



LATROBE CITY COUNCIL

**AGENDA FOR THE
COUNCIL MEETING**

**TO BE HELD IN KERNOT HALL, MORWELL AND VIA
AUDIO-VISUAL LINK
AT 6:00 PM ON
23 FEBRUARY 2026
CM632**

Please note:

Opinions expressed or statements made by participants are the opinions or statements of those individuals and do not imply any form of endorsement by Council.

By attending a Council Meeting via audio-visual link those present will be recorded or their image captured. When participating in the meeting, consent is automatically given for those participating to be recorded and have images captured.

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1. ACKNOWLEDGEMENT OF THE TRADITIONAL OWNERS OF THE LAND

I would like to acknowledge that we are meeting here today on the traditional land of the Brayakaulung people of the Gunaikurnai nation and I pay respect to their elders past and present.

If there are other Elders present I would also like to acknowledge them.

2. MOMENT OF REFLECTION

(no requirement for people to stand)

Before we proceed with the agenda, I invite everyone to observe a minute of silence to reflect on our responsibility to the community we serve. Let us take this time to consider the impact of our decisions and to maintain a spirit of collaboration and respect. Please take this time in your own way.

3. APOLOGIES AND LEAVE OF ABSENCE

4. ADOPTION OF MINUTES

Proposed Resolution:

That Council confirms the minutes of the Council Meeting held on 15 December 2025.

5. DECLARATION OF INTERESTS

6. ACKNOWLEDGEMENTS

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

7. PUBLIC PARTICIPATION TIME

Public Questions on Notice

In accordance with the Governance Rules, members of the public can lodge a question on notice by no later than midday one business day before the Council meeting in order for the question to be answered at the meeting.

Public Speakers

An opportunity for members of the public to speak to an item on the agenda will be made available by necessary means. To participate, members of the public must have registered before 12noon on the day of the Council meeting.

NOTICES OF MOTION

8. NOTICES OF MOTION

Item Number 8.1 23 February 2026

Infrastructure and Sustainability

2026/01 URGENT ACTIVATION OF TRAFFIC SIGNALLING – BANK STREET INTERSECTION

I, Cr Joanne Campbell, hereby give notice of my intention to move the following motion at the Council Meeting to be held on Monday, 23 February 2026:

That Council:

- 1. writes to the Victorian Minister for Public and Active Transport and the Victorian Minister for Roads and Roads Safety to request the urgent prioritisation of the design and installation of the interlinking system required between the traffic signals and the upgraded rail signalling system at the Bank Street, Traralgon and the Princes Highway Intersection; and**
- 2. requests a detailed delivery schedule from the responsible agencies outlining timelines for completion of the system, inclusive of the activation of the Traffic Signals.**

Signed

Cr Joanne Campbell

04 February 2026

Attachments

Nil

2026/02 ADVOCACY FOR INCREASED RECOGNITION OF GUIDE DOGS

I, Cr Sharon Gibson, hereby give notice of my intention to move the following motion at the Council Meeting to be held on Monday, 23 February 2026:

That Council:

- 1. notes the essential role of guide dogs and assistance dogs in enabling people with a disability to safely and independently participate in the community;**
- 2. supports amendments to the *Domestic Animals Act 1994 (Vic)* to:**
 - a) explicitly recognise guide dogs and assistance dogs as essential disability aids;**
 - b) recognise that an attack or other interference by a dog towards a guide dog or assistance dog can have non-physical impacts that compromise the animal's capacity to perform its trained functions, which in turn directly affects the safety and independence of the person with a disability; and**
- 3. requests that the Mayor write to the State Government advocating for a review of the *Domestic Animals Act 1994 (Vic)* to specifically provide for physical and non-physical harm caused to guide dogs and assistance dogs.**

Signed

Cr Sharon Gibson

16 February 2026

Attachments

Nil

2026/03 IMPACTS OF V/LINE TRAIN TIMETABLE CHANGES ON GIPPSLAND COMMUTERS

I, Cr Sharon Gibson, hereby give notice of my intention to move the following motion at the Council Meeting to be held on Monday, 23 February 2026:

That Council:

- 1. notes the recent changes to the V/Line Gippsland timetable introduced on 1 February 2026 as part of the State Government's Big Switch timetable review;**
- 2. acknowledges that the earliest Gippsland service to Southern Cross now arrives in Melbourne later and this service previously enabled Gippsland residents—particularly tradespeople and other early-shift workers—to reach workplaces in Melbourne by 7:00am;**
- 3. recognises the concerns raised by local residents who can no longer arrive at work on time due to the altered service, and the potential impacts this may have on employment, commuter behaviour, and retention of skilled workers within the region;**
- 4. requests that the Mayor write to the Minister for Public and Active Transport outlining Council's concerns and seeking:**
 - a) a review of the decision to alter the earliest service; and**
 - b) consideration of reinstating an earlier arrival time to support Gippsland commuters.**

Signed

Cr Sharon Gibson

17 February 2026

Attachments

Nil

STRATEGIC ITEMS FOR DECISION

9. STRATEGIC ITEMS FOR DECISION

Item Number 9.1

23 February 2026

Infrastructure and Sustainability

COMMUNITY CONSULTATION UPDATE - FUTURE OF 1 MITCHELLS ROAD (MOE GARDENS CARAVAN PARK) SITE

PURPOSE

To provide an update on the future of 1 Mitchells Road (Moe Gardens Caravan Park) site lease investigations.

EXECUTIVE SUMMARY

- Following community consultation on the future use of the 1 Mitchells Road, Moe site Council resolved in November 2025 to receive a further report on the options available regarding the operations of a caravan park at the site.
- It is considered there are currently 3 options available to Council:
 - Extend the current operators lease by up to 12 months, to enable the compliance audit and operating model feasibility to be completed;
 - Transition the operations of the park to Council for day-to-day management and oversight; or
 - Close the park until the compliance audit and feasibility study of operating models are completed.
- As part of consideration of these options, Officers have undertaken a benchmarking exercise, including other Councils, to understand the most effective process.
- All Council's benchmarking utilised a caravan park specialist consultant to assist with compliance assessments, operating model feasibility and possible expression of interest campaigns.
- Prior to determining the most feasible operating model for the site, a compliance audit is required to be completed to determine the current state of the assets within the park and the investment required to continue to operate the caravan park.
- Following the audit, a feasibility into various caravan park operating models (tourism park, short-term accommodation park, temporary worker accommodation park) would be completed to identify the capital investment required to support a future park.

- The expected timeframes for the completion of the audit and subsequent feasibility study are approximately three months; any future Expression of Interest (EOI) and onboarding or transition process is estimated to take an additional six to nine months.
- The current lease expiry is 31 May 2026 and DEECA have confirmed they can support a short-term extension to the current operator's agreement of up to 12 months to enable the aforementioned steps to occur.
- Extending the current operators lease agreement by 12 months is considered the preferred option given the risks and benefits associated with each option.

OFFICER'S RECOMMENDATION

That Council:

- 1. in its capacity as Committee of Management for the land at 1 Mitchells Road, Moe, known as Moe Gardens Caravan Park (the Land) under the *Crown Land (Reserves) Act 1978* (the Act), approves a variation to the lease of the Land between Council and 161 Business Pty Ltd (the Lease) to extend the term of the Lease for a twelve (12) month period commencing on 1 June 2026 with an expiry date of 31 May 2027;**
- 2. authorises the Chief Executive Officer to:**
 - a. finalise the terms of the variation including rental and any minor amendments to terms and conditions of the Lease where deemed appropriate by the Chief Executive Officer;**
 - b. seek the approval of the Minister to the variation pursuant to section 17D of the Act; and**
 - c. subject to receiving approval of the Minister, finalise and execute all documents required to give effect to the variation.**

BACKGROUND

The Moe Gardens Caravan Park is situated at 1 Mitchells Road, Moe, the site is Crown land with Council the appointed Committee of Management. The operations of the caravan park are delivered by a third-party operator (161 Business Pty Ltd), who has a lease agreement with Council.

Council undertook extensive community consultation in September 2025 regarding the future of the Moe Gardens Caravan Park (1 Mitchells Road, Moe) site, to understand the community's sentiment towards the caravan park.

The campaign generated 223 responses with 80% in favour of retaining the caravan park in some format.

Following the community engagement process, in November 2025 Council resolved that it:

- 1. receives and notes the public submissions providing input into the future of Moe Gardens Caravan Park, 1 Mitchells Road, Moe and thanks the community for their feedback; and*
- 2. requests a report be presented at the February 2026 Council Meeting detailing the options available to continue to operate a caravan park at 1 Mitchells Road, Moe.*

In preparation for the February report, officers benchmarked with Councils who have recently undertaken similar projects with similar site ownership arrangements. The most relevant benchmarked site was Wellington Shire, who had similar situations with both Loch Sport and Woodside Beach caravan parks. They engaged an external consultant to undertake a compliance report and then lead the EOI process for the selection of a future operator.

Council officers have undertaken initial discussions with various consultants who specialise in the caravan park sector, each consultant recommended the initial step in the process should be a compliance audit to understand the state of the caravan park before undertaking any feasibility into an operating model and potential selection process to appoint a new operator.

ANALYSIS

Based on the feedback of the industry, further investigation is required before determining the future operating model of the site.

A compliance audit will include the following:

- Auditing the existing access to power, water, wastewater;
- Paths of travel including mandatory access;
- CFA compliance requirements; and
- Appropriateness of public assets (playgrounds, camp kitchens, amenities blocks, laundry services) for the type of caravan park operations.

Following the compliance audit being complete a feasibility study of the various operating models will then be prepared.

The feasibility study will consider:

- Existing assets (and their condition) and the potential investment required to deliver a park;
- Current use of the park and the complimentary models that would have the greatest chance of success for a commercial operator; and
- Viability of various operating models within the location (tourism park, short-term accommodation park, temporary work accommodation park).

Given the complexity of the requirements to operate a caravan park and the niche sector of caravan park management, an external consultant will be engaged to undertake this work.

It is anticipated that this work will take approximately three months to complete.

OPTIONS

Council has several options available for consideration in relation to the future operation of the Moe Gardens Caravan Park.

Option 1 – Extend the current operators lease by up to 12 months, to enable the compliance audit and operating model feasibility to be completed (officer’s recommendation)

By extending the lease arrangement, the park’s day to day management and oversight continues. This will allow officers to work with consultants to determine the state of the current infrastructure and identify the most appropriate operating models for the site. The risks to Council and existing tenants are minimised via this approach.

Option 2 – Council oversees and manages the day-to-day operations

Returning the day-to-day operations of the caravan park would allow those residing within the park to remain in-situ. This would divert Council resources to the management of the park, resulting in a prolonged process in assessing the current infrastructure (lack of operational knowledge). The risks to Council are escalated with this approach.

Option 3 – Close the park until after the completion of the compliance audit and feasibility of operating models are completed

This is option would allow the compliance audit to be completed and the operating model to be finalised as quickly as possible, however this is not a recommended option as it would require the displacement of the individuals that are currently residing within the park.

