods and services within Latrobe City Council.
- Administer the database of properties within Latrobe City Council, including property valuation and municipal rate collection in accordance with the Rating Strategy.

Risk Management

- Administer strategic risk management, advice and services of Latrobe City Council.
- Coordinate Latrobe City Council's Occupational Health and Safety responsibilities.
- Develop and implement a compliance framework including reporting, communication and audit.

Property and Statutory

- Administer property management, advice and services of Latrobe City Council.

Corporate Strategy

- Administer corporate planning and reporting of Latrobe City Council.

How we will measure our success

- Conduct Council Meetings in accordance with Local Law No. 1 and the Local Government Act.
- Increased community perception rating of Latrobe City Council's community engagement.
- Receive unqualified audits by the Victorian Auditor General's Office.
- Improved annual risk assessment rating compared to Victorian councils.



Traralgon Fire Station

Advocacy and Partnerships

Latrobe 2026 Community Vision:

In 2026, Latrobe Valley is supported by diversity of government, agency, industry and community leaders, committed to working in partnership to advocate for and deliver sustainable local outcomes.

Sustainability

Liveability

Leadership

How we will achieve the **Community Vision**

Latrobe City Council will work towards achieving the Advocacy and Partnerships Community Vision with a range of strategic directions which are supported by major initiatives and services to be implemented by Council over the next four years:

Strategic Directions

- Provide regional leadership and strengthen partnerships on issues of importance to our community.
- Advocate on behalf of our community and its vision for a secure and sustainable future.
- Actively build partnerships with other municipalities, government, industry and community agencies to deliver important services and projects, and ensure strong outcomes for our community.
- Build a strong image for Latrobe City which emphasises prosperity, liveability and a sense of self confidence and resilience within the community.
- Strengthen relationships with the Victorian and Australian Governments, to ensure that Latrobe City Council is positioned to take advantage of strategic initiatives and funding opportunities.

