



# **LATROBE CITY COUNCIL**

**AGENDA FOR THE  
SPECIAL COUNCIL MEETING**

**TO BE HELD IN NAMBUR WARIGA MEETING ROOM,  
CORPORATE HEADQUARTERS, MORWELL  
AT 5.30PM ON  
13 MAY 2013**

**SM407**



## *Latrobe Community* **Vision**

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

## *Council* **Mission**

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

## *Council* **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; and
- Respect, fairness and equity.

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**SPECIAL COUNCIL MEETING AGENDA  
13 MAY 2013 (SM407)****1. OPENING PRAYER**

*Our Father in Heaven, hallowed be your Name, your kingdom come, your will be done on earth as in Heaven. Give us today our daily bread. Forgive us our sins as we forgive those who sin against us. Save us from the time of trial and deliver us from evil. For the kingdom, the power, and the glory are yours now and forever.*

*AMEN*

**2. ACKNOWLEDGEMENT OF THE TRADITIONAL OWNERS OF THE LAND**

*We respectfully acknowledge that we are meeting here today on the traditional land of the Braiakaulung people of the Gunnai/Kūrnai Clan and pay our respect to their past and present elders.*

**3. APOLOGIES AND LEAVE OF ABSENCE****4. DECLARATION OF CONFLICT OF INTEREST**

**Direct and indirect interests - Section 77A(1) Local Government Act 1989**

*A relevant person has a conflict of interest in respect of a matter if the relevant person has a direct interest or indirect interest in the matter.*

**5. PUBLIC QUESTION TIME**

**Suspension of Standing Orders for Members of the Public to Address Council**

# **ORGANISATIONAL EXCELLENCE**

**6. ORGANISATIONAL EXCELLENCE**

**6.1 EXHIBITION OF DRAFT COUNCIL PLAN 2013 - 2017**

**General Manager**

**Organisational Excellence**

**For Decision**

**PURPOSE**

The purpose of this report is to seek Council's approval to exhibit the draft Council Plan 2013–2017 and invite public submissions.

**DECLARATION OF INTEREST**

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

**STRATEGIC FRAMEWORK**

This report is consistent with Latrobe 2026: The Community Vision for Latrobe Valley and the Latrobe City Council Plan 2012-2016.

**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 2012-2016**

**Shaping Our Future**

Gippsland's Regional City  
*Strengthening our profile*

Positioned for a Low Carbon Future  
*Advancing industry and innovation*

An active connected and caring community  
*Supporting all*

Attract, retain, support  
*Enhancing opportunity, learning and lifestyles*

This report is consistent with Latrobe 2026: The Community Vision for Latrobe Valley and the Latrobe City Council Plan 2012-2016.

*Strategic Direction – Governance*

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

*Service Provision – Governance*

*Administer corporate planning and reporting of Latrobe City Council.*

*Major Initiative – Governance*

*Review the Council Plan 2012-2016, present to Council for consideration and submit to the Minister for Local Government within the legislated timeframe.*

Legislation

## Local Government Act 1989 – Section 125

- (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.*
- (2) A Council Plan must include -*
  - (a) the strategic objectives of the Council;*
  - (b) strategies for achieving the objectives for at least the next 4 years;*
  - (c) strategic indicators for monitoring the achievement of the objectives;*
  - (d) a Strategic Resource Plan containing the matters specified in section 126;*
  - (e) any other matters which are prescribed by the regulations.*
- (3) A person has a right to make a submission under section 223 on the proposed Council Plan.*
- (4) The Minister may extend the period within which a Council must comply with sub-section (1).*
- (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.*

## **BACKGROUND**

In Victoria, Councils are required under Section 125 of the *Local Government Act 1989* to prepare a four year Council Plan, which must be reviewed annually.

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 be accompanied by a four year Strategic Resource Plan.

The Council Plan and Strategic Resource Plan must be submitted to the Minister by 30 June 2013. 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.

Prior to being submitted to the Minister, the draft Council Plan must be publicly exhibited for a minimum of four weeks, during which time members of the community may make submissions.

## **ISSUES**

The draft Council Plan 2013-2017 has been developed by Council who have identified the following five priority themes:

- *Job creation and economic sustainability*
- *Appropriate, affordable and sustainable facilities, services and recreation*
- *Efficient, effective and accountable governance*
- *Advocacy for and consultation with our community*
- *Planning for the future*

The five themes will establish the direction and priorities of Council during the four years of the plan, demonstrating Council's continued commitment to planning for the future whilst responding to a range of significant issues and emerging opportunities for the Latrobe City community.

The draft Council Plan has been designed and structured in accordance with the five themes, strategic priorities and a range of performance and community indicators.

The draft Council Plan is to be supported by an Annual Action Plan and is to be accompanied by a four year strategic resource plan.



## SPECIAL COUNCIL MEETING AGENDA 13 MAY 2013 (SM407)

In accordance with Section 126 of the *Local Government Act 1989*, the Council Plan must be supported by a Strategic Resource Plan which includes the next four financial years of standard statements describing the required financial and non-financial resources to deliver both the activities and initiatives of Council.