To provide consistency to the parks operations, it is proposed that an extension of up to 12 months be offered to the existing operator (Option 1).

The current lease agreement for the site has no further terms available, however the existing arrangement has been in place for 18 years, which is less than the maximum 21 years allowable under the Crown Land (Reserves) Act 1978. As such DEECA is willing to grant a short-term (12-month) extension to enable the park to continue to operate whilst a process is undertaken.

The immediate next steps are to appoint a consultant to complete a compliance audit and then a subsequent feasibility study be undertaken on the various operating models available to Council.

This information will be presented back to a future Council meeting for a decision on the future operations of the park.

RISK ASSESSMENT

RISK	RISK RATING	TREATMENT
SERVICE DELIVERY Service interruption without a formal agreement with an operator.	High <i>Possible x High</i>	Offer an extension with the existing operator whilst the assessment and subsequent EOI process is undertaken.
FINANCIAL Unexpected cost escalation through the management of the site, leading to an unknown financial commitment.	Medium <i>Possible x Moderate</i>	Compliance audit will identify the critical infrastructure and estimate the financial investment required.
STRATEGIC Misalignment of operator and Council's expectations for the site	Medium <i>Possible x Moderate</i>	The compliance audit and delivery model assessment will minimise this risk, through clarifying the Council's vision for the site and appointing an operator to deliver this vision.

CONSULTATION

Extensive community consultation has been undertaken in September 2025; the campaign generated 223 submissions. 80% of the submissions were in favour of retaining the caravan park in some capacity.

COMMUNICATION

Direct communication with the site operator and site holders will be completed as part of the preparation of the Council report.

DECLARATIONS OF INTEREST

Officers preparing this report have declared they do not have a conflict of interest in this matter under the provisions of the *Local Government Act 2020*.

APPENDIX 1 IMPACT ASSESSMENT

Gender

A Gender Impact Assessment (GIA) under the *Gender Equality Act 2020* has not been conducted as this matter does not involve a program, service or policy with a significant and direct impact on the community.

Social

Direct communication with the site operator and site holders has been completed as part of the preparation of the Council report.

Cultural

Not applicable.

Health

Not applicable.

Environmental

Not applicable.

Economic

As part of the scope of work that will be used to engage a consultant, the economic assessment of the caravan park and the most appropriate operating model will be recommended.

Financial

The costs of the consultants to complete a compliance audit (and associated reports) is approximately \$30,000. This will be drawn from Council's Property Reserve allocated specifically for this site.

Attachments

Nil

ECONOMIC DEVELOPMENT STRATEGY 2026-31

PURPOSE

To present the Economic Development Strategy (EDS) 2026-2031 for Council adoption.

EXECUTIVE SUMMARY

- At the Council Meeting held on 27 October 2025, Councillors endorsed the draft Economic Development Strategy (EDS) 2025-2031 to proceed to community consultation for a period of four weeks. This consultation period was extended until early January to allow the community ample time over the busy lead up to Christmas.
- In the development of the draft EDS, extensive consultation was undertaken with Councillors and 42 organisations across various sectors, including business, industry, government departments, education, health, and the energy sector. These consultations were conducted through out-of-session briefing, online, and face-to-face interviews and provided critical insights that directly shaped the vision, themes, and objectives.
- Community consultation communication channels included advertising in the Latrobe City Connect Corporate Electronic Direct Mail (EDM), Facebook and LinkedIn, Social Media posts, as well as inclusion in the Council meeting wrap up.
- There was a total of 134 visits to the Have Your Say page and feedback was received from one community member with a positive comment.
- Following Council briefing on 2 February 2026, there were some minor changes to the draft EDS and the timeframe was changed to 2026 to 2031 and is now presented to Council for consideration and endorsement (as shown in **Attachment 1**).
- The EDS is anchored by a vision statement and structured around five themes.
- Each theme is driven by clear, bold objectives aimed at transforming Latrobe City's economy and has three delivery horizons, which include:
 - **Horizon 1:** Protecting the fundamentals (protect our strengths);
 - **Horizon 2:** Diversifying the fundamentals (leverage our strengths); and
 - **Horizon 3:** Reinventing the fundamentals (transform our strengths).

- An Action plan forms parts of the EDS and Officers will provide progress reports against the Action plan to Council. Annual implementation plans will be developed over the life of the strategy.

OFFICER'S RECOMMENDATION

That Council:

- 1. adopts the Economic Development Strategy (EDS) 2026-2031; and**
- 2. notes that after adoption, the Economic Development Strategy (EDS) 2026-31 will be published on the Council's website; and**
- 3. notes that Officers will present a report to the February 2027 Council meeting on the progress of the action plan.**

BACKGROUND

The EDS 2026–2031 is anchored around five themes and aligned to a long-term vision for Latrobe City’s economic future.

Following community consultation of the endorsed draft Economic Development Strategy, one response was received as follows: *‘Loved the inclusion of progressive procurement’*. This was a comment only with no action resulting from this feedback.

The EDS’ Vision is

‘Latrobe City will be a nationally significant industrial hub that is diverse, innovative, and highly productive. It will be a vibrant regional destination where people choose to live, visit, work, invest, and do business, creating a strong, inclusive economy where everyone can participate and thrive’.

Five themes have been developed to support the delivery of that Vision, and include:

- Theme 1: A place where people want to live, visit, work and invest;
- Theme 2: A diverse and resilient industrial base, built on our regional strengths and positioned for national impact;
- Theme 3: A future-ready workforce;
- Theme 4: An economy that benefits our community; and
- Theme 5: A place where starting and doing business is easy.

Each theme is driven by clear, bold objectives, designed to promote focused action and meaningful economic progress, and includes:

- Objective 1: Latrobe City strengthens its identity as a Regional City, celebrating township-level strengths to drive growth and regional pride;
- Objective 2: Latrobe City becomes a nationally significant industrial hub, known for innovation, infrastructure, and strategic partnerships;
- Objective 3: A sustainable funding model supports education and workforce development, ensuring residents are equipped to thrive in a changing economy;
- Objective 4: A new Latrobe City Economy Building Network brings anchor institutions and partners together to drive coordinated investment, lifting life prospects for residents and workers; and
- Objective 5: Latrobe City becomes Victoria’s regional capital for small business, backed by streamlined regulation, strong infrastructure, and targeted support.

Three delivery horizons will guide the action plans, ensuring that Council maintains their focus. These horizons include:

- Horizon 1: Protecting the fundamentals (protect our strengths);
- Horizon 2: Diversifying the fundamentals (leverage our strengths); and
- Horizon 3: Reinventing the fundamentals (transform our strengths).

It must be noted that the implementation of all action items will be subject to future budget allocation.

ANALYSIS

Extensive consultation took place with Councillors and 42 organisations across various sectors, including business, industry, government departments, education, health, and the energy sector in the development of the strategy. These consultations were conducted through out-of-session briefing, online, and face-to-face interviews and provided critical insights that directly shaped the vision, themes, and objectives.

The engagement process was structured around three key layers to ensure a comprehensive and inclusive approach:

- Councillor engagement to ensure elected representatives' insights and priorities informed the development of the draft EDS 2026 – 2031;
- Deliberative engagement with business and industry leaders, education providers, and government departments; and
- Community consultation through the Have Your Say platform, capturing broader community views and priorities.

When reviewing the consultation feedback, officers identified the following themes:

- Attracting new businesses, with the goal of creating new jobs and diversifying the Latrobe economy based on the competitive advantages;
- Stakeholders identified a need for simpler approval processes to attract and support businesses to establish and maintain operations;
- There was strong backing for Latrobe City to maintain its standing as an energy powerhouse and reposition itself as Victoria's "New Energy Capital";
- Stakeholders emphasised the importance of leveraging the established industrial base, particularly the region's skilled workforce;
- Industrial zoning and strategic location provide a strong foundation to modernise and grow sectors;
- Opportunities for expansion were discussed as being in defence, clean technology and aerospace, with support for building local supply chains and industry clusters;
- Gaps in training and education were noted, with the need for improved education-to-employment pathways and a region-wide lifelong learning plan;
- Public transport constraints were raised as barriers to growth;
- Workforce attraction and housing challenges impact the region's largest employer, Latrobe Regional Hospital;

- The region’s lifestyle, affordability, and location were identified as major selling points, with stakeholders asking for continued promotion. Building on those stakeholders identified a desire for proactive marketing of available industrial and commercial land, including detailed site information and infrastructure readiness. This will support attracting investment and enable faster decision-making for businesses looking to establish or expand in Latrobe City; and
- Repurposed mine sites should be treated as long-term economic opportunities.

Incorporating the above feedback, the EDS sets out an actionable roadmap that leverages Latrobe’s competitive advantages and responds directly to local and industry needs.

RISK ASSESSMENT

RISK	RISK RATING	TREATMENT
STRATEGIC Failure to adopt the EDS reflective of the current economic environment risks not having clear direction to focus on, to improve and support our local businesses and industries.	Medium <i>Possible x Moderate</i>	Council to adopt the endorsed EDS 2026-2031.

CONSULTATION

The final consultation on the draft EDS was undertaken through Council’s Have Your Say Latrobe City platform and was open to the community from 14 November 2025 to 19 January 2026.

The Community consultation was advertising in the Latrobe City Connect Corporate EDM, Facebook and LinkedIn, Social Media posts, as well as inclusion in the Council meeting wrap up.

Only one comment was received from a community member, which stated: ‘*Loved the inclusion of progressive procurement*’. However, there were 134 visits to the site from the community. There were no changes needed to the EDS.

COMMUNICATION

Officers will contact the relevant groups to formally advise them of the outcomes.

DECLARATIONS OF INTEREST

Officers preparing this report have declared they do not have a conflict of interest in this matter under the provisions of the *Local Government Act 2020*.

APPENDIX 1 IMPACT ASSESSMENT

Gender

A Gender Impact Assessment (GIA) under the *Gender Equality Act 2020* has been conducted as the EDS 2026-31 has a significant and direct impact on the community (**Attachment 2**). There are no changes to the proposed to the EDS as a result of the GIA however, there will be consideration given to gender impacts in the implementation of the actions to deliver on the EDS.

Social

An adopted EDS will have positive long term liveability effect across the municipality.

Cultural

N/A

Health

N/A

Environmental

N/A

Economic

An adopted EDS will have a positive long term economic effect across the municipality.

Financial

There is no additional financial impact to the Council's budget associated with adopting the EDS. Tasks to be implemented will be subject to business unit resoruces and budgetary assesment.

Attachments

1. Economic Development Strategy 2026-2031
2. Economic Development Strategy - Gender Impact Assessment

9.2

Economic Development Strategy 2026-31

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Latrobe City Council's

Economic Development Strategy 2026 - 2031

Building a Diversified and Inclusive Economy

Version no. 1

Approval date: 00/00/2026

Review date: 00/00/2028



Latrobe City: A Diversified and Inclusive Economy

Document control

Responsible GM	Tim Ellis	
Division	Investment and Growth	
Last updated (who and when)	Adam Saddler Manager Business and Industry Development	3 Feb 2026

Document history		
Authority	Date	Description of change
Council	<Day, month and year>	<Insert detail of change to policy>
References		
Next review date	2028	
Published on website	Yes	
Document reference no.		