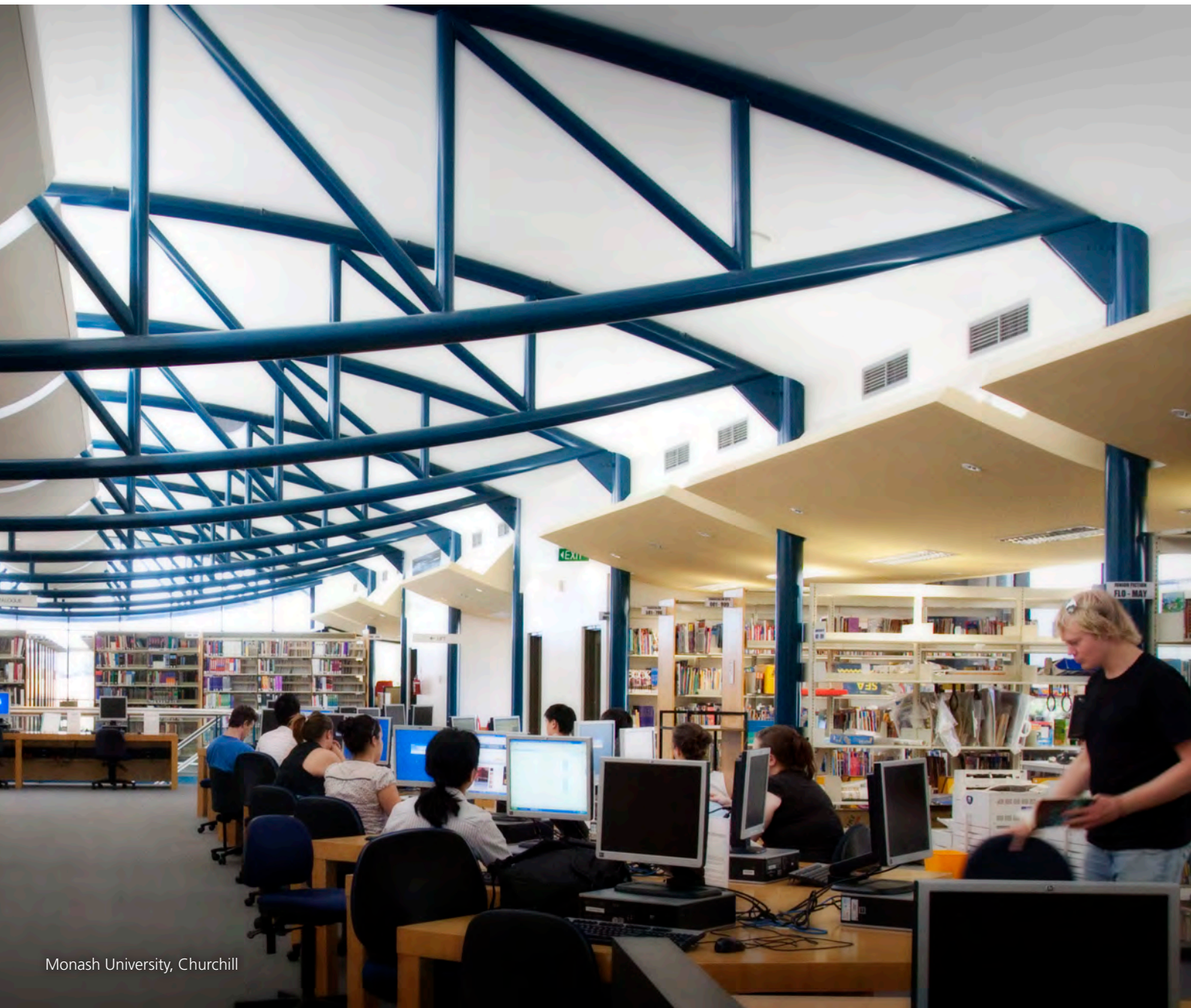
Advocacy and Partnerships



Latrobe Regional Hospital



Victoria Police, Moe



Monash University, Churchill

Supporting Strategies and Plans

- Marketing and Communications Strategy
- Gippsland Regional Plan

Adopted 2005, commence review in 2011/12
Endorsed 2010

What we will do

Major Initiatives

	Start	Target
Develop a marketing and communications plan to strengthen Latrobe City's profile as the Regional City of choice and promote Council's regional and community leadership role.	01/07/2011	30/06/2013
Advocate for the completion and release of the Gippsland Freight Action Plan and the release of the Latrobe Valley Bus Review.	01/07/2011	30/06/2012
Actively support the expansion of courses, student services and accommodation at Monash Gippsland University Campus, Churchill.	01/07/2011	30/06/2015
Support the Gippsland Health Promotion Task Group in implementing the Gippsland health promotion action plan, to improve the overall health of our community.	01/07/2011	30/06/2015
Advocate for improved public transport linkages between Churchill and other large towns to provide for the transport needs of students and the broader Churchill community.	01/07/2011	30/06/2015
Lead components of the Gippsland Regional Plan development and implementation.	01/07/2011	30/06/2015
Conduct quarterly briefing sessions with parliamentarians representing the municipal area to provide advice, promote and advocate for local and regional priorities.	01/07/2011	30/06/2015
Support the Regional Cities Victoria group to attract and retain population growth to regional cities.	01/07/2011	30/06/2015
Support implementation of the Gippsland Skills Action Plan and the Gippsland Skills and Industry Alliance to improve alignment of educational services and the needs of our workforce, business and industry.	01/07/2011	30/06/2015
Support the expansion of Latrobe Regional Hospital to fulfil its role as Gippsland's regional specialist health service.	01/07/2011	30/06/2015
Lead the Coal Councils of Australia Alliance to secure improved economic and social outcomes for coal reliant communities.	01/07/2011	30/06/2015
Participate in the development and implementation of the Tertiary Education Plan for Gippsland to enhance access, participation and attainment of tertiary education.	01/07/2011	30/06/2015

Service Provision

Executive Office

- Actively participate in the Gippsland Local Government Network.
- Actively participate in Regional Cities Victoria.

Community Relations

- Provide media and public relations services on behalf of Latrobe City Council.

How we will measure our success

- Increased community perception rating of Latrobe City Council's advocacy.
- Actively participate in Gippsland Local Government Network and Regional Cities Victoria meetings.
- Inform the community via Latrobe City Council's Link publication, website and issuing media releases.



Albert Street, Moe



Regulation and Accountability

Latrobe 2026 Community Vision:

In 2026, Latrobe Valley demonstrates respect for the importance of rules and laws to protect people's rights, outline obligations and support community values and cohesion.