Pursuant to *Section 126, (3), (b)* of the *Local Government Act 1989*, Council must adopt the Strategic Resource Plan no later than 30 June each year.

### **FINANCIAL, RISK AND RESOURCES IMPLICATIONS**

Risk has been considered as part of this report and it is considered to be consistent with the Risk Management Plan 2011-2014.

Section 125 of the *Local Government Act 1989* outlines the requirements and statutory timeframes for Councils when reviewing their Council Plan. Failing to comply with the provisions of the Act is considered a significant risk.

### **INTERNAL/EXTERNAL CONSULTATION**

#### *Engagement Method Used:*

An internal consultation process was undertaken with Councillors leading and participating in a variety of workshops from December 2012 until April 2013. These workshops resulted in the development of the draft Council Plan 2013-2017.

#### *Details of proposed Public Exhibition:*

Council is obliged in accordance with Section 125(3) of the *Local Government Act 1989* to give public notice inviting submissions in respect of the draft Council Plan 2013-2017.

The primary goal of the public exhibition process is to inform the community of the draft Council Plan and provide the opportunity for members of the community to make submissions.

## SPECIAL COUNCIL MEETING AGENDA 13 MAY 2013 (SM407)

It is proposed that the draft Council Plan 2013 – 2017 will be exhibited from the 16 May 2013 until the 12 June 2013. Proposed public exhibition activities are outlined below:

- Provision of public notice within local media directing community members to the Latrobe City Council website to review the draft Council Plan 2013-2017 and inviting submissions;
- Advertisement and supporting web links to the draft Council Plan being placed on the homepage of the Latrobe City Council website;
- Media release prepared and distributed to all local media;
- Copies of the draft Council Plan 2013-2017 will be available for inspection at Council service centres for a period of no less than 28 days after publication of the public notice;
- Key stakeholders will be notified in writing during the public exhibition period.

A public inspection period longer than 28 days has not been provided, as this would compromise the ability of Latrobe City Council to submit a Council Plan to the Minister within the statutory timeframe.

A person has a right to make a submission under Section 223 of the *Local Government Act 1989*, on any proposal contained in the plan.

It is proposed that those wishing to speak to Council on their submission be given this opportunity at a Special Council Meeting to be held during June 2013.

### **OPTIONS**

Council may choose to release the draft Council Plan for community comment in its current form or undertake further amendments.

Council is obliged in accordance with Section 125(3) of the *Local Government Act 1989* to give public notice inviting submissions in respect of the draft Council Plan 2013-2017.

Council is also obliged to consider all submissions received in accordance with Section 223 of the *Local Government Act 1989* prior to the formal adoption of the Council Plan.

**CONCLUSION**

The draft Council Plan 2013 – 2017 provides a proposed four year strategic direction and has been developed in accordance with Section 125 of the *Local Government Act 1989*.

Public exhibition of the draft Council Plan 2013-2017 is to be undertaken as outlined in the requirements of the *Local Government Act 1989*, Sections 125 and 223.

Prior to submitting the draft Council Plan 2013-2017 to the Minister, Council will provide due consideration to any submissions received and provide the opportunity for submitters to present at a Special Council Meeting to be held during 24 June 2013.

**Attachments**

1. Draft Council Plan 2013-2017
2. Draft Strategic Resource Plan 2013-2017

**RECOMMENDATION**

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 2013-2017.
2. That Council considers all submissions in relation to the draft Council Plan 2013-2017 in accordance with Section 223 of the *Local Government Act 1989* at a Special Council Meeting to be held 24 June 2013.

## **6.1**

### **Exhibition of Draft Council Plan 2013 - 2017**

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*(DRAFT)*  
**COUNCIL PLAN 2013-2017**

May 2013



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## A message from Councillors

We are pleased to present the Council Plan 2013-2017. The Council Plan identifies a range of objectives and strategies that will shape the direction and priorities for our community over the next four years.

Council is committed to strengthening our role as one of Victoria's four major regional cities and Gippsland's commercial centre, while ensuring quality education, health, community services and facilities are provided to our community.

### Our mission

To provide the best possible facilities, services, advocacy and leadership for Latrobe City, one of Victoria's four major regional cities.

### Our values

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

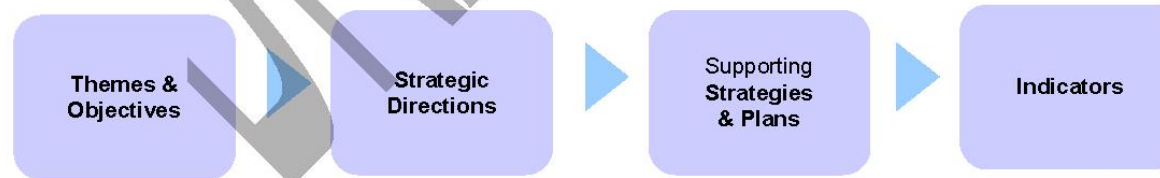
## What is a Council Plan?

The Council Plan 2013-2017 outlines Council's vision and direction for the community for the next four years. The Council Plan will guide decision making and the allocation of resources to deliver outcomes and services to the community.