1. Executive Summary

Latrobe City Council's Economic Development Strategy 2026–2031 (The Strategy) outlines a bold, forward-thinking agenda to build a diversified, inclusive, and resilient economy that secures long-term prosperity for all.

The cornerstone of the Strategy is the vision of Latrobe City becoming a nationally significant industrial hub that is diverse, innovative, and highly productive. It's a vibrant regional destination where people choose to live, visit, work, invest and do business, where everyone can participate and thrive in a strong, inclusive economy.

The Strategy is structured around five key themes that reflect the drivers of change shaping the region's economic future. These themes define where Latrobe City will focus its strategic efforts to deliver meaningful and lasting impact:

The themes include:

- A place where people want to live, visit, work and invest.
- A diverse, resilient industrial base, built on regional strengths and positioned for national impact.
- A future-ready workforce.
- An economy that benefits our community, and

- A place where starting and doing business is easy.

Each theme is underpinned by a Transformative Ambition, which includes a bold goal that drives focused action, sets clear direction, and articulates Latrobe City's unique strengths and aspirations. These ambitions include:

- Latrobe City strengthens its identity as Gippsland's Regional City, celebrating township-level strengths to drive growth and regional pride.
- Latrobe City becomes a nationally significant industrial hub, known for innovation, infrastructure, and strategic partnerships.
- A sustainable funding model supports education and workforce development, ensuring residents are equipped to thrive in a changing economy.
- A new Latrobe City Economy Building Network brings anchor institutions and partners together to drive coordinated investment, lifting life prospects for residents and workers.
- Latrobe City becomes Victoria's regional capital for small business, backed by streamlined regulation, strong infrastructure, and targeted support.

Extensive consultation has taken place with businesses, industry, and the community in developing this Strategy.

The Strategy directly responds to the Latrobe City Council Plan 2025 –2029 Strategic Direction #1 Our Economy – Investment, Jobs, Growth

"We are committed to working with our community and key stakeholders to grow our local economy to provide a wide range of job opportunities, economic diversification, and attract investment."

To ensure transparency and track progress, Latrobe City Council will report annually on key performance measures, with baseline data established immediately following the formal endorsement of this Strategy. This ongoing monitoring will allow for adaptive management and continuous improvement in delivering the Strategy's goals.

2. Background

The Latrobe City economy is changing, from its traditional role as an energy powerhouse to a more diverse ecosystem that encompasses growing health, population-serving, specialist manufacturing, and knowledge-based services. As part of this transition, Latrobe City is actively seeking recognition as a nationally significant industrial precinct, a designation that reflects its existing infrastructure, strategic location, and critical role in supporting Victoria's and Australia's industrial future.

Knowledge-based services are central to this Ambition. They support innovation, research and development, advanced manufacturing, and clean energy technologies, all essential to building globally competitive and future-focused industries. These services also drive workforce development, smart infrastructure planning, and the digital transformation of traditional sectors. By embedding knowledge-based capability into its industrial base, Latrobe City strengthens its value proposition, attracts investment, and enhances long-term economic resilience.

Successful diversification requires support and collaboration across all tiers of government, proactive business leadership and investment across all sectors, and community buy-in. National recognition would accelerate this process, positioning Latrobe City as a strategic hub for innovation, production and transition in Australia's industrial landscape.

This economic development strategy aims to preserve historic strengths while moving forward to support thriving businesses and communities in the context of a changing Victorian economy.

This Strategy sets a framework for how Latrobe can leverage its strengths and capitalise on opportunities while also tackling existing and emerging challenges.

The Strategy draws on years of consultation with industry and the community and recent strategic and policy work. To this end, this document reflects expressed needs, ideas and aspirations, distilled into thematic categories to focus and simplify Council's efforts and decision-making.

This economic development strategy is presented in two parts. Part A provides the strategic context in which this economic development strategy was developed, and Part B contains the strategic directions that will drive our shared future.

Council's role in enacting change

Latrobe City Council can support the region's economic development through a range of functions, including infrastructure and service delivery, partnering with and supporting businesses, acting as an entrepreneur to directly drive change, and advocating and lobbying for change.

Council's initiatives can serve and support existing businesses and residents and attract new businesses and residents to diversify and strengthen the economy. The precise mix of activities will differ across the municipality, recognising that the business and community needs differ spatially and sectorally.

Council's economic development activities should also evolve over time, recognising that the stages of maintenance, growth and transformation are shaped by factors such as community expectations, the political environment and macro-economic influences.

Importantly, while Council plays a key role in *enacting* change, other levels of government, industry and community all have a role in *driving* change to create a prosperous future for all.

3. Strategy Snapshot

This Economic Development Strategy provides the framework to progressively consolidate the strengths of the Latrobe City area and diversify the economy to create a prosperous future for businesses and residents. Five themes represent the focus areas that will guide our strategic efforts, which will shape Latrobe's economic future. Each theme has a clear, bold goal that drives focused action and meaningful economic progress.

Vision				
Latrobe City is a nationally significant industrial hub that is diverse, innovative, and highly productive.				
It's a vibrant regional destination where people choose to live, visit, work, invest and do business, where everyone can participate and thrive in a strong, inclusive economy.				
Theme 1	Theme 2	Theme 3	Theme 4	Theme 5
A place where people want to live, visit, work and invest.	A diverse and resilient industrial base, built on our regional strengths and positioned for national impact.	A future-ready workforce.	An economy that benefits our community.	A place where starting and doing business is easy.
Objective 1	Objective 2	Objective 3	Objective 4	Objective 5
Latrobe City strengthens its identity as Gippsland's Regional City, celebrating township-level strengths to drive growth and regional pride.	Latrobe City becomes a nationally significant industrial hub, known for innovation, infrastructure, and strategic partnerships.	A sustainable funding model supports education and workforce development, ensuring residents are equipped to thrive in a changing economy.	A new Latrobe City Economy Building Network brings anchor institutions and partners together to drive coordinated investment, lifting life prospects for residents and workers.	Latrobe City becomes Victoria's regional capital for small business, backed by streamlined regulation, strong infrastructure, and targeted support.

Latrobe City Council's (Council's) Business and Industry Development Team and Investment Attraction team will lead the implementation of the Economic Development Strategy (EDS), through cross-divisional collaboration and active engagement with business, industry, community, and government partners.

Actions will be identified as part of this Strategy, with Council playing different roles depending on the nature of each action. Council may lead, partner, or advocate to support delivery, whether through direct action within its areas of responsibility, forming strategic partnerships, supporting business and investment activity, or advocating to other levels of government.

Ongoing monitoring and reporting of progress will guide the prioritisation and refinement of actions to ensure the Strategy's success.

4. Our Regional Profile



DRAWING KEY

<ul style="list-style-type: none"> LATROBE CITY BOUNDARY NETWORKED CITY <p>SETTLEMENT HIERARCHY</p> <ul style="list-style-type: none"> POPULATION CENTRES SUPPORTING NETWORK TOWNS DISTRICT TOWNS SMALL TOWNS RURAL LIVING PRECINCTS <p>SETTLEMENT GROWTH</p> <ul style="list-style-type: none"> PROMOTE FUTURE GROWTH SUPPORT FUTURE GROWTH MANAGE FUTURE GROWTH <p>OTHERS</p> <ul style="list-style-type: none"> BUILT UP AREAS 	<p>OTHERS</p> <ul style="list-style-type: none"> FLOOD AFFECTED LAND STRZELECKI-APLINE BIOLINK <p>MOVEMENT NETWORK</p> <ul style="list-style-type: none"> FREEWAYS/HIGHWAYS MAJOR ROADS PROPOSED PRINCES FREEWAY-TRARALGON BYPASS RAIL CONNECTION NETWORK CITY TRANSPORT CORRIDOR <p>ASSETS</p> <ul style="list-style-type: none"> MORWELL - TRARALGON EMPLOYMENT CORRIDOR (MTEC) OPEN CUT MINE LATROBE REGIONAL AIRPORT WATERWAY LAKE NARRACAN LATROBE REGIONAL HOSPITAL FEDERATION UNIVERSITY 	<p>OTHER STRATEGIES</p> <ol style="list-style-type: none"> PROTECT NATIVE VEGETATION AND BIODIVERSITY VALUES IN THE GREAT DIVIDING RANGE SOUTHERN FALL WORK WITH STATE GOVERNMENT TO PROVIDE DOMESTIC WASTEWATER TREATMENT SYSTEM FOR TOWNSHIP SUPPORT THE 'CORES AND LINKS' INITIATIVE AND PROTECT NATIVE VEGETATION AND BIODIVERSITY VALUES IN THE STRZELECKI RANGES
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October 2023

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This map illustrates the key economic assets, infrastructure, and growth areas that underpin Latrobe City's Economic Development Strategy.

4.1 Our Economic Profile

The following table provides a snapshot of The Latrobe City's economic profile.

Employment	Population	Tourism
Employment 34,765 (2025)	People 80,543 (2025)	Visitors 1.05million (2022)
Unemployment Rate 7.13% (2025)	Households 37,537 (2024)	Expenditure \$99.2 million (Q1 2024/25)
Youth Unemployment 23.12% (2025)	Additional people by 2046 13, 0084	Tourism Jobs 1603 (2024)
Participation rate 57.4% (2025)	Median Age 42 (2021)	
Labor Force 37,434 (2025)		
Gross Regional Product \$7.59 Billion (2025)		
Annual Economic Output \$17.2 billion (2024)		
Our Rate Revenue	Local Expenditure	
Commercial Rates (25/26) 8.4%	Total Local Spend \$348.5 million (2024/25)	
Industrial Rates (25/26) 4.9%		
Total Rate Revenue (25/26) 23%		

The top six industry sectors for employment are:

- Health Care and Social Services
- Retail Trade
- Public Administration and Safety
- Education and training
- Electricity, Gas, Water & Waste Services

Total Value-added in the area is estimated at \$7,186.170M. The major contributors to value-added are:

- Electricity, Gas, Water & Waste Services \$1,123.457M (15.6%)
- Rental, Hiring & Real Estate Services \$855.425M (11.9%)
- Health Care & Social Assistance \$788.188M (11.0%)