Sustainability

Liveability

Leadership

How we will achieve the **Community Vision**

Latrobe City Council will work towards achieving the Regulation and Accountability Community Vision with a range of strategic directions which are supported by major initiatives and services to be implemented by Council over the next four years:

Strategic Directions

- Ensure that Latrobe City Council meets all relevant legislative obligations and is positioned to respond to legislative change in a manner which inspires community confidence.
- Ensure audit programs are conducted in accordance with best practice guidelines.
- Monitor, review and enforce local laws and animal management practices that reflect community conditions and aspirations and support community cohesion.
- Plan and respond to emergency management needs of our community in accordance with legislative requirements.
- Continue to monitor the service review program to ensure Council is providing best value for the community.

Regulation and Accountability



Grey Street, Traralgon



Bushfire Regeneration



Local Laws Officer, Latrobe City Pound, Morwell



Latrobe Valley Magistrates Court, Morwell

Supporting Strategies and Plans

■ Local Law No.1	<i>Adopted 2009</i>
■ Local Law No.2	<i>Adopted 2009</i>
■ Local Law No.3	<i>Adopted 2006</i>
■ Domestic Animal Management Plan	<i>Adopted 2008, review in 2011/12</i>
■ Municipal Emergency Management Plan	<i>Endorsed 2008, review in 2011/12</i>

What we will do

Major Initiatives

	Start	Target
Review the Domestic Animal Management Plan to encourage responsible pet ownership through a proactive approach to domestic animal management.	01/07/2011	20/10/2012
Monitor the outcomes of the Victorian Bushfire Royal Commission Final Report and incorporate necessary actions into Latrobe City's fire prevention and emergency management planning frameworks.	01/07/2011	30/06/2013
Review Local Law No.1 and present to Council for consideration, following the 2012 municipal election.	01/07/2012	30/11/2013
Review Local Law No.2 to assist in the provision of peace, order and good governance for residents and visitors of Latrobe City.	01/07/2012	30/11/2013

Service Provision

Council Operations – Legal Counsel

- Administer legal advice and services for Latrobe City Council.

Local Laws

- Deliver a fire prevention inspection program in accordance with the Municipal Fire Prevention Plan.
- Deliver customer focussed Local Law services across the municipality in accordance with Local Law No. 2 and other relevant legislation.

Risk and Compliance

- Administer Freedom of Information requests and Privacy Act requirements of Latrobe City Council within statutory timeframes.
- Maintain registers and provide public access to information of Latrobe City Council in accordance with the Local Government Act 1989.

Corporate Strategy

- Deliver and report on Best Value principles in accordance with the Local Government Act 1989.

How we will measure our success

- Increased community perception rating of enforcement of local laws.
- Increased percentage of Freedom of Information requests processed within statutory timeframes.
- Increased percentage of Privacy complaints processed within statutory timeframes.
- Increased percentage of impounded dogs rehoused or returned to owners.
- Increased percentage of impounded cats rehoused or returned to owners.

LATROBE CITY COUNCIL'S

Strategic Resource Plan 2011-2015

The Strategic Resource Plan identifies the resources that will be required by Latrobe City Council over the next four years for the implementation of the Council Plan.

The Council Plan is built around the nine objectives contained in Latrobe 2026. It outlines the strategic direction of Latrobe City Council in each objective, supported by major initiatives and service delivery to be implemented during the four years of the plan.

ALLOCATION TO EACH STRATEGIC OBJECTIVE FOR THE 2011/2015 FINANCIAL YEAR

Strategic Objectives	Description contained in Council Plan 2011-2015	Expense (Revenue) Net \$'000
Economy	Page 16 - 19	2,590 (1,009) 1,581
Natural Environment	Page 20 - 23	9,469 (2,841) 6,628
Built Environment	Page 24 - 27	32,576 (7,655) 24,921
Our Community	Page 28 - 31	24,590 (15,308) 9,282
Culture	Page 32 - 35	3,076 (534) 2,542
Recreation	Page 36 - 39	11,680 (3,816) 7,864
Governance	Page 40 - 43	9,819 (402) 9,417
Advocacy and Partnerships	Page 44 - 47	1,637 0 1,637
Regulation and Accountability	Page 48 - 51	1,918 (1,289) 629
Reconciliation with operating budget		Expense (Revenue) \$'000
Other non-attributable – e.g. interest on investments, finance cost and Victoria Grants Commission General Purpose Grant		(6,230)
Rates and Charges		(58,319)
Capital Grants and Contributions		(3,958)
Operating (surplus)/deficit		(4,006)