The Council Plan provides the opportunity for Council to identify the themes and objectives to be achieved for the community, directions that will shape its program of work over the next four years and outline the resources required to do this. The development and annual review of the Council Plan is a requirement of the *Local Government Act 1989*.

## What does our Council Plan mean?

Council has identified five **Themes** and supporting **Objectives** which provide the framework for **Strategic Directions** and supporting **Strategies** and **Plans** which define what Council will work to achieve during their four year term. Performance **Indicators** have been included to monitor Council's achievement of the objectives of the Council Plan. A range of externally focused community indicators are also provided to monitor change and trends in our community.



The Council Plan is accompanied by the Strategic Resource Plan and an Annual Action Plan which are developed each year. The Strategic Resource Plan sets out the financial and non-financial resources required to achieve the objectives of the Council Plan. The Annual Action Plan outlines the Key Strategic Activities and actions to be undertaken each year to deliver on the Council Plan.



## Our five Themes

<b>01</b> <b>JOB CREATION &amp; ECONOMIC SUSTAINABILITY</b>	<b>02</b> <b>APPROPRIATE, AFFORDABLE &amp; SUSTAINABLE FACILITIES, SERVICES &amp; RECREATION</b>	<b>03</b> <b>EFFICIENT, EFFECTIVE &amp; ACCOUNTABLE GOVERNANCE</b>	<b>04</b> <b>ADVOCACY FOR &amp; CONSULTATION WITH OUR COMMUNITY</b>	<b>05</b> <b>PLANNING FOR THE FUTURE</b>
<p>Actively pursue long term economic prosperity for Latrobe City, one of Victoria's four major regional cities</p> <p>Actively pursue further diversification of business and industry in the municipality</p> <p>Actively pursue and support long term job security and the creation of new employment opportunities in Latrobe City</p>	<p>To promote and support a healthy, active and connected community</p> <p>To provide facilities and services that are accessible and meet the needs of our diverse community</p> <p>To enhance the visual attractiveness and liveability of Latrobe City</p>	<p>To achieve the highest standards of financial probity and meet all statutory obligations</p> <p>To provide open, transparent and accountable governance</p> <p>Work to minimise rate increases for our community</p> <p>Effectively manage Council debt to minimise long term cost</p>	<p>Strengthen the profile of Latrobe City as one of Victoria's four major regional cities</p> <p>Work in partnerships with all levels of governments to ensure Latrobe City is well supported, resourced and recognised as one of Victoria's four major regional cities</p> <p>To advocate for and support cooperative relationships between business, industry and the community</p> <p>To ensure effective two-way communication and consultation processes with the community</p>	<p>To provide a well planned, connected and liveable community</p> <p>To provide clear and concise policies and directions in all aspects of planning</p> <p>Advocate for planning changes at the state level to reflect regional needs and aspirations</p> <p>To reduce the time taken to process land use and development planning applications</p>

# 01

## JOB CREATION & ECONOMIC SUSTAINABILITY

### OBJECTIVES 2013-17

Actively pursue long term economic prosperity for Latrobe City, one of Victoria's four major regional cities

Actively pursue further diversification of business and industry in the municipality

Actively pursue and support long term job security and the creation of new employment opportunities in Latrobe City

### STRATEGIC DIRECTIONS 2013-17

Provide incentives and work proactively to attract new businesses and industry to locate in Latrobe City.

Assist existing small and medium enterprises to expand and sustain employment opportunities.

Work in partnership with business, industry and government to create new jobs and investment in Latrobe City.

Provide timely and targeted infrastructure to support economic growth and the marketability of Latrobe City to industry and investors.

Promote and support the development and economic return of the tourism and events sector.

Maximise access to federal and state government funds for jobs creation.

Enhance community and business confidence in the future of the local economy.

Facilitate the creation of an Industrial Park and an Intermodal Freight Terminal in the municipality.

Promote research and development for new products and processes to exploit the significant coal resource of the Latrobe Valley.

### INDICATORS 2013-17

Number of Council jobs funded through the federal and state governments.

Number of international, national, state and regional events held in Latrobe City.

Return on investment from Council's contribution to major events held in Latrobe City.

Number and value of business expansion, job creation and investment attraction funding applications supported by Council.

Number of businesses supported through direct contact with Latrobe City Council's Economic Development Department, including factors of attraction, job creation and investment value.

Annual employment growth rate in Latrobe City benchmarked against other regional cities. *(Community Indicator)*

Number of trainee and apprentice positions available in Latrobe City each year. *(Community Indicator)*

Mean taxable income of residents benchmarked against other regional cities. *(Community Indicator)*

Percentage change in employment rates by industry sector. *(Community Indicator)*

Number of new business registrations by sector within Latrobe City. *(Community Indicator)*

### SUPPORTING STRATEGIES & PLANS

- *Economic Sustainability Strategy*
- *Latrobe Regional Airport Master Plan*
- *Logistics Precinct Master Plan*
- *Gippsland Logistics Precinct Project Plan*
- *Former Lurgi Site Master Plan*
- *Events Strategy & Action Plan*
- *Industrial Land Use Strategy (proposed development 2013-2017)*

# 02

## APPROPRIATE, AFFORDABLE & SUSTAINABLE FACILITIES, SERVICES & RECREATION

### OBJECTIVES 2013-17

To promote and support a healthy, active and connected community

To provide facilities and services that are accessible and meet the needs of our diverse community

To enhance the visual attractiveness and liveability of Latrobe City

### SUPPORTING STRATEGIES & PLANS

## STRATEGIC DIRECTIONS 2013-17

Promote and support more involvement of children in active recreation and sport.

