



LATROBE

| | Table of Contents |
|--------------------------------------|--|
| | Latrobe 2031 – Our Community Vision Backgrou |
| | Community Vision |
| | Council Plan |
| | Smart |
| | Creative |
| | Healthy |
| | Sustainable |
| | Connected |
| | Council Capabilities |
| Morwell Recreation Reserve – Morwell | References & Acknowledgements |
| | |

D2 Latrobe City Council Council Plan 2021–2025 Latrobe City Council Plan 2021–2025 Latrobe City Council Council



Latrobe 2031 – Our Community Vision Background

In early 2021 over 1500 people across all ages put forward their ideas for Latrobe City's future.

The Community Vision seeks to capture what our community values most. It draws upon the interests and broad identities of our diverse community and their sense of what Latrobe City means now and into the future. In Latrobe City everyone counts and we have endeavoured to tap into the voices of people from a variety of backgrounds to develop our plans. We will continue to engage with the community as we report on our progress.

Foreword

Mayor

Sharon Gibson

Deputy Mayor

Darren Howe

Latrobe City Councillors

Dan Clancey
Melissa Ferguson
Dale Harriman
Bradley Law
Tracie Lund
Graeme Middlemiss
Kellie O'Callaghan

CEO

Steven Piasente

Our council plan sets the scene for the next four years as we work to address community priorities and outline a long-term vision for a future rich in culture, community and economic opportunity. This Plan works in concert with our Municipal Health and Wellbeing Plan as part of a holistic approach.

Our region has a long and proud history of keeping the lights on for Victoria and Australia. We are keen to continue our tradition of engineering, energy production and manufacturing excellence and continue to build on the skills and capabilities in the region.

Latrobe City is in a period of significant transformation. As a council we are eager to work with businesses and groups looking to invest in our future with new technologies and industry.

Our efforts to support the health of the community and build on our workforce skills is matched by our commitment to high environmental standards.

We have a passion for sport, recreation and the arts and a wealth of excellent facilities to match. We will build on these infrastructure assets to attract events and cement our profile as a destination and Gippsland's Regional City.



LATROBE 2031 – COMMUNITY ENGAGEMENT

The Community Vision was informed by a community survey, targeted conversations, listening posts and the appointment of a Community Panel, brought together to share their stories and aspirations for the future of Latrobe City.

The survey and listening posts explored economic, environmental and social themes to identify the aspects residents valued most.

COMMUNITY SURVEY

The community survey was taken by around 1500 members of the community through May and June 2021. It collected quantitative and qualitative data on the community's thoughts about current and future challenges for the City.

The majority of participants were female (65%), 33% were from Traralgon, 35% from smaller townships with the remaining 32% from Moe, Newborough, Morwell and Churchill. The participants ranged in age from 17-30 years (15%), 31-40 years (27%), 41-70 years (43%) and 70+ years (10%).

There were six open-ended questions in the survey. Federation University highlighted key themes emerging in this section of the report centred around employment, safety, transport, education, sport and entertainment and hope for the future.

These themes are summarised in the section on challenges and opportunities. The full report on the Community Survey has been published by Federation University and is available at:

https://federation.edu.au/connect/partnerships/businesspartnerships/our-partnerships/collaborative-evaluation-unit/ ceu-partnerships-and-projects/completed-projects

COMMUNITY PANEL

The Community Panel was recruited from an expression of interest to 9,000 households across our community. Federation University then selected a panel of 100 members which was descriptively representative of our diverse community. Through a series of workshops, the Community Panel was tasked to recommend the key themes and aspirations for Latrobe City over the next 10 years. In the final visioning session, about 50 participants joined an online forum to develop and vote on the foundations for the vision and a range of strategies they considered important to the Latrobe City community.

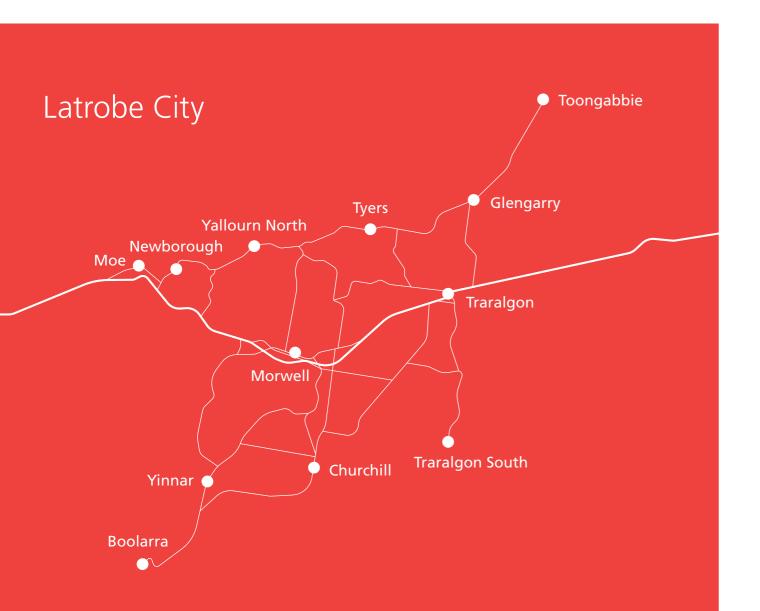
The Community Panel was one of Latrobe City's engagement commitments and incorporated deliberative engagement principles as outlined in our Community Engagement Policy underpinning the development of council plans. Participants framed proposed priorities to be considered in the Community Vision and thought about strategies and actions we could take to bring the vision to fruition.