Standard Income Statement

FOR THE FOUR YEARS ENDING 30 JUNE 2015

	Projections			
	2011/12 \$'000	2012/13 \$'000	2013/14 \$'000	2014/15 \$'000
REVENUES FROM ORDINARY ACTIVITIES				
Rates	58,319	61,747	65,347	69,127
Operating grants and contributions	22,270	21,280	21,705	22,139
Capital grants and contributions	3,958	1,175	1,175	1,175
Interest	1,100	1,100	1,100	1,100
User fees and charges	15,197	15,653	16,122	16,606
Other income	1,420	1,462	1,506	1,551
Developer contributions	497	512	527	543
Developer contributed assets	2,000	2,060	2,122	2,185
Total Income	104,760	104,989	109,605	114,428
EXPENSES FROM ORDINARY ACTIVITIES				
Employee costs	42,807	44,733	46,746	48,849
Materials and services	38,077	33,851	34,553	35,564
Bad and Doubtful Debts	32	33	34	35
Finance costs	1,339	1,134	926	737
Depreciation	18,500	18,600	18,700	19,000
Total Expenses	100,754	98,351	100,959	104,186
Net gain (loss) on disposal of property, infrastructure and equipment	0	0	0	0
Surplus (deficit) for the year	4,006	6,638	8,647	10,242
OTHER COMPREHENSIVE INCOME				
Other	0	0	0	0
Total comprehensive income for the year	4,006	6,638	8,647	10,242

- The Standard Income Statement shows what is expected to happen over the next four years in terms of revenues, expenses and other gains/losses.
 - The 'bottom line' shows the movement in Council's financial position during the next four years which is reflected in the movement in net assets/total equity in the Standard Balance Sheet.

Key Assumptions

- Consumer Price Index (CPI) will be approximately 3.0 percent over the next four years.
- General rates and charges income is projected to increase by 5.77 percent (excluding growth) in 2011/12. This includes a 5.5 percent increase (excluding growth) on revenue generated from general rates and charges plus an additional 0.27% to be recovered on the EPA Landfill levy to cover an increase in the State Government Landfill Levy on municipal waste. An overall increase of 5.0 percent is projected for each of the following three years of the plan. The level of general rate increase is intended to place Council in a sound financial position for the long term.
- User charges, fees and fines will increase by 3.0 percent annually in accordance with CPI.
- Recurrent operating grants and contributions are increased by 2.0 percent annually (CPI less 1%) except where actual funding is already known.
- Employee costs are increased by 4.5 percent in 2011/12 and 4.5 percent for each of the following three years, which allows for increases in accordance with Council's Enterprise Bargaining Agreement and annual award increases for banded staff. Staffing levels are assumed to remain consistent with any increases required due to increased demand for Council services to be offset by improved service efficiencies and productivity gains.
- Materials and consumables will increase by 3.0 per cent annually. Other fluctuations are due to projects in Council's Capital Works Program that are not treated as capital expenditure e.g. the new landfill, assets not owned/controlled by Council and other minor assets not included in Council's asset registers.
- Finance costs vary according to Council's loan repayment schedules and for new borrowings an interest rate of 8.0 percent is assumed.
- Projected increases in net surplus from operations will primarily be used to meet required spending on capital renewal to reduce the infrastructure gap.

Standard Balance Sheet

FOR THE FOUR YEARS ENDING 30 JUNE 2015

	Projections			
	2011/12 \$'000	2012/13 \$'000	2013/14 \$'000	2014/15 \$'000
CURRENT ASSETS				
Cash and cash equivalents	12,200	12,839	13,491	14,155
Trade and other receivables	9,792	10,086	10,389	10,700
Prepayments	1,647	1,696	1,747	1,800
Total current assets	23,639	24,622	25,627	26,655
NON-CURRENT ASSETS				
Receivables	72	66	60	54
Property, plant and equipment	934,843	936,502	940,423	946,289
Other financial assets	2	2	2	2
Total non-current assets	934,917	936,570	940,485	946,345
Total assets	958,556	961,192	966,112	973,000
CURRENT LIABILITIES				
Trade and other payables	6,284	6,473	6,667	6,867
Interest bearing liabilities	3,087	2,818	2,452	2,208
Employee benefits	7,952	8,252	8,552	8,852
Provisions	1,500	1,500	1,500	1,500
Other current liabilities	1,522	1,568	1,615	1,664
Total current liabilities	20,345	20,611	20,786	21,090
NON-CURRENT LIABILITIES				
Interest bearing liabilities	13,572	10,754	8,302	6,094
Employee benefits	1,463	1,513	1,563	1,613
Provisions	17,328	15,828	14,328	12,828
Total non-current liabilities	32,363	28,095	24,193	20,535
Total liabilities	52,708	48,705	44,978	41,625
Net assets	905,848	912,486	921,133	931,375
EQUITY				
Accumulated surplus	598,967	605,213	613,452	623,271
Reserves	306,881	307,273	307,681	308,104
Total equity	905,848	912,486	921,133	931,375