4.2 Our SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> - Well-serviced and affordable industrial land. - Availability of coal, which can be processed into various products (not just power generation). - Highly skilled workforce in trades, including engineering. - Relatively affordable residential land. - Regionally significant, specialised and growing health sector workforce. - Legacy transport and utility infrastructure connecting to power generation sites (only a strength if power generation sites can be rezoned for other industrial activity). - Access to the available health Precinct. - Strong regional transport and freight connectivity, including public and road transport connections to Melbourne. - Availability of water is vital to some agricultural sectors and some niche sectors. - Access to Industrial 2 Zone land, which is not common in the state of Victoria. - Regional headquarters for government agencies and major private operators. - Regionally significant education hub with the presence of Federation Uni and 3 x TAFE campuses. - Emerging tourism assets and events. - Continued health spending in the region. 	<ul style="list-style-type: none"> - Low ranking socio-economic status (4th most disadvantaged LGA in Victoria), including: <ul style="list-style-type: none"> - Lower levels of education are found when compared to the rest of Victoria. - Higher unemployment in the LGA. compared to the rest of Gippsland and to regional Victoria. - A higher share of households earning below \$1,000 per week compared to regional Victoria. - Youth 'drain' – young people are leaving the region for jobs and opportunities elsewhere in the state. - Generally, poor perceptions of safety across the LGA. - Fragmentation of the 'region', with a lack of external identity. - (compared to other major regional towns in Victoria). - The largest employment industries (healthcare and retail) do not generate appreciable exports. - Shallow professional and business services pool, resulting in high dependence on external inputs (i.e. from Melbourne or other regional towns). - Immature tourism/cultural visitor sector / not many tourisms pull (compared to other major regional towns in Victoria). - Environmental impacts linked to over a century of mining, a limited nighttime economy.
Opportunities	Threats
<ul style="list-style-type: none"> - Future Made in Australia – Federal Government emphasis on greater sovereign capability, onshoring high energy-intensive manufacturing. - Supply Chain opportunities with new energy industries. - Alignment with Federal and Victorian Government priority sectors (mainly advanced manufacturing, healthcare, renewable energy, and circular economy). - Working with change agents and anchor businesses (e.g. departing/downsizing energy companies) to upskill and cross-skill 	<ul style="list-style-type: none"> - Closure of coal-fired power stations in 2028 and 2035 will reduce the region's largest export sector and will generate flow-on production and consumption impacts (i.e. impacts to supply chain firms and to firms which benefit from the spending of mining/energy worker wages). - Departure of skilled workers in the energy sector, particularly if there is a lag between the closure of power plants and new energy or engineering-based projects in the region. - Population growth is forecast to be slower than the Gippsland and regional

<p>the energy workforce and establish new sectors.</p> <ul style="list-style-type: none"> - The Victorian state government's housing targets an opportunity to increase the population. - Access to funding through policy alignment and strong government partnerships – the focus on a successful energy transition presents opportunities. - Peri-urban growth and related influence of metropolitan Melbourne. - Proposed investment in Gippsland region renewable energy projects (wind, solar, hydrogen, battery energy storage) and offshore wind farms, and related supporting infrastructure works. - Leveraging the Gippsland REZ and the SEC's plans to establish a Morwell presence. - Progressive local procurement from Council and other anchor tenants to increase demand for Latrobe City businesses. 	<p>Victoria average. In particular, the Baw Baw LGA is projected to have a similar population to Latrobe by 2036 (Victoria in Future).</p> <ul style="list-style-type: none"> - In addition to slow population growth in Latrobe City, the population is also ageing, with a proportionally larger senior/non-working age population compared to the rest of Victoria. - The growth of the south-eastern metropolitan corridor will congest and slow transport access to Melbourne. - Climate change and environmental shocks. - Further shifts in Government policy influencing industry.
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4.3 Our Community Profile

The following provides a snapshot of The Latrobe City's community profile.

Latrobe City Population

- Current population of 80,253 growing to 90,000 within the next 20 years.
- 2.2% of the population in Latrobe City is Aboriginal and/or Torres Strait Islander.
- Median age of 42 years with 17.8% aged 14 years and under, and 41.3% of population aged 55 years and above.

Employment

Income breakdown:

- 11.2% earn over \$91,000,
- 42.6% earn between \$26,000 and \$90,999, and
- 28.9% earn \$25,999 and under. o For the population 15 years and over, 54.1% are in the labour force. Of those, 33.8% work part time, 6.6% are unemployed and 7.3% were away from work.

Most prevalent cultural groups and languages spoken:

- 20.6% of people in Latrobe City were not born in Australia.
- England and NZ 3.7%, Netherlands and Philippines both 8%, India and Italy both 7%; and
- 8.8% - speak a language other than English, Italian 0.8%, Greek 0.4%, Mandarin 0.4%, Malayalam 0.3%, Tagalog 0.3%

Disability

- 8.9% of people in Latrobe City have a severe or profound disability and 14% provide unpaid assistance to people with a disability.
- 12.2% have a diagnosed mental health condition.

Latrobe City's Community Profile presents a number of economic development opportunities which are represented in this strategy and associated action plan.

The region's steady population growth from 80,254 to 90,000 in 20 years supports long-term planning for housing, retail, community infrastructure, and workforce development. -age families.

A relatively older population (Median age 42; 41.3% aged 55+; 17.8% under 14) means a higher demand for healthcare, aged care, accessible housing, and support services. As older residents retire, workforce shortages in these key sectors will need a focus on skills training, youth retention, and attracting working age families.

Aboriginal and Torres Strait Islander population (2.2%) lends to opportunities to support Indigenous-led entrepreneurship and small business, cultural tourism and arts, employment and training programs.

With only 11.2% earning over \$91,000, spending power is modest. This strategy encourages higher-value jobs (e.g. advanced manufacturing, renewables, digital industries) and strengthens small business support to increase profitability.

Labour force participation (54.1%) is lower than metro averages. To address this, there is a need for upskilling, training, and education-to-employment pipelines. Our higher unemployment (6.1%) requires investment in industry diversification, and transition pathways.-to-

Growing cultural diversity, with 20.6% of the population overseas-born, is an economic asset, supporting multicultural businesses, international cuisine, cultural festivals and tourism.

8.9% of our population have a severe or profound disability with 14% providing unpaid care. There is a need to promote accessible infrastructure, supported employment, and disability-inclusive hiring incentives.

12.2% of our population are diagnosed with a mental health condition which indicates a higher community need to grow the health and community services sector, which is already a strong employer in the region.

Bringing together the community and economic data, the Latrobe City profile has guided the development of the pillars that underpin this strategy namely a focus on workforce development, supporting local business, industry diversification, enabling population growth and liveability.

5. Our Future

Latrobe City will be a thriving, inclusive and resilient regional economy powered by innovation, clean energy, and a skilled workforce.

We will lead Victoria's energy transition while building a diverse economic base that creates lasting opportunities for all.

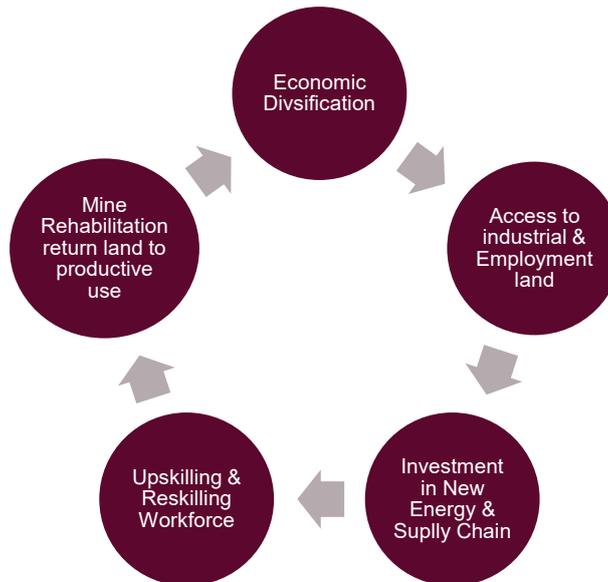
Latrobe City's future prosperity will be underpinned by its affordable and accessible residential and industrial land, a highly skilled and energy-literate workforce, and the strength of its engineering and growing services sectors. With strategic planning and targeted investment, Latrobe is well-positioned to leverage its legacy industries while embracing new economic frontiers.

5.1 Turning Challenge into Opportunity

Latrobe City is undergoing one of the most significant economic transitions in its history. The scheduled closures of Yallourn W in **2028** and Loy Yang A by **2035** are projected to reduce Gross Regional Product (GRP) by up to **16%**, unless proactively and strategically managed. While this

presents a serious economic challenge, it also offers a once-in-a-generation opportunity to reshape and future-proof the region's economy.

The transformation away from traditional energy and extractive industries, while challenging, creates significant opportunities for Latrobe City, including:



5.2 Building a Stronger and More Diversified Economy

Economic development is more than growth alone; it is about people, place, and purpose. For Latrobe City, the quality and inclusivity of economic transformation will matter as much as scale. A prosperous future means:

- Enhancing liveability and social cohesion.
- Encouraging community ownership of the transition process.
- Ensuring equitable access to education, jobs, and opportunities.

5.3 The Road to our Future

In Latrobe City, the quality of economic growth and change will matter. The road to our future needs to build on the strengths and capitalise on the opportunities that make Latrobe City unique, while addressing existing relative weaknesses and mitigating potential future threats.

6. Our History

6.1 The Formation of Latrobe City

Latrobe City was officially established in 1994, following the Victorian local government restructure, which aimed to streamline administration and improve service delivery. It was created through the amalgamation of several former municipalities, including the City of Moe, City of Morwell, City of Traralgon, Shire of Traralgon, and parts of the Shire of Narracan and Rosedale.

This unification brought together a diverse mix of towns and rural communities under one regional government. Today, Latrobe City encompasses the major centres of Moe, Morwell, Traralgon, and Churchill, as well as surrounding townships and rural areas.

6.2 A Proud History of Powering Victoria

Latrobe City's development accelerated in 1918, with the establishment of the State Electricity Commission (SEC). For over a century, the region has generated most of Victoria's electricity through coal-fired power generation. This industry not only powered the state's growth but also shaped the identity and livelihoods of countless local families. It is a legacy the region is proud of.

From the 1920s onwards, waves of migrants arrived in the area, drawn by employment opportunities in the growing mining and energy sector. This trend intensified after World War II, leading to a migrant population in Latrobe City that remains proportionally higher than the Victorian average today.

To support the energy sector's technical demands, the SEC was established at the Yallourn Technical School in 1928. Over the decades, it evolved into Monash University Gippsland in 1990, and later into Federation University Gippsland in 2014, a testament to the region's long-standing reputation for engineering and technical excellence.

6.3 Economic and Employment Impacts

For decades, Latrobe City's mining and energy industries directly supported thousands of local jobs and indirectly sustained many more through demand for inputs and services, and through local spending by workers and their families.

However, the region's traditional energy role began to change in the 1990s. The privatisation of the SEC, starting in 1991, resulted in high unemployment and a major loss of skills and capacity. Approximately 8,000 of the 10,000 workers in the sector lost their jobs. The shift to contract-based work further disrupted the local economy and undermined long-standing supply chains.

Since 1992, mining Gross Value Added (GVA) across the Gippsland region has declined by around 64%. Latrobe City has borne much of this impact, with local GVA falling from \$8.8 billion in 1992 to \$5.8 billion today, largely due to the decline in high-value mining and energy generation roles. Despite this, Latrobe City continues to produce the highest GVA of any LGA in Gippsland, reflecting its role as a Gippsland Regional City.