The work of the Community Panel is outlined in a report published on council's website:

https://www.latrobe.vic.gov.au/Haveyoursay/Your_Latrobe_ Community_Conversation

Challenges & Opportunities

This section highlights the challenges and opportunities identified in Council's work with the community through the community survey and panel.



EMPLOYMENT

The report from Federation University highlighted that employment in the region featured very strongly throughout the survey responses with emphasis on generation of new employment opportunities and support for existing local business. The report further suggested that the challenge presented by closure of power stations in Latrobe City brings with it enthusiasm for new opportunities and possibilities with comments around changes to population dynamics, skilled labour force and new industry options. There were 255 comments submitted for this question.

The issues of employment security and economic opportunity were raised by participants from both small and large towns. The challenges and opportunities with economic diversification were also highlighted in the work of the Community Panel with one group suggesting council should be "focused on creating opportunities – (being) smart, sustainable and adaptable".

A total of 251 out of 255 comments from community members focused on challenges power industry closures would create and a need to transition the workforce and diversify our local economy.

EDUCATION

Participants in the survey identified the community would benefit from programs to help transition to higher education and vocational training options. In addition, it was suggested that more support was needed for students from low socio-economic families to ensure they were given equal opportunities to learn.

TRANSPORT

Parking, street lighting, traffic flow in central business districts and the transport infrastructure to move between Latrobe City and Melbourne were highlighted as important priority areas.

Community transport between towns and regional centres and ease of access to education institutions was also highlighted as an area of need.

Overall, it was suggested that communities should be encouraged to use non-motorised transport options by designing options for riding and walking within and between townships.

Participants suggested Council work to support an increase in educational offerings within Latrobe City. Many of these responses centred on Federation University, however, there were also references to broader offerings in secondary education, high schools and TAFE.

SAFETY

Perceptions of safety also featured strongly in the community survey. Federation University noted that feeling safe living in Latrobe City was mentioned by many participants with some suggesting a greater police presence was needed to tackle the complex issues of drug abuse, violence and crime in the region. Equally, community members were interested in preventative measures and addressing some of the underlying causes of crime within the City.

Urban design of spaces which promote safe walkability and other forms of non-motorised transport as well as safe and quality, accessible spaces and streetscapes were also a subject of discussion.

SPORT & ENTERTAINMENT

Sports events and the arts were seen by many participants as two areas of strength that could be further developed to attract more visitors to Latrobe City.

There were many positive comments about the quantity, variety and quality of sporting and entertainment facilities throughout Latrobe City with mention of the arts centre, sporting grounds, parks and recreational areas.

There were also a number of suggestions as to how these facilities could be improved and upgraded to meet current and future needs, including options for women in sport.

More festivals and markets were also suggested by a number of participants, particularly those showcasing local businesses.

HOPE FOR THE FUTURE & PRIDE IN PLACE

A total of 49% of survey respondents identified community connection and belonging as 'extremely important' in addition to 33% of respondents who identified this as 'very important' to their lives in the City.

Federation University also reported there was a strong sense of hope for the future with a large number of suggestions on how Latrobe City could bring back a sense of pride in its communities. Continuing to develop infrastructure and attract low emissions industries and businesses into the area were seen as key priorities, allowing the Latrobe City to become a hub for investors and families.

Participants also suggested improvements could be made to non-physical elements of Latrobe City to make it a better place to work. In particular, a sense of pride, community and inclusion were recognised as important to support a strong economic environment. Through the various community engagement processes community members expressed a variety of views and opinions. In these two pages we have captured just some of these...

"New, safer industries must be developed, possibly by expanding supported social enterprise business."

"Transitioning from coal-based energy to renewables and bringing existing employees from the coal sector across to working in renewables or other sectors."

"I have grown up here and wouldn't want to live anywhere else, but I do wish I felt safer going for walks and being out with my kids."

"Encourage people to walk and ride around the towns where possible to help encourage a healthy lifestyle. Ensure lighting around town is consistent to help people to walk after hours rather than using cars at all times."

"The establishment of Homework Hubs may bridge the gap for students who may not live in healthy home environments."

"There are no female friendly change-rooms in a world-wide cry for gender equality."