- The Standard Balance Sheet provides a snapshot of the Council's expected financial position at the end of each of the next four years. The 'bottom line' of this statement is net assets/total equity which is the net worth of Council.

- The change in net assets/total equity is the result of the net surplus's shown in the Standard Income Statement.

Standard Cash Flow Statement

FOR THE FOUR YEARS ENDING 30 JUNE 2015

	Projections			
	2011/12 \$'000	2012/13 \$'000	2013/14 \$'000	2014/15 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts from customers	75,153	79,087	83,207	87,522
Payments to suppliers	(82,036)	(79,582)	(82,292)	(85,403)
Net cash flows from customers/suppliers	(6,882)	(495)	914	2,119
Interest received	1,100	1,100	1,100	1,100
Government receipts	26,227	22,455	22,880	23,314
Net cash flows from operating activities	20,445	23,059	24,895	26,534
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of property, plant and equipment	672	700	700	700
Payments for property, plant and equipment	(25,418)	(18,899)	(21,199)	(23,381)
Net cash flows from investing activities	(24,746)	(18,199)	(20,499)	(22,681)
CASH FLOWS FROM FINANCING ACTIVITIES				
Finance costs	(1,339)	(1,134)	(926)	(737)
Proceeds from borrowings	1,356	0	0	0
Repayment of borrowings	(2,881)	(3,087)	(2,818)	(2,452)
Net cash flows from financing activities	(2,864)	(4,221)	(3,744)	(3,189)
NET INCREASE (DECREASE) IN CASH HELD	(7,165)	639	652	664
Cash at the beginning of the year	19,365	12,200	12,839	13,491
Cash at the end of the year	12,200	12,839	13,491	14,155

- The Standard Cash Flow Statement shows what is expected to happen during the next four years in terms of cash.

- The net cash flows from operating activities show how much cash is expected to be available after providing services to the community which may then be invested in things such as capital works.

- The decreases in the 'cash held' forecast in the 2011/12 budget are principally a result of grant funding received in one financial year to be spent in the following year together with capital projects commenced in one year and completed the next.

Standard Capital Works Statement

FOR THE FOUR YEARS ENDING 30 JUNE 2015

Public authorities face the challenge of sustaining the built infrastructure, this is referred to as the infrastructure gap. It is a major focus of Council to fund the reduction of this infrastructure renewal gap in the medium term. Accordingly, emphasis has been placed on specific areas of Roads, Footpaths and Buildings to close the gap in the next four years.

	Projections			
	2011/12 \$'000	2012/13 \$'000	2013/14 \$'000	2014/15 \$'000
CAPITAL WORKS AREAS				
Roads/Paths/Bridges and Carparks	16,931	11,624	14,306	16,436
Drainage	120	120	120	120
Land, Buildings and Improvements	5,182	4,252	4,040	3,630
Plant and Equipment	2,065	2,080	1,930	2,530
Furniture and Equipment	440	560	520	520
Playgrounds	670	253	273	135
Artworks	10	10	10	10
Total capital works	25,418	18,899	21,199	23,381
REPRESENTED BY:				
Asset renewal	17,299	14,479	13,163	19,471
New assets	5,655	2,093	6,045	2,410
Asset expansion/upgrade	2,464	2,327	1,990	1,500
Total capital works	25,418	18,899	21,199	23,381
FUNDING SOURCES				
<i>External</i>				
Grants and Contributions	3,958	1,175	1,175	1,175
Proceeds of sale of assets	672	700	700	700
Sub Total	4,630	1,875	1,875	1,875
<i>Internal</i>				
Working capital	5,448			
Operations	15,220	16,904	19,204	21,386
Reserves	120	120	120	120
Sub Total	20,788	17,024	19,324	21,506
Total Funding Sources	25,418	18,899	21,199	23,381

Non-Financial Resources

FOR THE FOUR YEARS ENDING 30 JUNE 2015

In addition to the financial resources to be consumed over the planning period, Council will also consume non-financial resources, in particular human resources. The following table summarises the non-financial resources for the next four years.