Develop and maintain community infrastructure that meets the needs of our community.

Promote and support opportunities for people to enhance their health and wellbeing.

Encourage and create opportunities for more community participation in sports, recreation, arts, culture and community activities.

Improve and link bicycle paths, footpaths and rail trail networks to encourage physical activity and promote liveability.

Deliver and promote environmentally sustainable waste management services that meet the expectations of the community and industry.

Continue to ensure Latrobe City is clean and tidy through the provision of effective litter control services.

Enhance and develop the physical amenity and visual appearance of Latrobe City.

Continue to maintain and improve access to Latrobe City's parks, reserves and open spaces.

Work collaboratively with our partners to engage and support volunteers in providing services to the community.

Work in partnership with all stakeholders to ensure the provision of quality education and care services to the community.

- *Recreation and Leisure Strategy*
- *Ted Summerton Reserve Moe Master Plan*
- *Morwell Outdoor Recreation Plan*
- *Moe/Newborough Outdoor Recreation Plan*
- *Traralgon Outdoor Recreation Plan*
- *Southern Towns Outdoor Recreation Plan*
- *Northern Towns Outdoor Recreation Plan*
- *Newman Park Development Plan*
- *Morwell Town Common Development Plan*
- *Mathison Park Development Plan*
- *Bicycle Plan*
- *Soccer Facilities Plan*
- *Tennis Facilities Plan*
- *Skate and BMX Plan*
- *Playground Strategy*
- *Playground Improvement Implementation Plan*
- *Public Open Space Plan*
- *Traralgon Indoor Aquatics and Leisure Facility Feasibility Study*
- *Traralgon South Recreation Reserve Master Plan*

## INDICATORS 2013-17

Opinion of visitors on the cleanliness and attractiveness of Latrobe City.

Number of visitors and memberships for Latrobe City Council's leisure facilities, stadiums and reserves annually.

Number of people who attend Latrobe City Council's performing arts, visual arts and arts education public programs annually.

Number of requests from the community for rubbish collection received annually.

Latrobe City Council's mean score for the appearance of public areas in the annual Local Government Community Satisfaction Survey.

Number of shared pathways, pedestrian footpaths, bicycle paths and walking trails constructed and maintained annually.

Number of people participating in volunteering to support Latrobe City Council events and service delivery annually.

Number of visits to Latrobe City Council libraries to access services, activities, education programs annually.

Overall customer satisfaction in the annual Latrobe City Council Maternal and Child Health Services Survey.

Overall customer satisfaction in the annual Latrobe City Council's Home and Community Care Services Survey.

Latrobe City Council's satisfaction rating for recreational facilities in the annual Local Government Community Satisfaction Survey.

Report health and wellbeing community annual indicators as described by the *Healthy Together Latrobe Strategic Roadmap*.  
(Community Indicator)

- *Childcare Strategy*
- *Municipal Early Years Plan*
- *Waste Management Strategy*
- *Positive Ageing Plan*
- *Older Persons Strategy*
- *Library Plan*
- *Events Strategy & Action Plan*
- *Performing Arts Centre Feasibility Study*
- *Gaskin Park Master Plan*
- *Arts Strategy & Action Plan*  
(proposed development 2013-2017)

# 03

## EFFICIENT, EFFECTIVE & ACCOUNTABLE GOVERNANCE

### OBJECTIVES 2013-17

To achieve the highest standards of financial probity and meet all statutory obligations

To provide open, transparent and accountable governance

Work to minimise rate increases for our community

Effectively manage Council debt to minimise long term cost

### STRATEGIC DIRECTIONS 2013-17

Continuously review our policies and processes to increase efficiency and quality of our facilities and the services we provide.

Regularly report Council decisions and performance to the community.

Conduct all Council and committee meetings in strict accordance with the law and in an open and transparent manner.

Increase local procurement of goods and services received by Council where feasible.

Establish and maintain rigorous Council policies that comply with legislation and respond to community expectation.

Increase community awareness and satisfaction with Council's services and facilities.

Continuously improve financial management and reporting.

Continuously improve decision-making structures and processes.

Ensure Latrobe City Council's infrastructure and assets are maintained and managed sustainably.

### INDICATORS 2013-17

Report performance improvements and initiatives to increase efficiency of our services as required by Best Value legislation annually.

Report Council's performance against the Victorian Local Government Indicators annually.

Deliver 100% of Key Strategic Activities and Annual Council Plan Actions annually.

Compare and report our annual Local Government Community Satisfaction Survey results.