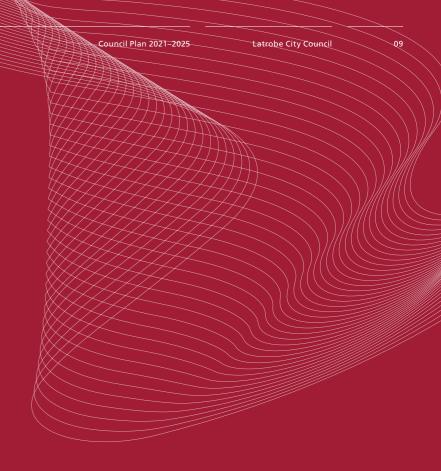
"More opportunities and pathways to work where you study. For example, if an Allied Health professional studies at Fed Uni, there should be grad. programs at the local hospital and community health service, and these should be widely advertised."

"It is great to finally have the Latrobe Regional Galley, GRAC (Gippsland Regional Aquatic Centre), tennis, basketball facilities and soon the arts precinct but we need good shows and events to attract tourists to our region on a regional basis."

"Finding a balance is a challenge for the future, however I can see Latrobe City being a rural hub that is close enough to Melbourne for people to visit for a weekend for an amazing experience."

"A focus on community, bringing people together. Innovation, industry that employs people and addresses our current and future problems without impacting the environment... innovative forward thinkers."

"Easily accessible and faster commute times for people travelling to Melbourne."



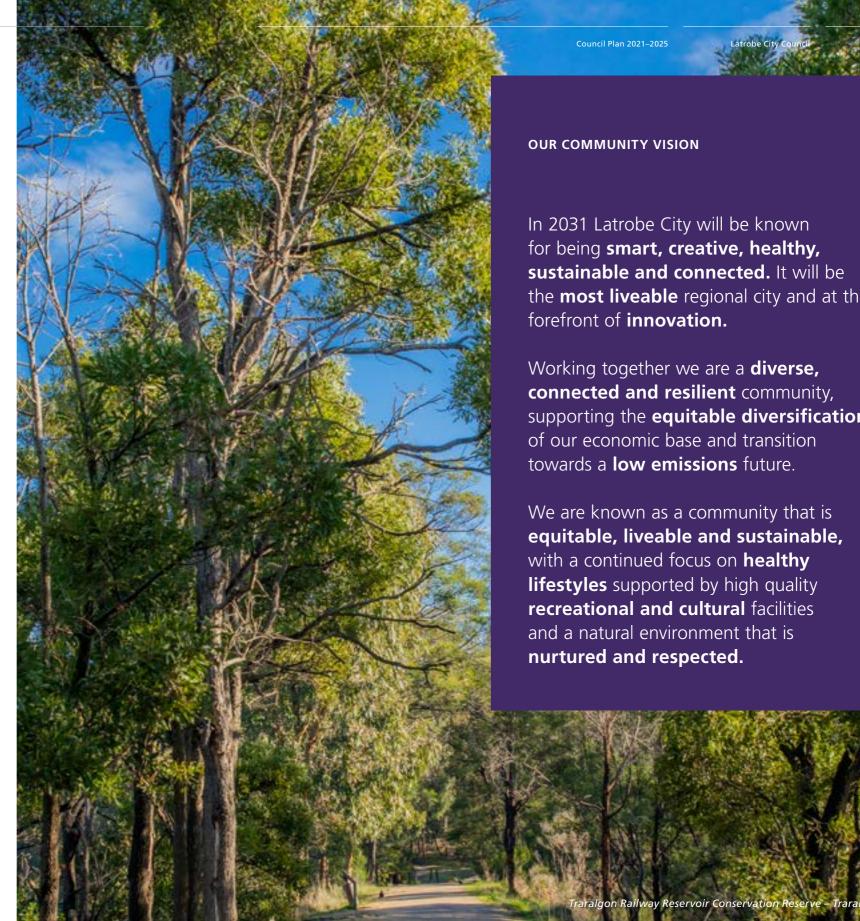
Working together we are a diverse, connected and resilient community, supporting the equitable diversification of our economic base and transition towards a **low emissions** future.

We are known as a community that is equitable, 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 Vision sets out the challenge for the Council Plan and Municipal Public Health and Wellbeing Plan. Council has considered community input and survey results in settling on the final form of the Community Vision and Council Plan.

The strategic directions in this plan were drawn heavily from the work of the Community Panel and are drafted with reference to statements developed in the course of the Panel's work.