Indicator	Projections			
	2011/12	2012/13	2013/14	2014/15
Employee costs \$'000	42,807	44,733	46,746	48,849
Employee numbers EFT's	555.08	555.08	555.08	555.08
Number of Preschool Centres	22	22	22	22
Number of Maternal and Child Health Centres	9	9	9	9
Number of Indoor Leisure/Sporting Centres	4	4	4	4
Number of Libraries operated	4	4	4	4
Number of Bridges maintained	71	71	71	71
Number of Major Culverts maintained	78	78	78	78
Length of Roads maintained (km's)	1,404	1,404	1,425	1,450
Length of Footpaths maintained (km's)	702	702	703	705
Length of Kerb and Channel maintained (km's)	879	879	880	882
Number of Drainage Pits maintained	16,829	16,829	16,833	16,840
Length of Drainage Pipe maintained (km's)	571	571	583	602

- Council employs a variety of full-time, part-time and casual staff which is expected to equate to 555.08 Equivalent Full-Time positions in 2011/12. This staffing level is projected to remain consistent for the next three years. Any increases required due to changes in demand for Council services are expected to be offset by increases in service efficiencies and productivity gains.

Budgeted Financial Indicators

FOR THE FOUR YEARS ENDING 30 JUNE 2015

The following table summarises the key financial indicators for the next four years as set out in the Long term Financial Plan for years 2011/2012 to 2014/2015.

Indicator		Projections			
		2011/12	2012/13	2013/14	2014/15
GENERAL					
Operating surplus/(deficit)	(\$'000)	4,006	6,638	8,647	10,242
Underlying operating result	(\$'000)	(1,952)	3,403	5,350	6,881
Cash from operations	(\$'000)	20,445	23,059	24,895	26,534
Cash increase/(decrease)	(\$'000)	(7,165)	639	652	664
Cash and investments	(\$'000)	12,200	12,839	13,491	14,155
Borrowings outstanding	(\$'000)	16,659	13,572	10,754	8,302
Depreciation	(\$'000)	18,500	18,600	18,700	19,000
Capital expenditure	(\$'000)	25,418	18,899	21,199	23,381
Working capital	(\$'000)	3,294	4,011	4,841	5,564
Net worth	(\$'000)	905,848	912,486	921,133	931,375
FINANCIAL PERFORMANCE					
Operating expenses/assessment	(\$)	2,752	2,652	2,687	2,738
Rate income/total income	(%)	55.7	58.8	59.6	60.4
Rate income/assessment	(\$)	1,373	1,441	1,512	1,585
Debt servicing/total income	(%)	1.3	1.1	0.8	0.6
Grants/total income	(%)	25	21.4	20.9	20.4
Fees and charges/total income	(%)	14.5	14.9	14.7	14.5
FINANCIAL POSITION					
Indebtedness/rate income	(%)	28.6	22	16.5	12
Underlying surplus/total assets	(%)	(0.2)	0.4	0.6	0.7
Total assets/assessment	(\$)	26,182	25,917	25,716	25,567
Current assets/current liabilities	(%)	116.2	119.5	123.3	126.4
Total liabilities/assessment	(\$)	1,440	1,313	1,197	1,094
CASH POSITION					
Capital outlays/total cash outflows	(%)	22.8	18.4	19.8	20.9
Capital outlays/rate income	(%)	43.6	30.6	32.4	33.8
Capital outlays/total depreciation	(%)	137.4	101.6	113.4	123.1

Glossary

To view Latrobe City Council's adopted Strategies or Plans, please visit our website:
www.latrobe.vic.gov.au/CouncilDocuments

Asset Renewal and Maintenance Gap

The variance between what councils need to spend on their existing infrastructure to maintain or renew it to its original service potential or useful life, and what councils actually spend on renewal and maintenance.

Best Value Principles

Contained in the Local Government Act 1989, the six principles must be observed by all Victorian councils.

The principles aim to enable councils to determine the most effective means of providing a service to the community.