6.4 A Community of Resilience

Over the past decade, Latrobe City has faced a series of significant shocks ranging from shifts in government policy and priorities to natural disasters such as the 2019 Traralgon floods, the 2014 Hazelwood Mine Fire, the 2017 closure of the Hazelwood Power Station, and the widespread impacts of the COVID-19 pandemic. Many of these events occurred suddenly or with little time for planning. Yet the Latrobe City community has demonstrated remarkable resilience, coming together to support one another and adapt in the face of adversity.

6.5 From Legacy Industries to Emerging Opportunities

Today, Latrobe City retains a strong manufacturing base, once primarily linked to the mining and energy sector but now actively diversifying into food production, defence, aerospace, and other advanced industries. The region's engineering expertise remains a competitive strength, offering significant potential as state and federal governments push to diversify the economy and invest in renewable energy, advanced manufacturing, and growing services sectors.

This evolving industrial landscape, underpinned by a highly skilled and energy-literate workforce, positions Latrobe City to not only manage the transition but to lead it.

7. Strategic Direction

7.1 Our Vision

Vision

Latrobe City is a nationally significant industrial hub that is diverse, innovative, and highly productive.

It's a vibrant regional destination where people choose to live, visit, work, invest and do business, where everyone can participate and thrive in a strong, inclusive economy.

This vision builds on the existing strengths, resilience, and proud industrial identity of Latrobe City, while also looking ahead to a more diverse, modern, and future-ready economy.

Latrobe City faces real challenges but also great opportunities. Meeting those challenges will require bold action and shared commitment from all levels of government, industry, and the community. By working together with a clear purpose and embracing innovation, inclusive development, and enterprise, we can unlock new industries, attract investment, and create wealth and opportunity for current and future generations.

7.2 Creating Positive Change

A wide range of macroeconomic, local social, and environmental factors influence the Council's ability to drive positive change and achieve the vision for Latrobe City.

To help focus strategic efforts and respond to this complexity, the Five Themes of Change have been developed. These themes identify key areas of opportunity and challenge, guiding the Council's role in supporting a more diversified, vibrant, resilient, and inclusive economy.

The Themes of Change also serve to simplify a complex policy and economic landscape, directing Council initiatives that strengthen Latrobe's business and community ecosystem. They are informed by the SWOT outlined in Our Economic Landscape.

8. Three Horizons of Economic Development

Effective economic development strategies contain initiatives ranging from practical day-to-day actions to bold, transformative efforts. This range of approaches is best understood through a framework that structures change across three horizons—each representing a different stage of economic evolution and opportunity.:



- **Horizon 1: Protecting the fundamentals (protect our strengths)**

Focused on safeguarding existing core industries and competitive advantages—particularly in areas where Council has direct influence. This horizon is about maintaining stability and securing the foundations of Latrobe City's economy.

- **Horizon 2: Diversifying the fundamentals (leverage our strengths)**

This stage leverages current strengths and responds to broader economic trends to broaden Latrobe's economic base. It involves accelerating change already underway and pursuing new opportunities that complement existing capabilities.

- **Horizon 3: Reinventing the fundamentals (transform our strengths)**

Representing a significant transformation, this horizon embraces new industries and innovation while building on existing infrastructure, skills, and assets. It looks to position Latrobe as a future-ready, adaptive economy.

To ensure long-term success, Council must maintain focus across all three horizons at once, preserving what works today, building momentum where change is occurring, and preparing for the future.

9. Council's Role in Delivery

Council cannot deliver the full scope of this Strategy alone. Instead, actions identified in the Strategy are categorised into four roles, reflecting the different ways Council contributes to economic development:

- **Lead:** Delivering actions within Council's direct responsibilities, such as planning, infrastructure, regulation, business support, and investment attraction.
- **Partner:** Working with others to deliver shared outcomes, including other levels of government, industry, and community organisations.
- **Advocate:** Lobbying or influencing external decision-makers to secure investment, policy changes, or other support—particularly from State and Federal Governments.
- **Entrepreneur** – Taking bold, strategic steps using Council land and resources to unlock new opportunities or drive innovation where traditional approaches may fall short.

9.1 Role Matrix

Role	Definition	Examples of Council Activity
Lead	Council acts as the primary driver of the initiative.	Business support Investment attraction.
Partner	Council collaborates with other stakeholders to co-deliver initiatives and share responsibility.	Joint projects with the State Government. Industry workforce programs Community development initiatives.
Advocate	Council advocates to decision-makers for community outcomes.	Advocating for transport or digital infrastructure. Advocating for funding and

Entrepreneur	Council takes bold, strategic action using its land, assets, or resources to unlock opportunities.	policy change. Unlocking Council land for development. Public-private partnerships.
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10. Themes of Change

Theme 1: A Place where People want to Live, Visit, Work and Invest.

Latrobe City strengthens its identity as Gippsland’s Fourth Regional City, celebrating township-level strengths to drive growth and regional pride.

Economic logic

Latrobe City is one of Victoria’s regional cities, along with Geelong, Ballarat, and Bendigo. Unlike these single-centre cities, Latrobe City is defined by a network of distinct urban areas — Traralgon, Morwell, Moe/Newborough, and Churchill. This decentralised structure presents both challenges and opportunities in shaping the city's long-term economic future.

As outlined in the Latrobe City Planning Scheme, each township has developed a unique role:

Churchill has several significant education providers, including Federation and Monash Universities. It operates as a local service centre, though its industry and commercial activity are smaller in comparison to the other major towns. It has a sufficient long-term supply of residential land that contributes to the diversity of residential land and housing.

The **Moe** and **Newborough** urban areas are joined, creating a single urban settlement that is serviced by the Moe Primary Activity. Moe-Newborough is the first of the four major towns from Melbourne and consequently is identified as the ‘Gateway to Latrobe’. Opportunity presents to increase the tourism potential for this town with strong connections to outdoor recreation and the snow. Moe also has industrial zoned land with opportunity to attract new industry and small-scale manufacturing.

Morwell accommodates transport and government services, as well as manufacturing, power and other industrial activities. Major industry is located and established in and around Morwell, with significant opportunity to locate large format heavy industries to the south of the Princess Highway. Industrial zoned land to the east of the township has access to infrastructure that supports high-level research, manufacturing, food processing, service industry and transport/distribution capabilities.

Traralgon is the largest of the four main towns in Latrobe. It is the key Regional Retail Centre for Gippsland. Traralgon is experiencing a higher population and urban growth. This trend is expected to continue.

While these defined roles offer a useful framework, the fragmented settlement pattern can limit infrastructure efficiency and make it harder to achieve the economies of scale seen in more consolidated regional centres. Businesses may struggle to access a concentrated local workforce, and Council efforts to create high-quality urban environments are stretched across multiple locations.

However, there is significant untapped potential to amplify and align these identities through strategic marketing, investment attraction, and government engagement. With the right positioning,

Latrobe City can build a stronger, more cohesive business identity as a modern, connected regional hub.

Latrobe City's recent history of economic transition has affected both perception and performance. Population growth has lagged much of regional Victoria, driven by youth outmigration, an ageing population, and limited local job growth. These demographic trends are expected to continue.

By 2036:

- The number of residents aged 0–14 is projected to fall by approximately 1,500.
- The 15–24 age group will remain static.
- The 65+ population will grow by more than 8,000.

This shift signals a rise in smaller households, changing housing needs, and evolving consumer demands, all of which must be factored into future economic planning.

Attempting to position Traralgon, Morwell, and Moe–Newborough as having similar economic identities risks diluting their potential and spreading resources too thinly, ultimately slowing employment growth and investment. Instead, a clear unity of purpose is needed: a cohesive, city-wide economic marketing strategy that highlights distinguished but complementary roles for each township.

Marketing Latrobe City as a clustered regional economy rather than a fragmented collection of towns will help drive coordinated growth. Stronger transport connectivity between townships will be essential to this vision, enabling shared access to jobs, services, education, and amenities.

Beyond growing the economy, reinforcing the cultural and business identities of each township will encourage more local spending, reduce economic leakage, and attract visitors and investment from across Gippsland and beyond. This approach, referred to as recognising the value of specialisation and coordination over duplication.

Traralgon and Morwell currently form the primary population and employment core of the municipality. Their long-term integration through the Morwell–Traralgon Employment Corridor will help create a more connected urban centre over the next two decades. Within this networked model, each township can continue to evolve as part of a unified but diverse regional city.

Moe and Newborough present a unique opportunity within Latrobe City due to their strategic location as the closest townships to Melbourne. This proximity positions the area to attract population growth from individuals and families looking to relocate from the metropolitan area in search of more affordable housing and a regional lifestyle. The townships can also benefit from their gateway position to major nature-based tourism destinations such as Mt Baw Baw, creating potential for investment in accommodation and tourism services. In addition, Moe is well-placed to evolve into a creative industries hub, building a distinct economic identity that complements the broader municipality.

The Lake Narracan development offers an opportunity to support population growth through the development of residential and recreational options that increase liveability.

Churchill, currently identified as Latrobe City's university township, holds significant potential for further development as an education and innovation precinct. With Federation University at its core, Churchill can support population growth and local employment by enhancing its offering through the development of student accommodation and associated services. Strengthening Churchill's role in education will not only attract new residents and students but also support the diversification of the local economy and knowledge sector.

This theme really emphasises the need for Latrobe City to fully embrace and understand the differing business landscapes of each township and to target the specific industries needed to support their growth. Within this networked model, each township can continue to evolve as part of a unified but diverse regional city.

How would success be measured:

- ABS Census & Labour Force Data
- The Latrobe Gift card numbers
- Planning permits residential and commercial
- Business permit approvals
- Perception surveys on township brand identity
- Vacancy rates for town centres

Achieving this Ambition would:

- Increased community awareness of the economic identity of each township
- Increase government awareness of the economic identity of each township
- Increased employment growth in the township
- Increase local consumption
- Increased new business registration across the township
- Investment levels (public + private) by location and industry
- Decreased vacancy rates

Horizon	Action	Role
First Horizon Protect our Strengths.	Create individual investment profiles and opportunities for the townships and their collective role from an investment standpoint.	Lead
	Promote Latrobe City as Gippsland's Regional City	Lead
	Plan placemaking activities to deliver on the economic identities of each town	Lead
	Improve community safety in townships.	Advocate/Partner/Lead
First Horizon Protect our Strengths.	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	Lead
	Create an investment prospectus for key precincts and industries	Lead
	Package and promote land availability	Lead
	Implement recommendations of the Township Plans.	Lead
Second Horizon Leverage our strengths	Advocate for funding streams that will activate employment land.	Advocate
	Establish youth-focused forums to co-design pathways to local carers and	Lead

	training incentives for local hiring, internships, and start-up incubation.	
	Develop an integrated transport plan, with a focus on improving links within and between the townships.	Lead
	Explore further opportunities to attract increased visitation to each small-town centre, acknowledging each town's unique features and attractions. This may involve creating a small-town trail, promoting local food, produce, arts and holding festivals and events.	Lead
	Deliver a temporary and key worker accommodation strategy	Lead
	Seek Relevant regulatory approvals from CASA to future-proof Advance Air Mobility.	Lead/Partner
Third Horizon Transform our strengths	Advocate for improved public transport.	Advocate

Theme 2: A Diverse and Resilient Industrial Base, built on our Regional Strengths and Positioned for National Impact.