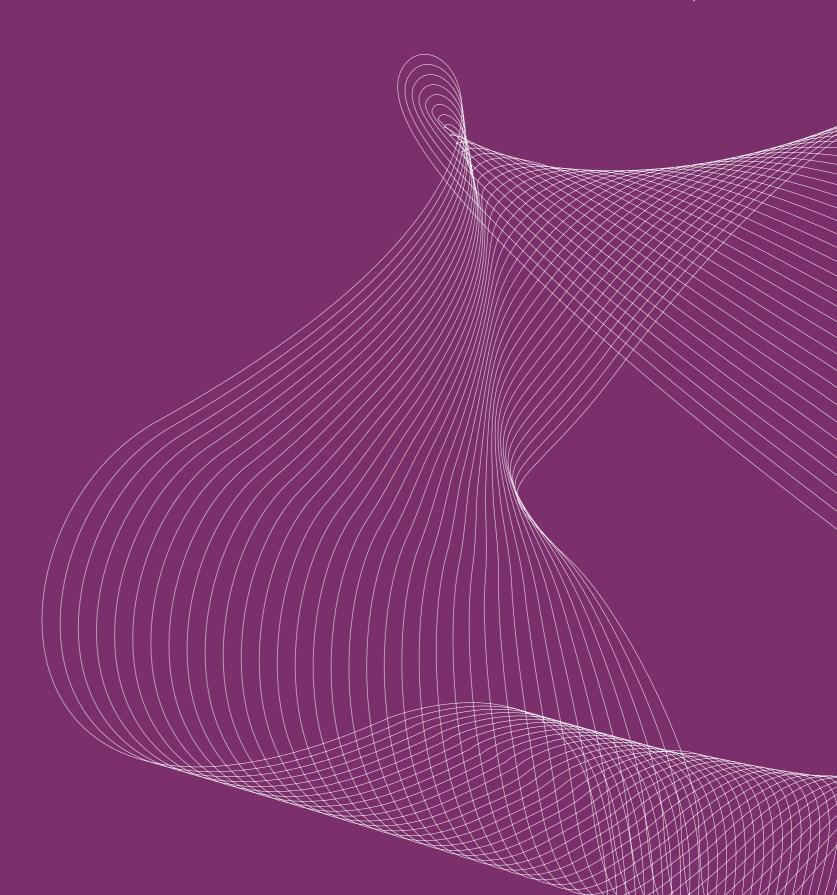


Smart

STRATEGIC DIRECTIONS

Latrobe City has a highly skilled workforce, access to education and training and we are invested in growing the capacity of our community, supporting innovation and invention.

We are focused on creating opportunities and exploring health innovation, digital industries, alternative energy and value-added advanced technology and manufacturing. We support diversification of our industrial base and the development of opportunities for highly skilled employment into the future.





Smart

STRATEGIES – WHAT WE WILL DO

- Support COVID-19 recovery priorities for the benefit of local businesses and community.
- Attract investment in key industries including working towards net zero emissions energy generation, food and fibre, engineering, manufacturing, hydrogen, education and health services through the delivery of Council's investment roadmap.
- Support reactivation of the local economy and deliver support to the start-up ecosystem through delivery of council's economic development program.
- Prioritise the delivery of infrastructure that will support new industry and businesses establish themselves and grow in Latrobe City.
- Deliver a digitally-connected city and support innovation.
- Attract skilled business migrants to establish businesses in Latrobe City.
- Support innovative and sustainable uses of our diverse natural resources.
- Continue to support our existing business community so they can prosper and grow.
- Support the development of our education and training institutions through partnerships promoting skills development within our local workforce including support for the Morwell Innovation Centre and Teaching Space at the Gippsland Performing Arts Centre.
- Continue to deliver accessible library programs supporting learning across all community cohorts.
- Continue to support excellence in early childhood services delivering exceptional early learning experiences and positive maternal and childrens' health outcomes.
- Activate the Gippsland Logistics Precinct with infrastructure and services to attract inward investment by industry and businesses.

ADVOCACY – WHAT WE WILL PROMOTE

- Advocate with state and federal governments to ensure the rehabilitation and repurposing of mine areas to support a sustainable and prosperous Latrobe City.
- Advocate for timely delivery of infrastructure by servicing authorities to support the growth and the needs of our community for residential, commercial, retail, industrial, recreational, institutional and other community uses at a city-wide basis.
- Advocate with local education and training providers to create a skill base that aligns with our future economy and improve education outcomes for the community.
- Promote and attract investment in recycling and re-manufacturing industries to enhance Gippsland's role in the circular economy.
- Promote inward investment to Latrobe City through a network of international business offices.
- Develop a business case to establish the Centre for Australian Automotive Futures in Latrobe City and advocate for partnerships supporting the centre featuring a high tech motorsport complex, research and testing facilities for new vehicle technologies, sustainable and renewable fuels and an events complex.