Provide financial reports on a quarterly and annually basis.

Report the number and type of community complaints received and resolved annually, including response time-frames.

Percentage of procurement that is awarded to businesses that have a head office in Latrobe City, are owned by a Latrobe City resident or source a high percentage of goods and services from Latrobe City annually.

Percentage of actions completed in the annual Internal Audit Plan.

Percentage of Local Government Community Satisfaction Survey respondents who are satisfied that Council is open about the decisions it makes.

### SUPPORTING STRATEGIES & PLANS

- *Asset Management Strategy*
- *Road Management Plan*
- *Footpath Asset Management Plan*
- *Bridge & Major Culvert Asset Management Plan*
- *Public Lighting Asset Management Plan*
- *Building Asset Management Plan*
- *Sign Asset Management Plan*
- *Stormwater Management Plan*
- *Public Toilet Plan*
- *Community Engagement Plan*
- *Ten Year Financial & Resources Plan*
- *Risk Management Plan*
- *Local Law No.1*
- *Local Law No.2*
- *Local Law No.3*
- *Municipal Emergency Management Plan*
- *Municipal Domestic Wastewater Management Plan*
- *Drainage Asset Management Plan (proposed development 2013-2017)*

# 04

## ADVOCACY FOR & CONSULTATION WITH OUR COMMUNITY

### OBJECTIVES 2013-17

Strengthen the profile of Latrobe City as one of Victoria's four major regional cities

Work in partnerships with all levels of governments to ensure Latrobe City is well supported, resourced and recognised as one of Victoria's four major regional cities

To advocate for and support cooperative relationships between business, industry and the community

To ensure effective two-way communication and consultation processes with the community in all that we do

### SUPPORTING STRATEGIES & PLANS

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### STRATEGIC DIRECTIONS 2013-17

Advocate for the alignment of local education, training and health services with the needs of businesses, industry and the community.

Strengthen relationships with the Victorian and Australian Governments to ensure Latrobe City is positioned to maximise benefits from regional policy and funding opportunities.

Advocate for the development of a tertiary education strategy for Latrobe City as one of Victoria's four major regional cities.

Encourage new retail initiatives which increase activity in shopping precincts.

Work with relevant agencies to improve the management and maintenance of all roads and roadsides in Latrobe City.

Advocate for an appropriate financial return to the community for mining activities associated with Latrobe City's coal resources.

Advocate for and support our partners to improve air and water quality in Latrobe City.

Establish a strong image and brand for Latrobe City as one of Victoria's four major regional cities.

Establish opportunities for volunteers to assist in raising the profile of Latrobe City.

Review Council's Community Engagement Plan to ensure effective community consultation and engagement in all that we do.

Work with the community and other key stakeholders to improve community safety and harmony.

Advocate to Vic Roads and Vic Track for improved visual attractiveness of entrances to all towns.

Advocate for greater equity and parity for utility services provided to the community, business and industry.

Strengthen our region by actively leading and encouraging partnerships with other local governments, industry and community agencies.

Actively encourage and support initiatives that promote social inclusion and diversity within our community.

### INDICATORS 2013-17

Number of Latrobe City Council meetings held with State and Federal Government representatives annually.

Percentage of Community Safety Committee meetings attended by Council representatives annually.

Percentage of Local Environmental Review Committee meetings attended by Council representatives annually.

Levels of community satisfaction with Council's overall performance and its relationship with the community as described by the annual Local Government Community Satisfaction Survey.

Percentage of Local Government Community Satisfaction Survey respondents who are satisfied that Council provides an opportunity to have a say on important local issues.

- *Community Engagement Plan*
- *Positioning Latrobe for a Low Carbon Emissions Future*
- *Latrobe City Council Low Carbon Transitional Immediate Opportunities*
- *Gippsland Regional Plan*
- *City Image Strategy (proposed development 2013-2017)*
- *International Relations Plan*
- *Statement of Commitment to Reconciliation*
- *Gippsland Youth Commitment*
- *Cultural and Linguistic Diversity Action Plan*
- *Disability Action Plan*
- *Municipal Public Health and Wellbeing Plan (proposed development 2013-17)*

# 05

## PLANNING FOR THE FUTURE

### OBJECTIVES 2013-17

To provide a well planned, connected and liveable community

To provide clear and concise policies and directions in all aspects of planning

Advocate for planning changes at the state level to reflect regional needs and aspirations

To reduce the time taken to process land use and development planning applications

### STRATEGIC DIRECTIONS 2013-17

Explore the establishment of a planning committee of Council to guide land use planning, development and growth.

Provide efficient and effective planning services and decision making to encourage development and new investment opportunities.

Plan and coordinate the provision of key services and essential infrastructure to new growth and developments.

Investigate the need for and provide appropriate resources to support land use planning and development of Latrobe City.

Review our policy and guidelines for new residential development in particular lot density, unit development, road widths and emergency vehicle access.

In consultation with the community, review Council's Municipal Strategic Statement and the Latrobe City Planning Scheme.

Work with stakeholders to maintain and enhance the natural environment and biodiversity of Latrobe City and the region.