Latrobe City becomes a nationally significant industrial hub, known for innovation, infrastructure, and strategic partnerships.

Economic logic

Latrobe City reflects a vertically integrated economy, with a mix of small to medium-sized businesses supporting coal mining functions, and coal mining supporting energy generation. The strength and scale of this vertical integration has propelled Latrobe City to its current economic position, yet it also presents the region's largest challenge. With Yallourn W due to close in 2028 and Loy Yang A planned for closure in 2035, the industry mix must diversify further to mitigate adverse shocks that could ripple throughout the regional economy.

As mining and traditional energy generation decline, Latrobe City businesses and workers must reorient their engineering skills into future industries that support policy objectives of the Victorian and Australian governments.

The advance of energy generation technologies and changing policy objectives has seen declining demand for Latrobe City's coal-fired power stations. While this trend presents challenges, it also presents opportunities – more than any other Victorian regional centre, Latrobe City is set to have a large pool of energy and engineering-literate workers and technical innovators who are eager and able to reorient their skills to advance Australia's future industries.

The pipeline of planned energy projects in the Gippsland region totals approximately \$50 billion of investment. This project pipeline, together with a Federal Government priority to 'onshore' manufacturing and production capability, and a focus from the Victorian Government on new industries, creates an environment for Latrobe City to preserve historic strengths while

diversifying in related but distinctly different sectors that leverage the capabilities of the existing energy and engineering literate workforce.

Clear opportunities exist to maintain Latrobe City's energy generation and supply role, particularly with the designation of the Gippsland Renewable Energy Zone, with other opportunities spanning the manufacturing, circular economy, and knowledge sectors, noting that the circular economy sector has restrictions based on the availability of waste.

The positive prospects for the region to capitalise on its industrial heritage are illustrated by the success of the Gippsland Logistics and Manufacturing Precinct (GLAMP), a Council-led development of serviced industrial land in the region. A second phase for this initiative should be considered.

Health and education activities, which are already strong in the region, can be leveraged into research, commercialisation of opportunities and employment. The Latrobe Health Innovation Zone is unique and therefore serves as a potential competitive advantage. These factors combine to create the opportunity for Latrobe City to operate as the health "hub" in a hub-and-spokes model in the context of greater Gippsland.

If ambitions in the energy, engineering, knowledge economy, and health sectors are realised, other parts of the local economy will be lifted alongside them. This growth will drive increased demand for professional and technical services, an expanded transport and logistics sector, and a stronger visitor and hospitality economy—particularly as inter-regional engagement and business-to-business interactions increase.

Latrobe City's success as Gippsland's premier events destination, along with the strength of the visiting friends and relatives' market, plays a key role in supporting the local economy. There are strong opportunities for growth across several areas, including major events, First Nations cultural tourism, town centre revitalisation, industrial heritage, expanded creative industries, and nature-based tourism, further positioning Latrobe City as a leading regional destination.

A vibrant hospitality and accommodation sector is likely to grow in parallel with the continued delivery of major events and the expansion of engineering, business services, and visitor-related activities.

Growing Latrobe City's visitor economy is critical to supporting the municipality's ongoing economic transformation, with key benefits including new revenue opportunities, job creation, opportunities for entrepreneurship and enhanced liveability.

Supporting this transformation is the Aboriginal Economic Development Strategy, which aims to drive the growth and success of Aboriginal businesses and their contribution to the region's economy. The skills and knowledge of Aboriginal people living in Gippsland can add significant value, particularly in areas such as Caring for Country, cultural tourism, environmental management, food and hospitality, and arts and design. Collaboration with the Aboriginal community through GLaWAC will be essential in successfully implementing this Strategy.

Ultimately, the diversification of Latrobe City's industries will help create a more resilient and balanced economy, one that better supports local residents while contributing to Victoria's broader economic goals. This diversification should pursue dual objectives: protecting and leveraging existing strengths, while also fostering the development of new and emerging industries.

How would success be measured:

- Gross Regional Product rates

- Employment/Unemployment rates
- Participation Rates
- Liveability Index
- Number of alliance meetings held
- Participation rate in alliance groups
- Business Concierge Engagement data

Achieving this Ambition would:

- Increase the size of the economy relative to trend
- Increase productivity per worker in the manufacturing sector
- Increase the share of jobs in knowledge economy industries
- Increase visitor nights relative to trend

Horizon	Action	Role
First Horizon Protect our Strengths.	Promote the pipeline of industrial land supply in Latrobe City and deliver on the existing Latrobe Industrial & Employment Strategy.	Lead
	Revive and facilitate the Latrobe manufacturing alliance.	Lead
	Promote the availability of industrial zone 2 land	Lead /Promote
	Continue to monitor and support intensive agribusiness expansions and opportunities where viable.	Lead /Partner
	Maintain relationships with and support coal industry transition and initiatives, including diversification into other coal-related uses.	Lead
	Promote Latrobe City's business concierge service to industries most affected by industry diversification and to target growth industries.	Lead
	Identify international exporting businesses from Latrobe City and work with Global Victoria to enable them to find, hold and expand export markets – and promote successes.	Lead
	Develop a prospectus of 'Innovation in Latrobe', drawing on real-world examples of how the region has uniquely supported business establishment and growth in new sectors.	Lead /Partner
Second Horizon Leverage our strengths.	Develop a 10-year 'industrial' diversification plan that plays to the regional strengths, including emphasising the region's industrial capability. There should be a focus on monitoring, attracting, developing and promoting opportunities such as: <ul style="list-style-type: none"> - Engineering and advanced manufacturing, housing, coal- 	Lead / Partner/ Advocate/ Entrepreneur

Horizon	Action	Role
	related products, renewable energy infrastructure, food and fibre.	
	<ul style="list-style-type: none"> - Gippsland Logistics and Manufacturing Precinct (GLAMP) 2 - Latrobe Aerospace Technology Precinct. - Victorian Training Centre of new and/or renewable energy products (e.g. hydrogen) 	
	Prepare a Creative Industry and Cultural Strategy relevant and attuned to local history, residents, students, skills and capability to support creativity, human capital development and industry diversification.	Lead
	Activation of the Health Precinct and promotion of Health products, technology and service	Lead /Partner
	Update and deliver Council's Investment Roadmap to reflect the strength, deepening, and broad diversification strategies.	Lead
	Partnering and working on collaborative ventures with the Aboriginal Community through GLaWAC will assist in the implementation of the Aboriginal Economic Development Strategy.	Partner
	Leverage the strengths of Latrobe City's cultural assets to support creativity, community development and industry diversification through the creative sector.	Lead
Third Horizon Transform our strengths.	Develop a 10-year 'new sectors' plan which aims to explore new activity in the region, with a focus on industries that are currently underrepresented, and which can serve the broader Gippsland region and/or retain Latrobe resident spending within the region. This could include, but not be limited to, food processing and circular economy businesses.	Lead / Partner/ Advocate/ Entrepreneur
Third Horizon Transform our strengths.	Advocate to maximise mine rehabilitation to create an iconic attraction and add value to the region for future industry, environment, recreation, tourism, industry, and residential use.	Advocate

Theme 3: A Future Ready Workforce

A sustainable funding model supports education and workforce development, ensuring residents are equipped to thrive in a changing economy.

Economic logic

Tertiary educational attainment levels have historically been lower in Latrobe City than in other parts of regional Victoria, while trade qualifications have been higher, reflecting the need for labourers and technicians in the mining and energy generation sectors.

To take advantage of the opportunities for economic diversification and industry deepening, there is a need to upskill, cross-skill, and renew the workforce through training and retraining existing workers and residents and attracting skilled workers from outside the region.

Expanding the engagement of potential or existing workers in tertiary education and vocational training is a headline aim here, but there are many dimensions to the achievement of a future-ready workforce.

This includes understanding future workforce needs and rolling out training and programs in a way that matches the timing of need. Gaps are inevitable, so filling these with invitations to skilled migrants or attracting workers from elsewhere in Victoria and across Australia will be required. This requires navigating and understanding how to target and manage in-migration but also ensuring there are attractive townships for young workers and families, welcoming host communities, and suitable housing options.

Fortunately, Latrobe City's education institutions are well established and equipped to support the region's future workforce. The Federation University Gippsland campus already offers a range of STEM degrees, including engineering and engineering sciences, applied science, information technology, business, computing, mathematical sciences, physiotherapy, biomedical science, and more, and the 3 TAFE campuses provide students with a diverse mix of skills to support a cross-section of manufacturing, agricultural and energy-related industries.

Health and allied health services present promising opportunities for Latrobe City, particularly, with a notably ageing population and a well-established hospital network, the region is well-positioned to expand its health sector capacity. This growing demand for health services creates a strategic pathway to develop, attract, and retain skilled professionals in a range of medical and allied health roles.

By strengthening the local health workforce, Latrobe City can not only enhance access to care and improve the overall wellbeing of its communities but also stimulate broader economic benefits. Increased employment in the health sector has the potential to drive flow-on economic activity across townships, supporting local businesses and contributing to population retention and growth. This alignment between community needs and workforce development positions the health sector as a key enabler of long-term economic resilience and social prosperity in the region.

In addition to health, Latrobe City also benefits from a strong foundation in trades and technical skills. Building a high-skilled community in areas such as construction, engineering, electrical, and mechanical trades is essential to meeting current and future infrastructure demands across the region. Supporting vocational training pathways, apprenticeships, and industry partnerships will ensure the local workforce is equipped to support major projects, diversify the economy, and respond to emerging industry needs. This focus on trades complements health sector growth and forms a critical part of a balanced and resilient workforce strategy.

How would success be measured:

- Meeting frequency with the education sector
- Course numbers and participation targeted for youth unemployment
- Unemployment rate
- Youth unemployment rates
- Increase in the number of local tertiary qualifications, training apprenticeships and training programs.
- ABS data-skilled migration
- Employment rate
- Unemployment rate
- Census Data

Achieving this Ambition would:

- Increase enrolments in tertiary education and training courses within Latrobe City above trend
- Attract an increased share of skilled migrants above trend
- Unemployment in Latrobe City is equal to or lower than the rate in regional Victoria
- Educational attainment rates achieve parity with or exceed the averages achieved in all post-secondary categories in regional Victoria as a whole.