Bushfire Royal Commission

The 2009 Victorian Bushfires Royal Commission was established on 16 February 2009 to investigate the causes of, preparation for, and responses to the Victorian bushfires, which swept through parts of Victoria in late January and February 2009 and the impact of the fires on infrastructure.

Civil Aviation Safety Authority

An independent statutory authority established under the Civil Aviation Act 1988. The authority has the primary responsibility for the maintenance, enhancement and promotion of the safety of civil aviation in Australia.

Coal Councils of Australia Alliance

Formed in 2009, the Alliance seeks to represent the interests of communities likely to be impacted by carbon constraining legislation. Alliance members include Latrobe City Council, Wellington Shire Council, Newcastle City Council, Muswellbrook Shire Council, Central Highlands Regional Council, Isaac Regional Council and Whitsundays Regional Council.

Council Delegations

A council's powers under the Local Government Act 1989 or any other Act may be delegated by an instrument of delegation to a Special Committee of Council, to the Chief Executive Officer or to an individual council officer. Latrobe City Council generally delegates powers, duties and functions to the Chief Executive Officer who is empowered to further delegate some or all of those powers to other officers.

Environment Protection Authority

A statutory authority established under the Environment Protection Act 1970 to ensure the protection and control of air, land and water pollution, and industrial noise.

Essential Services Commission

An independent economic regulator of essential services supplied by the electricity, gas, water and sewerage, ports, and rail freight industries in Victoria.

Food Act 1984

The primary objectives of this Victorian Government legislation is to ensure food for sale is safe for human consumption, to prevent misleading conduct in relation to the sale of food and to provide for the application in Victoria of the Food Standards Code.

Gippsland Local Government Network

Is an alliance of six Gippsland Councils who represent the collective interests of Gippsland and work cooperatively on issues and projects of mutual interest. The members include Bass Coast Shire Council, Baw Baw Shire Council, East Gippsland Shire Council, Latrobe City Council, South Gippsland Shire Council and Wellington Shire Council.

Gross Regional Product

The total value of final goods and services produced in the region over the period of one year. Final expenditure includes consumption by households, consumption by governments, additions or increases to assets (minus disposals) and exports (minus imports).

Latrobe City Council Policy Manual

A suite of current policies adopted by Latrobe City Council. Policies provide a framework for Council, Special Committees of Council and Council Officers that ensures consistency across day-to-day activities and decisions.

Latrobe Planning Scheme

The planning scheme that sets out policies and requirements for the use, development and protection of land located in Latrobe City.

Local Government Act 1989

This Victorian Government legislation outlines the intention for councils to provide a democratic and efficient system of local government in Victoria. It also gives councils the power to meet the needs of their communities, and provides the basis for an accountable system of governance in Victoria.

Local Planning Policy Framework

The framework provides the strategic basis for land use planning as controlled by the Latrobe Planning Scheme. The framework consists of the Municipal Strategic Statement together with the Local Planning Policy.

Long Term Financial Plan

A plan developed and adopted by Latrobe City Council in December 2007 to establish a financial framework over a ten year period. It provides an assessment of the resources required to accomplish the objectives and strategies included in the Council Plan, establishes a basis by which Council's adherence to policies and strategies can be measured, assists in ensuring that Council complies with sound financial management principles and includes key financial performance data.

Plan

Focused and structured detail of action to be undertaken, involving a series of specific steps, to implement the objectives and goals of an overarching strategic direction.

Planning and Environment Act 1987

This Victorian Government legislation establishes a framework for planning the use, development and protection of land in Victoria in the present and long-term interests of all Victorians.

Policy

A set of principles intended to influence and provide direction for council decisions, actions, programs and activities.

Productivity Commission

The Australian Government's independent research and advisory body on a range of economic, social and environmental issues affecting the welfare of Australians. Its role is to help governments make better policies in the long term interest of the Australian community.

Public Health and Wellbeing Act 2008

This Victorian Government legislation replaces the previous Health Act 1958. It aims to achieve the highest attainable standard of public health and well-being in Victoria, through the update and modernisation of Victoria's public health framework.

Regional Cities Victoria

An organisation representing the ten largest provincial centres in Victoria, comprising the municipalities of Ballarat, Bendigo, Geelong, Horsham, Latrobe City, Mildura, Shepparton, Wangaratta, Warrnambool and Wodonga.

The Mayor and Chief Executive Officer of each council meet regularly, with the primary objective to expanding the population of regional Victoria through promoting business and government investment and skilled migration to regional centres.