- Number of new business registrations by sector within Latrobe City.
- Annual employment growth rate in Latrobe City benchmarked against other regional cities.
- Gross local product of the region.
- Vacancy rate of retail and commercial premises.
- Increase in education and capacity building initiatives delivered or supported by Council.
- Amount of state and federal funding received for projects supporting economic diversification and skill development.
- Increase in public Wi-Fi offerings throughout the municipality.
- Support for early learning of pre-school children measured by programs and enrolments.
- Patronage and use of library resources.
- Promote innovation and entrepreneurship by continuing to support start-up businesses.





STRATEGIC DIRECTIONS

We have a vibrant and diverse community where there are various opportunities for arts, culture and tourism. Our City has a range of arts and creative opportunities for community to engage in creative expression and develop social connectedness.

Latrobe City Counci

We are invested in the exceptional presentation of our City through public works across our interconnected townships and enhancement of our distinctive landscape features.



Creative



STRATEGIES – WHAT WE WILL DO

- Develop new audiences seeking local arts, cultural and nature-based experiences and entertainment.
- Prioritise a range of public space improvements across the municipality.
- Develop a program of innovative, publicly accessible projects aimed at celebration of Latrobe City and its community.
- Support job creation and industry diversification including in creative industries to enable new directions for economic growth across Latrobe City.
- Provide access to digital and virtual events as an area of emerging potential.
- Improve the amenity and presentation of Latrobe City's town entrances, activity centres and public spaces through signage, art and plantings and greening of the City.
- Promote economic growth and job creation through events and recreationrelated tourism capitalising on our arts, cultural and sporting facilities.
- Support job creation and industry diversification including creative industries to stimulate economic growth in Latrobe City.
- Support young artists and creatives in the community through innovative programming and grants.

ADVOCACY – WHAT WE WILL PROMOTE

- We will promote the recovery of the arts and creative industries by advocating for support from other levels of government and use of Council's grants.
- Advocate for support to develop programming which celebrates and develops local talent as well as support for creative startups.
- Advocate for excellent design outcomes in state and federally funded infrastructure for the benefit of the community and its economic future.

- Community satisfaction with appearance of public areas.
- The total number of visits to council managed facilities such as leisure centres, galleries and performing arts venues.
- Number of events held within Latrobe City.
- Total economic impact of tourism and events to the municipality.
- Number of creative spaces within the municipality including repurposing of underutilised spaces.
- Value of the creative sector.

Healthy

STRATEGIC DIRECTIONS

Our vision is that Latrobe has a culture and environment that promotes and supports health and wellbeing for all. We will work together to significantly improve health and wellbeing outcomes and reduce inequalities.

We will celebrate the places, people and cultures that make this a distinctive, vibrant and creative community. While we continue to build on our community's recognised and proven capacity for connection, social participation, volunteerism and care for one another.

Our community's health, wellbeing and safety will be assured with abundant green spaces that are accessible, inclusive and safe. We maintain our focus on preventative measures to promote positive health outcomes for all generations by ensuring Latrobe is a healthy place to live, learn and work. We continue to prioritise opportunities to overcome shared barriers we face as we focus on achieving improved health outcomes for our community.



Healthy

STRATEGIES - WHAT WE WILL DO

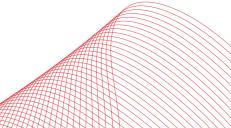
- Delivery of the objectives in Living Well Latrobe, our community's Municipal Public Health and Wellbeing Plan by promoting community safety, mental and physical health and activity, incorporating active design principles in open space, neighbourhood design and supporting community resilience.
- Provide spaces and services that support the community's physical health and mental wellbeing for the benefit of all.
- Ensure health and wellbeing planning to the centre
 of council planning in promoting safe communities,
 positive mental and physical health programs, resilience
 and connection to natural and built environments.
- Increase accessibility to utilise our green spaces and facilities to connect community and achieve positive health and wellbeing outcomes.
- Develop programs which provides increased access to council's extensive arts and recreation facilities and other Council services, for our community that face barriers to participation.
- Demonstrate and promote gender equity practices.
- Ensure a wholistic approach to community safety in the planning and development of infrastructure, and the delivery of service to our community.
- Support community preparedness aligned to growing responsibilities for Local Government in emergency management systems, response and recovery.
- Prioritise social planning and infrastructure for young people and their families, which provides additional programs and opportunities for young people to engage with Health, wellbeing and connection to natural and built environments within the municipality.
- Remain focused on ensuring a community where our elders and seniors are respected, valued and supported to age well in place.
- Recognise the importance and support for, community recovery programs in response to the COVID-19 pandemic.
- Continue to position Latrobe City for major sporting events that are accessible and inclusive for all of our community.