Horizon	Action	Role
First Horizon Protect our Strengths.	Strengthen relationships with Federation University and local TAFE and support them to grow and train the future workforce by better aligning education offer with future sector needs, including through innovative courses, connections with schools, awards for excellence and dedicated pathways for disadvantaged residents and workers.	Partner
	Address disadvantage and unemployment by providing more support for students from lower socio-economic groups through affordable short courses through Learn Local courses, TAFE and Federation University.	Lead / Partner
First Horizon Protect our Strengths.	Support the development of education and training institutions through partnerships promoting skills development within the local workforce, including support for the Morwell Innovation Centre and Teaching Space at the Gippsland Performing Arts Centre.	Partner
	Building on legislative requirements of the federal Net Zero Economy Agency (NZE), engage with Energy Australia, AGL, industry and training providers to influence and ensure that training and support are available for workers, contractors and businesses impacted by energy transition and restructuring.	Partner

Horizon	Action	Role
	Work with Latrobe Regional Health to understand workforce shortages and barriers, including accommodation.	Partner
Second Horizon Leverage our Strengths.	Develop a strategy to attract skilled business migrants to establish businesses, and skilled migrant workers, working with Global Victoria.	Lead /Partner
	Continue initiatives aimed at establishing engineering-related research and development agencies.	Partner
	Partner with industry and NZEA to inform their work relating to workforce development, which could include providing advice on: <ul style="list-style-type: none"> - the current workforce's skills and demographics - future workforce needs and the skills required. - workforce gaps - aligning upskilling with the emergence and growth of new opportunities, including in renewable energy activities - communicate future job opportunities and pathways for workers. - communication of worker capability and experiences externally 	Lead /Partner
	Establish cross-industry collaborations between key sectors in renewable energy development with research and entrepreneurial capability.	Lead / Partnerships
Third Horizon Transform our Strengths.	Establish a legacy training and educational trust fund to support students from disadvantaged and lower socio-economic groups in education and training, funded through Community Benefits contributions from the energy sector and other endowments.	Lead /Partnerships/Advocate

Theme 4: An Economy that Benefits our community

A new Latrobe City Economy Building Network brings anchor institutions and partners together to drive coordinated investment, lifting life prospects for residents and workers.

Economic logic

The 'old' SEC offered secure jobs and paid its workers well, but the value or surpluses created went to the Victorian Treasury, outside the city and region. Once privatised in the 1990s, the electricity industry sent a share of the profits overseas. The presence of these high-value mining and energy assets left a significant physical and environmental footprint, but not a significant economic legacy.

Even now, Latrobe City exports a lot of the value it creates and must import a lot of goods and services to sustain the local economy.

Input-Output modelling undertaken by SGS indicates that Latrobe City exports around \$6 billion in goods and services annually, with much of this being electricity distribution. A similar value is imported annually, with a large share of this being direct household consumption (e.g. online purchases which are transported into the region).

Exports by firms headquartered elsewhere and imports of goods and services represent potential 'leakages' of wealth outside the Local Government Area.

Over time, wealth leakages accumulate and can lead to systemic and intergenerational disadvantage. Already, these social impacts are playing out in the Latrobe City area (LGA); in terms of socio-economic disadvantage, the Australian Bureau of Statistics Socio-Economic Index for Areas (SEIFA) shows that at an LGA level, Latrobe City is in the lowest quintile in the country, with some pockets in Morwell and Moe ranking in the lowest 1% nationally. Restructuring has been harsh on the people of Latrobe City. The future must be different.

Latrobe City's renewed economy needs to be more self-sufficient and, as much as practical and reasonable, capture more wealth for local community benefits. More people need to be engaged in the new economy, contributing to and benefiting from local economic activity. Benefits need to be spread more widely.

This area of the Strategy is about achieving these outcomes of a fairer economy for Latrobe City through action on the five pillars of **Community Wealth Building (CWB)**.

5 Pillars of Community Wealth Building (CWB)



Progressive procurement of goods and services. Significant benefit can be achieved by evaluating Councils' own spend, as well as by motivating anchor institutions such as hospitals, education institutions, water authorities, and energy companies to establish progressive procurement policies.

Fair employment and just labour markets. Ensuring that wages paid are fair and provide opportunities for disadvantaged workers and communities, recognising that this has a net-positive impact on the local economy.

Socially productive use of land and assets. This is about actively harnessing what might be underutilised assets for community benefits. It can promote economic and community engagement and combat land speculation and displacement.

Making financial power work for local places. Most resident savings and corporate and Council reserves leave the region. This pillar is about initiatives that redirect wealth and savings to service the local economy through new forms of community investment vehicles with a 'for purpose/place' impact.

Plural ownership of the economy. This is about encouraging multiple forms of worker and consumer cooperatives, social enterprises, municipal enterprises, and a local small business base, based on the reality that the operational spending and profits of such enterprises stay local. It is sticky capital.

How would success be measured:

- A progressive procurement of goods and services model is being established.
- Number of businesses signed up.
- Commitment and report to increase the percentage of local procurement spend.
- SEIFA index data
- GPR

- Achieving this Ambition would:
- Increase the share of spending by key anchor institutions, including the Council, that is captured locally and in the Gippsland region.
 - Increase employment rates in typically alienated cohorts of the workforce, including eliminating long-term unemployment.
 - Grow turnover in First Nations-owned businesses.
 - Increase the relative density of cooperative or mutually owned businesses.
 - Improve the SEIFA ranking of Latrobe City amongst the Victorian LGAs – moves towards the middle quintile.
 - Improve the Cities and Regions Wellbeing Index score above the current headline value of 4.32 and improve the national ranking from 406 to below 300.

Case study: Latrobe Health Services

The Business Council of Cooperatives and Mutuals (BCCM) identifies 12 business cooperatives and mutuals based in Latrobe. Seven of these are in the accommodation and housing industry, three are in knowledge services, and two are in manufacturing.

One of the knowledge service businesses is Latrobe Health Services. It was founded in 1950 by power industry workers to provide for the health care needs of residents in the Latrobe Valley region, and at the time, it focused on hospital and ambulance services.

Today, Latrobe Health Services is a not-for-profit regionally focused private health insurer that exists to benefit and support its members and the communities in which they live.

Latrobe Health Services' 2023/24 Annual Report states that the insurer generates around \$250 million of revenue annually from its >100,000 members. 79% of the revenue is returned to its members via claims, with much of the remainder paying employee wages in local branches.

Without Latrobe Health Services, most of its >100,000 members would seek insurance cover at other firms, which are likely to be headquartered across Australia or even overseas. Such an outcome would result in a loss of wealth and jobs in the region and underscores the important role that business cooperatives and mutuals can play in regional economies.

Horizon	Action	Role
<p>First Horizon Protect our Strengths.</p>	<p>Prepare a progressive procurement strategy identifying a 'stretch' share of Council expenditure that could be sourced locally, including:</p> <ul style="list-style-type: none"> - Audit Council's expenditure to identify the share that is currently sourced locally and a reasonable 'stretch' share that could be in future. - Identify the sectors for the 'stretch' share of expenditure. - Publicise the future opportunities associated with this 'stretch' share of spending, including among businesses in relevant sectors. - Work with suppliers in relevant sectors to identify gaps in 	<p>Partner</p>
<p>First Horizon</p>		

Horizon	Action	Role
Protect our Strengths.	capabilities or barriers to engagement in procurement.	
	<ul style="list-style-type: none"> - - Ensure procurement processes are not prohibitive for engagement while ensuring that value for money and quality benchmarks is met. - Monitor and benchmark progress to the 'stretch' share. 	
	Promote the idea of transition to employee ownership for existing successful small and family-owned businesses, which might otherwise close, in transitioning from original owners; work with Employee Ownership Australia.	Lead / Partner
	Design and implement an Economic reform package to advocate to the State and Federal Governments to drive investment.	Lead/Advocate
Second Horizon Leverage our strengths.	Establish a plan for investing funds from the REZ Community Energy Fund based on CWB principles, and work with VicGrid to invest funds consistent with the plan (note a trust fund for employment and training is suggested in 'A Future Ready Workforce).	Advocate
	Approach relevant industry superfunds to identify how they could expand investment in Latrobe City; work through investor forums to advocate for expanded Latrobe City investment.	Lead Advocate
	Audit supply chains to identify opportunities for local businesses to fill gaps or 'replace' imports, particularly in emerging sectors.	Partner/Advocate
	Engage with the SEC to identify how it can assist in creating 'an economy that benefits our community.	Partner
	Lead a regular (bi-annual) Gippsland First Nations economic forum – which brings together government, industry bodies, philanthropy, business, Traditional Owner Corporations & Aboriginal Community Controlled Organisations to identify business and partnership opportunities.	Lead/Partner
Third Horizon Transform our Strengths.	Establish a 'Latrobe Economy Building' network of anchor institutions such as Latrobe City, Gippsland Water, Latrobe Regional Hospital, Federation University, SEC, Energy Australia, and potentially neighbouring councils. This network	Lead Partner

Horizon	Action	Role
Third Horizon Transform our Strengths.	would agree on establishing a CWB agenda that has the aim of retaining and reinvesting wealth for local business and community benefits, and for long-term economic renewal to lift life prospects for residents and workers.	
	Drive the development of a Gippsland Cooperatives and Mutuels forum to expand awareness of the benefits of this business model and grow the sector; invite existing co-ops to participate and lead in promotion.	Lead Partner
	In partnership with other councils, advocate to superannuation funds and, in particular, industry super funds to invest member funds in local housing and economic development initiatives.	Partner Advocate

Theme 5: Starting and doing business is easy

Latrobe City becomes Victoria's regional capital for small business, backed by streamlined regulation, strong infrastructure, and targeted support.

Economic logic

Latrobe City already has a large small business community, with around 6,000 non-employing businesses, nearly 2,500 businesses with 1-4 employees, and over 1,000 businesses with 5-19 employees. Just 13 businesses in Latrobe have over 200 employees. The average business size is around 3.5 workers in Latrobe City; this is higher than the Gippsland average of 2.1 workers, but lower than the Victorian average of around 5.2 workers.

We know that successful regional economies rely a lot on the potential for existing small businesses to expand. Ideas for new businesses should be supported and pathways cleared as much as possible.

But 'doing business doesn't just apply to small businesses. It applies to residents and communities who want to grow and prosper. Therefore, making it easier to do the business of life, to get around and to work, to feel safe and to recreate and play is critical for supporting a productive local economy.

Early identification of potential projects and infrastructure is also about creating a more certain business and investment environment. Clear infrastructure planning is critical. This includes planning for major business infrastructure such as Latrobe Regional Airport, the Gippsland Logistics Precinct and for industrial areas.