Statutory Body

Statutory bodies (or statutory authorities) are organisations established under an Act of the Victorian Parliament or Australian Parliament for a public purpose.

Strategy

A long term systematic plan of action to achieve defined outcomes in an area of council activity or responsibility. A series of objectives are set out to meet these goals and specific actions are determined to meeting these objectives.

Values

Represent underlying attitudes and beliefs within the organisation that are demonstrated through organisational practices, processes, and behaviours.

Vision

A statement of direction that defines the aspirations of Latrobe City Council, and serves to guide all organisational objectives.

Ward

A subdivision of the municipality for the purpose of representation. Latrobe City Council has nine wards with one councillor appointed to each ward.

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

Information within this document was correct at time of print and is subject to change without prior notice.



 **LatrobeCity**
a new energy
corporate headquarters



Latrobe City Council

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Internet www.latrobe.vic.gov.au

Morwell Corporate Headquarters

141 Commercial Road, Morwell

Moe Service Centre

44 Albert Street, Moe

Traralgon Service Centre

34/38 Kay Street, Traralgon

Churchill and District Community Hub

9/11 Philip Parade, Churchill



ATTACHMENT 2 – LATE SUBMISSION

From: Ben Leigh [mailto:ben.leigh@lchs.com.au]
Sent: Tuesday, 14 June 2011 9:04 AM
To: Donna Starkey
Cc: Geoff Hill
Subject: RE: Latrobe City Council Economic Sustainability Strategy - Community Consultation

Hi Donna

The LCHS Board considered Council's draft plan 2011-2015 and Council's Economic Sustainability Strategy at its May 2011 meeting.

However we seem to have missed the deadline for comments as the council plan is being considered by Council tonight.

Would it be possible to still feed into Council deliberations with the following input from the LCHS Board?

The LCHS Board recognised the many important initiatives being undertaken by Latrobe City as part of its Council Plan 2011-2015 in particular health and wellness initiatives under the Recreation response and community strengthening initiatives under the Our Community response.

In addition LCHS would like to suggest that in the provision of health and community services that Latrobe City undertake a review of the services they directly provide and where it might add value, consider potential options for other service providers to deliver those services.

Under the Economy response it was felt that the number of planning approvals processed by Council may also provide a valuable measure of success

Under the Advocacy and Partnerships response LCHS would like to advise Latrobe City of LCHS's capital redevelopment of its service centres in Moe and Churchill and to request Council to identify its support for these two projects within the plan.

Thank you for the opportunity to contribute to Council's planning for Latrobe City.

Regards,
Ben

Ben Leigh
CEO

81-83 Buckley Street
Morwell, Victoria, 3840
Ph: 03 5136 5411
Fax: 03 5136 5435
Mobile: 0427 863 511

Totally Smoke Free

This document is confidential and should be read only by those persons to whom it is addressed. If you have received this message in error, please notify LCHS by return email and destroy all copies.

Hi Ben,

As discussed it is not possible to change the Council Plan or associated report for tonight. However, I will advise councillors that a late submission was received and that I will meet with you to discuss the points raised. As advised, I can provide the following information:

- As part of our ongoing Strategic Alignment Program (SAP) review process, we will explore alternative delivery mechanisms for services currently delivered including identifying the most appropriate provider.
- We currently include measures such as number of planning approvals within Divisional Business plans, rather than as part of the broader, more strategic Council Plan.
- We had included the redevelopment of the Moe site of LCHS in the Government Investment Opportunities brochure (published as part of the election strategy last year) and would be happy to include both sites in any future such activities and as part of the implementation of the Gippsland Regional Plan.

Regards,

Paul

Paul Buckley

Chief Executive Officer
Latrobe City Council

mailto: paul.buckley@latrobe.vic.gov.au
Direct: (03) 5128 5413
Mobile: 0418 512 907
Fax: (03) 5128 5672

Phone: 1300 367 700
PO Box 264, Morwell 3640
541 Commercial Rd, Morwell 3640

**THERE BEING NO FURTHER BUSINESS THE MEETING WAS DECLARED
CLOSED AT 7.05 PM.**

**I CERTIFY THAT THESE MINUTES COMPRISE OF 78 PAGES IN TOTAL AND
THAT THEY HAVE BEEN CONFIRMED.**

MAYOR: _____

DATE: _____