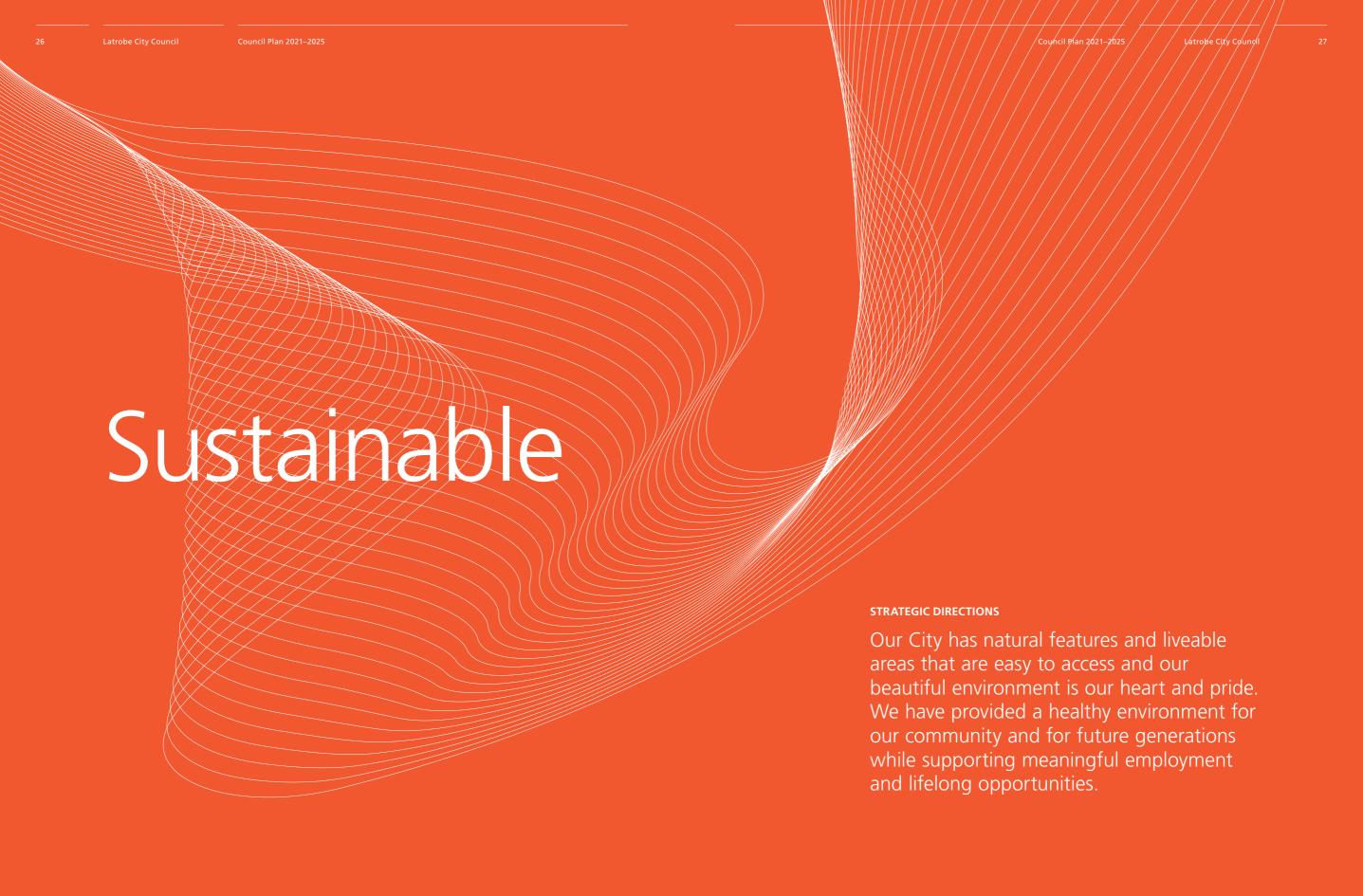
- We will ensure our shared work is measurable and accountable and will be informed by authentic community engagement, evidence based practice, and the understanding that 'social determinants of health', directly and indirectly influence the wellbeing of our community.
- Support community groups and sporting clubs across the community, to increase engagement, participation and volunteerism, which will increase social connections within community.

ADVOCACY - WHAT WE WILL PROMOTE

- Partnering in 'whole of government' response to equity issues in our community including advocating for our partners to focus on prevention and early intervention programs for public health challenges, through the activation of Living Well Latrobe.
- Foster a positive cultural and health related behavioural change in Latrobe with our partners and other levels of government.

- A review and evaluation of the health and wellbeing objectives and actions will be completed annually.
- Report on community connection and pride through the participation in community groups, sporting clubs and volunteerism across Latrobe City.
- The full and transparent evaluation of health and wellbeing outcomes is extensive and is managed under the auspices of the Living Well Latrobe, Municipal Health and Wellbeing Plan and associated endorsed action plans.
- Additional reporting on output measures related to delivery of programs will be conducted under the Council Plan reporting regime and will include measures captured under the Local Government Reporting Framework.