Protect and celebrate the cultural heritage and historical character of Latrobe City.

### INDICATORS 2013-17

Latrobe City Council's mean score for Council planning processes and outcomes in the annual Local Government Community Satisfaction Survey.

Number of objections and or complaints received from the community each year in relation to new residential developments and growth areas annually.

Percentage of planning permit applications by category processed within 60 statutory days annually.

Number of planning permits applications received annually by category.

Annual percentage of Council planning permit decisions upheld by Victorian Civil and Administrative Tribunal, where an appeal has been lodged.

Number of community members who have participated in consultation activities undertaken as part of strategic planning projects.

Number of vacant lot residential property sales in Latrobe City each year. (*Community indicator*)

### SUPPORTING STRATEGIES & PLANS

- *Municipal Strategic Statement*
- *Latrobe Structure Plans*
- *Small Town Structure Plans*
- *Churchill Town Centre Plan*
- *Moe Activity Centre Plan*
- *Moe Rail Precinct Revitalisation Project Master Plan*
- *Natural Environment Sustainability Strategy*
- *Morwell River Neighbourhood Environment Improvement Plan*
- *Traralgon Creek Neighbourhood Environment Improvement Plan*
- *Traralgon Activity Centre Plan (proposed development 2013-2017)*

## Services provided by Latrobe City Council

### **Child and Family Services**

Early Childhood Health and Development  
Early Learning and Care

### **City Planning**

Building Services  
Statutory Planning  
Strategic Planning  
Urban Growth

### **Community Development**

Community Strengthening  
Disability Access and Inclusion  
Emergency Management  
Employment Development  
Aboriginal Liaison

### **Community Health and Wellbeing**

Aged and Disability Services  
Health Services  
Social Support

### **Community Information Services**

Community Information  
Libraries  
Local Laws

### **Community Relations**

Communications  
Community Engagement

### **Corporate Strategy (Internal Services)**

Corporate Planning and Reporting

### **Council Operations - Legal Counsel**

Council Operations and Legal Services  
Property and Statutory Services

### **Cultural Liveability**

Arts  
Community Grants  
Events  
International Relations

### **Economic Development**

Business Development  
Tourism

### **Executive Office**

Mayoral and Council Support  
Office of the CEO

### **Finance**

Accounting Services (Internal Service)  
Payroll (Internal Service)  
Procurement (Internal Service)  
Property and Rates

### **Healthy Communities**

Community Engagement and Partnerships  
Healthy Children  
Healthy Workplaces

### **Information Services (Internal Services)**

Geographical Information Systems (GIS)  
Information Management  
Information Technology

### **Infrastructure Development**

Civil Works Projects  
Infrastructure Design  
Infrastructure Planning  
Major Projects

### **Infrastructure Operations**

Building Maintenance  
Infrastructure Maintenance  
Parks, Gardens and Playgrounds

### **Latrobe Regional Airport**

Industry, recreation and emergency services  
aviation centre

### **Natural Environment Sustainability**

Waste Services  
Landfill Services  
Environment Sustainability

### **People and Development (Internal Services)**

Human Resources  
Learning and Development

### **Recreational Liveability**

Leisure Facilities  
Recreation and Open Space Planning  
Recreation Liaison

### **Regional Partnerships**

Liaison and Advocacy

### **Risk and Compliance**

Compliance  
Occupational Health and Safety (Internal Service)  
Risk (Internal Service)

## Strategic Resources Plan & Annual Action Plan

The Council Plan is supported by the Strategic Resource Plan and Annual Action Plan.

The *Local Government Act 1989* requires Council to prepare a Strategic Resource Plan (SRP) which includes both the financial and non-financial resources required to achieve the Council Plan.

The Annual Action Plan is developed and adopted alongside the annual budget and outlines the Key Strategic Activities and Actions to be undertaken each year to deliver on the Council Plan.

For a copy of the current Strategic Resources Plan or Annual Action Plan go to: [www.latrobe.vic.gov.au](http://www.latrobe.vic.gov.au) or call 1300 367 700.



## Latrobe City Council

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.

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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

***DRAFT***

# **Latrobe City Council's Strategic Resource Plan 2013-2017**

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 2013-2017.

## Standard Income Statement

For the four years ending 30 June 2017

	Projections			
	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000
<b>REVENUES FROM ORDINARY ACTIVITIES</b>				
Rates	66,779	70,994	75,031	79,294
Operating grants and contributions	23,445	23,938	24,160	24,022
Capital grants and contributions	11,777	9,930	15,231	6,175
Interest	1,215	1,215	1,215	1,215
User fees and charges	14,061	14,483	14,918	15,365
Other Income	1,869	1,925	1,983	2,042
Developer Contributions	72	4,074	76	78
Developer Contributed assets	2,000	2,000	2,000	2,000
<b>Total Income</b>	<b>121,218</b>	<b>128,559</b>	<b>134,614</b>	<b>130,191</b>
<b>Expenses from ordinary activities</b>				
Employee costs	49,650	51,907	54,479	57,173
Materials and services	36,079	37,281	37,775	38,162
Bad and Doubtful Debts	18	35	37	39
Finance costs	1,337	1,243	1,190	1,289
Depreciation	22,100	22,494	23,850	25,041
<b>Total expenses</b>	<b>109,184</b>	<b>112,960</b>	<b>117,331</b>	<b>121,704</b>
<b>Surplus (deficit) for the year</b>	<b>12,034</b>	<b>15,599</b>	<b>17,283</b>	<b>8,487</b>
<b>Other Comprehensive Income</b>				
Changes in Valuation of non-current assets	19,265	19,758	20,433	21,215
<b>Total Comprehensive result</b>	<b>31,299</b>	<b>35,357</b>	<b>37,716</b>	<b>29,702</b>

- 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 & charges income is projected to increase by 5.66% (excluding growth) in 2013-14. This includes a 5.0% increase (excluding growth) on revenue generated from general rates, municipal charge and rating agreements and a \$25 or 9.5% increase in the garbage charge plus a 10% in the State Government Landfill Levy on municipal waste. Overall projected increases in the following three years (excluding growth) of 5.61%, 5.00% and 5.00% respectively, enables Council to achieve waste full cost recovery in accordance with the Waste Management Strategy 2010-17 and places Council in a sound financial position for the long term.

- User charges, fees & 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 4.55 percent in 2013-14 and 4.95 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 together with increases in the Superannuation Guarantee. 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 percent annually excluding utilities which has an assumed increase of 5.0 percent per annum. Other fluctuations are due to projects in Council's Capital Works Program that are not treated as capital expenditure e.g. 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 6.0 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 2017

	Projections			
	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000
<b>CURRENT ASSETS</b>				
Cash and cash equivalents	15,513	15,554	16,020	17,290
Trade and other Receivables	9,087	9,697	10,174	9,868
Prepayments	354	365	376	387
<b>Total current assets</b>	<b>24,954</b>	<b>25,617</b>	<b>26,570</b>	<b>27,545</b>
<b>NON-CURRENT ASSETS</b>				
Receivables	10	0	0	0
Property, plant and equipment	996,728	1,030,820	1,069,193	1,100,689
Other Financial Assets	2	2	2	2
<b>Total non-current assets</b>	<b>996,740</b>	<b>1,030,822</b>	<b>1,069,195</b>	<b>1,100,691</b>
<b>Total Assets</b>	<b>1,021,694</b>	<b>1,056,439</b>	<b>1,095,765</b>	<b>1,128,236</b>
<b>CURRENT LIABILITIES</b>				
Trade and other Payables	7,268	7,356	7,596	7,828
Interest bearing liabilities	2,946	3,245	3,100	3,509
Employee benefits	10,976	11,470	11,986	12,525
Provisions	1,500	1,500	1,500	1,500
Trust Funds and Deposits	1,566	1,613	1,661	1,711
<b>Total current liabilities</b>	<b>24,256</b>	<b>25,184</b>	<b>25,844</b>	<b>27,074</b>
<b>NON-CURRENT LIABILITIES</b>				
Interest bearing liabilities	16,927	15,317	16,195	17,659
Employee benefits	1,538	1,607	1,680	1,755
Provisions	11,581	11,581	11,581	11,581
<b>Total non-current liabilities</b>	<b>30,046</b>	<b>28,505</b>	<b>29,456</b>	<b>30,995</b>
<b>Total Liabilities</b>	<b>54,302</b>	<b>53,689</b>	<b>55,300</b>	<b>58,069</b>
<b>Net assets</b>	<b>967,392</b>	<b>1,002,750</b>	<b>1,040,465</b>	<b>1,070,167</b>
<b>Equity</b>				
Accumulated surplus	619,826	635,471	652,677	661,085
Reserves	347,566	367,279	387,788	409,082
<b>Total equity</b>	<b>967,392</b>	<b>1,002,750</b>	<b>1,040,465</b>	<b>1,070,167</b>

- 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 total comprehensive result shown in the Standard Income Statement.

## Standard Cash Flow Statement

For the four years ending 30 June 2017

	Projections			
	2013/14	2014/15	2015/16	2016/17
	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
Cash Receipts from Operating Activities	118,223	125,972	132,149	128,509
Cash Payments in the Course of Operating Activities	(93,888)	(88,547)	(91,436)	(94,500)
Net cash flows from operating activities	24,335	37,424	40,713	34,009
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Proceeds from sale of prop, plant & equip	621	600	600	600
Payments for property, plant & equip	(34,930)	(35,428)	(40,390)	(33,922)
Net cash flows from investing activities	(34,309)	(34,828)	(39,790)	(33,322)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Finance Costs	(1,337)	(1,243)	(1,190)	(1,289)
Proceeds from borrowings	8,970	2,000	4,000	5,000
Repayment of borrowings	(3,483)	(3,312)	(3,267)	(3,127)
Net cash flows from financing activities	4,150	(2,555)	(457)	584
<b>NET INCREASE (DECREASE) IN CASH HELD</b>	(5,824)	41	466	1,271
Cash at the beginning of the year	21,337	15,513	15,554	16,020
Cash at the end of the year	15,513	15,554	16,020	17,291