Sustainable



STRATEGIES – WHAT WE WILL DO

- Work towards net zero energy emissions across Latrobe City Council operations through the delivery of new energy initiatives, efficiencies and offsets.
- Work in partnership with indigenous custodians in sustainable land management and preservation and regeneration of our natural environment.
- Restore waterways and bushland areas to improve health and wellbeing of community and presentation of Latrobe City as well as our important biodiversity values.
- Efficiently utilise the assets that we have for the economic stimulus and benefit of our community while protecting the environment.
- Invest in increased urban greening initiatives and increasing the City's tree canopy in appropriate sites using appropriate species in built up areas for improved amenity and reduced heat stress.
- In partnership with community and business, deliver sustainability initiatives and take actions to adapt to a changing climate.

ADVOCACY – WHAT WE WILL PROMOTE

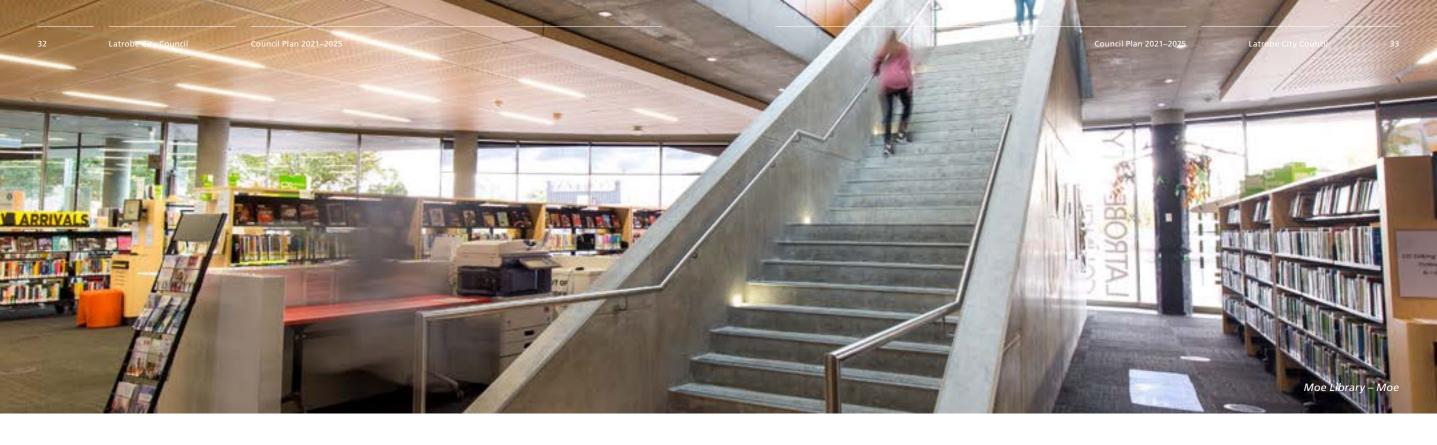
- Work with the Victorian Government to support opportunities in geothermal, hydrogen and Latrobe City's role in the material recovery and reuse industry.
- Advocate for an equitable transition to a new energy future that ensures no one is left behind and industry diversification, economic growth and skilled employment are supported.
- Secure state and federal funding through advocacy to provide sustainable infrastructure and community services.
- Work with governments to address the importance of water security, specifically at Narracan Lake and the Hazelwood Pondage, to provide industry and the community with long term certainty.
- Advocate for improved maintenance and planting and regenerations along the City's waterways and state roads.

- Community and visitor satisfaction with waterways and bushland reserves.
- Increase community participation in environmental education and events.
- Net emissions from council operations in consideration of offsets.
- Increase in the number of native plantings on Council owned or managed land.
- Improved tree canopy and biodiversity values.



STRATEGIC DIRECTIONS

A regional City which recognises the connectedness between our goals and towns and efficiently utilises the assets that we have for the benefit of our whole community while protecting the environment.



Connected



STRATEGIES - WHAT WE WILL DO

- Facilitate appropriate urban growth, industry diversification, liveability and connectivity throughout Latrobe City.
- Connect communities by completing the Traralgon to Morwell Shared Path with the Gippsland Plains Rail Trail to where the Energy Australia Trail starts and advocate for connection of Yallourn North and Moe/ Newborough by linking to the Grand Ridge Rail Trail.
- Develop the plan for staged development of dog parks across the towns of Latrobe City.
- Promote ongoing community engagement activities and work in partnership with our community focusing on promoting leadership, resilience, creative and forward-thinking initiatives.
- Pursue improvements to public transport services to increase community access to employment and education.
- Promote our role as Gippsland's Regional City to support economic growth and events programming, cultural events and recreation and sporting attractions.
- Connect people facing barriers to opportunities in education, recreation, sport, culture and the community.