- 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 decrease in the 'cash held' forecast in 2013/14 is 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 2017

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			
	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000
<b>CAPITAL WORKS AREA</b>				
Roads /Paths/Bridges & Carparks	13,269	12,788	13,012	13,666
Drainage	1,171	6,320	1,368	1,595
Land, Buildings & Improvements	13,377	11,425	21,835	14,486
Plant & Equipment	2,291	2,030	2,030	2,030
Furniture & Equipment	795	1,215	510	510
Playgrounds	513	135	120	120
Artworks	15	15	15	15
Landfill Construction	3,500	1,500	1,500	1,500
<b>Total capital works</b>	<b>34,930</b>	<b>35,428</b>	<b>40,390</b>	<b>33,922</b>
<b>REPRESENTED BY:</b>				
Asset Renewal	16,130	15,155	18,383	21,691
New Assets	15,956	19,035	20,765	11,665
Asset expansion/upgrade	2,844	1,238	1,242	566
<b>Total capital works</b>	<b>34,930</b>	<b>35,428</b>	<b>40,390</b>	<b>33,922</b>
<b>FUNDING SOURCES</b>				
<i>External</i>				
Grants & Contributions	11,777	9,930	15,231	6,175
Proceeds of sale of assets	621	600	600	600
Loan Borrowings	2,000	2,000	4,000	5,000
Sub-total	14,398	12,530	19,831	11,775
<i>Internal</i>				
Working Capital	2,662	0	0	0
Operations	17,348	18,778	20,559	22,147
Reserves	522	4,120	0	0
Sub-total	20,532	22,898	20,559	22,147
<b>Total Funding Sources</b>	<b>34,930</b>	<b>35,428</b>	<b>40,390</b>	<b>33,922</b>

## Non-Financial Resources

### For the four years ending 30 June 2017

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			
	2013/14	2014/15	2015/16	2016/17
Employee costs \$'000	49,650	51,907	54,479	57,173
Employee numbers EFT's	560.35	560.35	560.35	560.35
Number of preschool centres	24	24	24	24
Number of Maternal & 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	73	73	73	73
Number of Major Culverts Maintained	77	77	77	77
Length of Roads maintained (km's)	1,560	1,565	1,570	1,575
Length of Footpaths maintained (km's)	714	730	745	760
Length of Kerb and Channel maintained (km's)	891	910	925	940
Number of Drainage Pits maintained	17,260	17,400	17,600	17,850
Length of Drainage Pipe maintained	582	595	610	625

- Council employs a variety of full-time, part-time and casual staff which is expected to equate to 560.35 Equivalent Full-Time positions in 2013/14. 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.

## Financial Indicators

### For the four years ending 30 June 2017

The following table summarises the key financial indicators for the next four years as set out in the Long term Financial Plan for years 2013/2014 to 2016/2017.

Indicator		2013/14	Projections		
			2014/15	2015/16	2016/17
<b>GENERAL</b>					
Operating surplus/(deficit)	(\$'000)	12,034	15,599	17,283	8,487
Underlying operating result	(\$'000)	(1,743)	3,669	52	312
Cash from operations	(\$'000)	24,335	37,424	40,713	34,009
Cash increase/(decrease)	(\$'000)	(5,824)	41	466	1,271
Cash and investments	(\$'000)	15,513	15,554	16,020	17,290
Borrowings outstanding	(\$'000)	19,873	18,562	19,295	21,168
Depreciation	(\$'000)	22,100	22,494	23,850	25,041
Capital expenditure	(\$'000)	34,930	35,428	40,390	33,922
Working capital	(\$'000)	698	433	726	471
Net worth	(\$'000)	967,392	1,002,750	1,040,465	1,070,167
<b>FINANCIAL PERFORMANCE</b>					
Operating expenses/Assessment	(\$'000)	2,939	3,019	3,114	3,208
Rate income/Total income	(%)	55.1%	55.2%	55.7%	60.9%
Rate income/Assessment	(\$'000)	1,561	1,656	1,745	1,837
Debt servicing/Total income	(%)	1.1%	1.0%	0.9%	1.0%
Grants/Total income	(%)	29.1%	26.3%	29.3%	23.2%
Fees & charges/Total income	(%)	11.6%	11.3%	11.1%	11.8%
<b>FINANCIAL POSITION</b>					
Indebtedness/Rate income	(%)	29.8%	26.1%	25.7%	26.7%
Underlying surplus/Total assets	(%)	(0.2%)	0.3%	0.0%	0.0%
Total assets/Assessment	(\$'000)	27,498	28,236	29,083	29,737
Current assets/Current liabilities	(%)	102.9%	101.7%	102.8%	101.7%
Total liabilities/Assessment	(\$'000)	1,461	1,435	1,468	1,531
<b>CASH POSITION</b>					
Capital outlays/Total cash outflows	(%)	35.6%	38.3%	42.4%	34.5%
Capital outlays/Rate income	(%)	52.3%	49.9%	53.8%	42.8%
Capital outlays/Total depreciation	(%)	158.1%	157.5%	169.3%	135.5%