ADVOCACY – WHAT WE WILL PROMOTE

- Advocate for improved transport services including passenger and rail freight connections and bus services.
- Secure state and federal funding through advocacy to provide infrastructure and community services which build on and provide equitable access to the existing service networks within the city.
- Continue to work with partners in the rehabilitation of mines.
- Advocate for more efficient multi-use of facilities including a Multi-Use Pavilion and outdoor event space and 'Community Hub' at Glenview Park capable of hosting large outdoor events as part of the flood recovery effort.

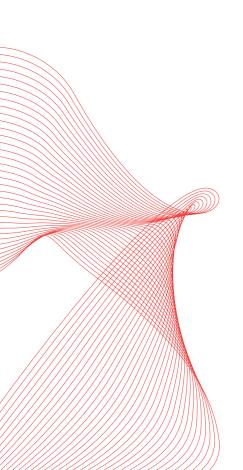
- Increase kilometres of bicycle, walking paths and shared paths.
- Community satisfaction with streets, footpaths and sealed roads.
- Community satisfaction with transport connections.

4 Latrobe City Council Council Plan 2021–2025

Council Capabilities

COUNCIL ASSETS, SERVICE DELIVERY AND FINANCIAL PLANNING

The Community Panel also worked on the priorities around assets, service delivery and council financial planning. The key results from those discussions have been utilised in the development of the council priorities and will be further utilised in the development of the Long-Term Asset Plan due for adoption in June 2022 and Council's Long-Term Financial Plan.



PRIORITIES COMMUNICATED BY THE COMMUNITY PANEL AND IN THE COMMUNITY SURVEY:

- "Continue to improve infrastructure; major projects such as the Aquatic Centre and Arts Centre will bring people to the area, (along with) state of the art sports facilities, shopping centres, family activities." (Community Panel)
- Reuse, repurpose and maximise our facilities for the benefit of our community and to attract visitors to our city.
- Efficiently utilise the assets that we have for the economic stimulus and benefit of our community while protecting the environment.
- Council to provide ongoing maintenance on the liveability of Latrobe City (roads, recreation reserves, facilities, parks and town entrances).
- Council to review service delivery on a regular basis to ensure continuous effective and efficient delivery of council services to the community.

A number of these priorities have been reflected under other themes and are important to shaping the whole of council and municipality response to the challenges facing Latrobe City.

Council's service delivery is key to achieving the Community Vision and to supporting our community to thrive. All areas of council service delivery are focused on quality, efficiency and effectiveness consistent with the financial sustainability parameters determined by Council under the rate capping arrangements.



CAPABILITIES

Council has determined key capabilities important to delivery of the Council Plan and these are outlined in this section under the headings of people, systems, governance and communications.

PEOPLE

- Create a culture which celebrates excellence in customer service.
- Provide quality strategic, innovative and growth-oriented leadership.
- Invest in the development and training of staff and provide them with opportunities to continually grow and develop.
- Create an environment that fosters and supports innovation and continuous improvement to service delivery for the community.

SYSTEMS

- Deliver excellence in customer experience.
- Focus on continuous improvement to systems, applications and processes to support provision of timely information and service to the community.
- Provide an appropriate level of security within our systems so that customer information is not jeopardised.
- Ensure processes are driving value and efficiency and support staff to challenge the status quo and strive to create improved outcomes.

GOVERNANCE

- Demonstrate high levels of compliance with legislative requirements.
- Support rigorous evidence-based planning and decision making.
- Commit to high levels of community engagement consistent with strategy.
- Properly consider advice of the audit committee and other advisory committees in the course of decision-making.
- Ensuring financial sustainability to ensure funding of council priorities and maintenance of community assets.

COMMUNICATIONS

- Deliver effective promotion and marketing of Latrobe City.
- Deliver consistent and effective advocacy of community priorities.
- Deliver high quality, accessible and timely information about events and services to our community.
- Support active engagement with the community on council initiatives.

36 Latrobe City Council Council Plan 2021–2025 Latrobe City Council Plan 2021–2025 Latrobe City Council Salar Sala

References & Acknowledgements

This plan was developed in collaboration with the Latrobe City community with support from Federation University.







Latrobe City's Council Plan has been printed on 100% Australian paper and printed in the Latrobe Valley.

Stock used for the inside pages is manufactured at our local Maryvale Mill by Australian Paper.

Latrobe City Council is a proud supporter of the local economy.



Latrobe City Council

Phone 1300 367 700
Post PO Box 264, Morwell, 3840
Email latrobe@latrobe.vic.gov.au
Website www.latrobe.vic.gov.au

Service Centres & Libraries

Morwell

Corporate Headquarters
141 Commercial Road, Morwell
Morwell Library

63-65 Elgin Street, Morwell

Moe

Moe Service Centre and Library 1-29 George Street, Moe

Traralgon

Traralgon Service Centre and Library 34-38 Kay Street, Traralgon

Churchill

Churchill Community Hub 9-11 Philip Parade, Churchill

To obtain this information in languages other than English, or in other formats, please contact Latrobe City Council on 1300 367 700.