- How would success be measured:
- The Latrobe Economy Building Network is established
 - Sectors for stretch share have been identified
 - Increase the number of business rate payers
 - Small Business engagement per quarter
 - Small Business programs delivered
 - Number of new business registrations
 - Time taken to process business permits

- Time taken to process invoices
- Achieving this Ambition would:
- Increase small business start-up rates
 - Increase the average small business life
 - Demonstrate meaningful improvements in practice against the six shared commitments in the Small Business Friendly Charter for Councils
 - Prompt payments to small business suppliers
 - Streamlining approvals
 - Supporting local business networks
 - Managing and minimising disruption to small businesses
 - Sharing helpful information and guidance with small businesses
 - Active engagement with the Victorian Small Business Commission

Horizon	Action	Role
First Horizon Protect our Strengths.	Audit fees, charges and associated regulatory costs to identify scope for reducing costs or simplifying compliance for establishing and undertaking business in Latrobe City	Lead
	Based on survey data from businesses about what they need and want, continue to develop and expand business support functions and activities, e.g. workshops, more proactive engagement, and a concierge function.	Lead
	Maintain an active and visible external business support role and presence, including through trade delegations, attendance at trade shows, representations to state and federal government, and advocacy (including additional items identified in this Strategy)	Lead
	Develop an internal dashboard of economic indicators to track new businesses establishing in the region and their performance.	Lead
	Implement a 'small business sourcing local' certification process, aiding businesses to promote and market their reliance on other local businesses.	Lead
Second Horizon Leverage our strengths.	Aid businesses to manage certification processes for Council tenders and tenders of other anchor institutions in the region, which have formal procurement policies.	Lead

Horizon	Action	Role
Second Horizon Leverage our strengths.	Host an annual 'export lessons learnt masterclass', bringing together some of the region's most successful exporters with local firms wishing to enter the export market.	Partner
	Implement annual small business festivals in each of the three major towns, promoting intra-city and inter-city network development.	Lead
	With the Latrobe City Business Chamber, establish an annual 'Latrobe Small Business Awards' to celebrate and promote innovative small businesses.	Lead/Partner
	Host an annual 'export lessons learnt masterclass', bringing together some of the region's most successful exporters with local firms wishing to enter the export market.	Lead/Partner
Third Horizon Transform our Strengths.	Establish Latrobe City-specific and ambitious targets reflecting the six shared commitments in the Victorian Small Business Commission's Small Business Friendly Charter and monitor progress in achieving these targets; publicise and promote progress and achievements widely.	Lead

11. Implementation and Monitoring

The Business and Industry Development and Investment Attraction Team is responsible for delivering this Economic Development Strategy. Achieving success will require the team to actively engage, motivate, and collaborate with stakeholders across Council, all levels of government, industry, and the broader community.

Maintaining consistent focus across all three horizons is essential to realising the transformative ambitions outlined within each strategic theme. The actions identified in this Strategy are not detailed action plans, but guiding principles designed to drive progress toward long-term economic development goals and the overarching vision.

Detailed action plans outlining specific initiatives, timeframes, and delivery responsibilities will be developed by the Business and Industry Development and Investment Attraction Team and presented for consideration at a future Economic Development Quarterly Meeting. These plans will guide implementation across priority areas and enable alignment with Council's broader strategic objectives.

Progress on implementation will be monitored and reported quarterly through Council's standard reporting processes, ensuring a consistent and transparent approach to tracking outcomes.

Following the formal endorsement of the Strategy, baseline data will be established to support ongoing monitoring and evaluation. This baseline will form the foundation of the first annual progress report, providing a clear reference point to track progress over time and enable evidence-based decision-making

1. Glossary

Change Agents: Individuals or groups who actively drive, support, or implement changes within the community. They influence attitudes, policies and behaviours to bring about reform, innovation or systematic change.

An energy-literate workforce is a group of individuals who possess the knowledge, skills, and attitudes necessary to understand energy systems, make informed decisions about energy use, and actively participate in the transition to a sustainable, low-carbon economy.

An engineering-literate workforce is made up of individuals who possess a foundational understanding of engineering principles and practices, enabling them to engage with, contribute to, and support engineering-related work across a range of industries, even if they are not professional engineers themselves.

Sticky capital refers to investments that are likely to remain in a region long-term, generating sustained economic benefits. It contrasts with "footloose capital," which can easily relocate to chase lower costs or higher profits.

Stretch Share refers to the practice of going beyond minimum legal or financial obligations to ensure that wealth generated within a community is more equitably shared and contributes to long-term local prosperity.

Transformative Ambition a bold, forward-looking goal that aims to fundamentally reshape the local economy and community for long-term prosperity. It goes beyond incremental improvements, targeting significant change that enhances economic resilience, inclusivity, and competitiveness.

The theme of Change represents a key focus area that guides strategic efforts to shape the region's economic future. Each theme addresses critical challenges and opportunities, setting the direction for coordinated actions that drive sustainable growth, innovation, and community wellbeing. Together, these themes provide a structured framework to align stakeholders, resources, and initiatives towards achieving the broader.

A vertically integrated economy refers to a regional or industry-based economic system where multiple stages of production, processing, and distribution occur within the same area or organisation, creating internal supply chains and retaining greater economic value locally.

Gender Impact Assessment Template

What is a Gender Impact Assessment (GIA)?

Gender Impact Assessments (GIA's) are now required under the Gender Equality Act 2020 to be conducted on all new and reviewed programs, services and policies, where there is a significant and direct impact on the community.

Your gender can affect your needs and experiences, and gender inequality may be increased by other forms of disadvantage or discrimination based on characteristics such as: Aboriginality, age, disability, ethnicity, gender identity, race, religion, and sexual orientation.

Looking at gendered issues with these characteristics in mind is known as intersectionality.

The purpose of a GIA is to ensure that Council's initiatives meet the different needs of women, men and gender diverse people, and that all people have equal access to opportunities and resources.

For more information and to access to resources about Gender Impact Assessments, please visit Council's [GIA SharePoint](#) site.

Gender Impact Assessment Template

The GIA template assists to identify issues and challenge assumptions that are creating inequities in initiatives, and through a process of research and targeted consultation, develop meaningful options for change.

If you have any questions about using the GIA template, please contact one of our GIA Champions.

GIA Champions

- Kath Stephenson – Kath.Stephenson@latrobe.vic.gov.au
- Andrea Stanlake – Andrea.Stanlake@latrobe.vic.gov.au
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SECTION 1 - DEFINE THE ISSUES AND CHALLENGE ASSUMPTIONS

What issue is the initiative (policy, program, project or service) trying to address?

Why is it needed?

The *Economic Development Strategy* (2026-2031) (herein known as the EDS) has been developed by Council's Economic Development team in conjunction with a range of other business areas within Council.

It outlines an agenda to build a diversified, inclusive and resilient economy focusing on a nationally significant industrial hub, and a vibrant regional destination.

A Gender Impact Assessment is required to understand the gender and intersectional needs of the affected community and implement mitigation strategies via the implementation plan.

Who is impacted by the initiative? Are any groups under-represented or missing?

All community members are impacted by the EDS, with a particular focus on the business community.

This includes Council, local businesses, and all residents and workers of Latrobe City Council.

What are the different needs of women, men and gender diverse people who are impacted by the initiative? Are there barriers that could be addressed to better meet these needs?

Do the different social roles and responsibilities people take on influence how they are impacted by the initiative?

Women: Economic participation relies on:

- digital access,
- support within a care economy,
- adequate leadership pipelines,
- management of income equality,
- protection from discrimination,

- equitable access to opportunity, and
- recognition in policy.

Men: Economic participation relies on:

- skill development within a shifting economy,
- understanding and challenge of traditional gender stereotypes,
- health and wellbeing support.

Gender Diverse People: Economic participation relies on:

- digital access,
- protection from discrimination,
- equitable access to opportunity, and
- recognition in policy.

ALL groups of society require the following for economic participation:

- inclusive access to economic opportunity,
- resilience to economic shocks (climate disruption, conflict etc.),
- participation in decision making to allow for broader representation resulting in policies that reflect diverse lived experiences.

What needs might there be for people who experience gender inequality alongside other forms of discrimination or disadvantage? What action can be taken to address these needs?

Consider identity factors such as Aboriginality, age, disability, ethnicity, sexuality and religion. *link to population stats**

First Nations People: economic participation relies on:

- removal/reduction of persistent structural barriers
- entrepreneurship
- access to capital markets and investment tools
- strategies that rely on the capacity for self-governance and culturally grounded economic development.

Migrants: economic participation relies on:

- employment access
- flexible working opportunities

- universal design
- assistive technology
- a reduction in discriminatory attitudes, environmental and institutional barriers.

Ethnicity: economic participation relies on:

- closing/reduction of systemic gaps
- culturally informed economic policy
- recognition of cultural identities.

What previous experiences may prevent people from benefiting from the initiative? How could this be addressed?

Previous experiences include:

- “Institutional Fatigue” whereby people have previously been ignored by decision makers and excluded from consultation.
- Financial hardship.
- Gaps in education, particularly within communities with low digital literacy.
- Cultural or historical disadvantage; top-down decision making and failure to acknowledge local and/or cultural knowledge.
- Social marginalisation such as racism, gender bias, language barriers, and disability discrimination where participants may find the initiative inaccessible, poorly communication or culturally unsafe.
- Previous poor outcomes and negative interactions with authorities.

What will you focus on in your GIA to support a more equitable outcome for the community?

Ensure your focus addresses gender inequality to be compliant with the Gender Equality Action 2020

The EDS provides for enhanced economic participation via:

- Key activities to provide support and collaborative ventures with GLaWAC to assist First Nations people in economic participation.
- Ensuring that, where available, strategy actions are co-designed with gender-diverse stakeholders and include gender-sensitive indicators.
- Consultation with internal advisory committees to ensure initiative meet the needs of intersectional groups.

- Supporting local businesses to create accessible and safe spaces for people with disabilities, older adults and women.
- An increased awareness of available supports to improve employability to support financial independence and safety.

SECTION 2 - FURTHER UNDERSTANDING

You can find some resources to help you fill out this section [here](#).

What internal data or existing research is already available that you could use to support your research? List data sources below

Data sources include:

- REMPLAN
- Spendmapp
- Australian Bureau of Statistics (ABS)
- SDG *The Gender Snapshot 2025*
- World Economic Forum *Global Gender Gap Report 2025*
- Gippsland Women's Health *Gender Equity in Gippsland 2024*

Do you need to conduct further engagement/consultation to understand the views of those in your GIA focus?

You could consider: internal council officers; reference groups; people with lived experience; women's organisations or peak bodies that represent diverse groups

Significant consultation was conducted with a wide variety of groups and cohorts prior to the initial draft of this document. This consultation was completed by LCC officers and external consultants.

The document has also been listed on Council's *Have Your Say* site with only one response recorded. This listed response did not raise any issues pertinent to this assessment.

What did the internal data, research and consultation tell you?

Internal data, research and consultation confirmed that people from cohorts which experience inequality (women, aged, people living with a disability, First Nations people, migrants, gender-diverse people etc.) experience barriers to economic participation which require interventions such as:

- Skills training and pathways
 - Market access
 - Acknowledgement and understanding of the lived experience of marginalised groups.
 - Supportive employment programs
 - Social procurement policies
 - Workforce flexibility (childcare, hours, work-from-home etc.)
 - Enhanced employment outcomes
- And more.

SECTION 3 - OPTIONS ANALYSIS AND DEVELOPMENT

Use the information gathered in Sections 1&2 to improve your initiative to meet the needs of different genders, diverse groups and promote a more equitable community.

<p>Option 1</p> <p>Describe a proposed solution, including a description of the overall objective you are trying to achieve, and how you have identified as the target audience. Provide a brief description of proposed changes and how they will meet the needs and create benefits for your targeted audience. What are the costs & benefits?</p>
<p>The public-facing Economic Development Strategy (EDS) has an appendage document for internal use which outlines the actions and provides for their implementation.</p> <p>All activities will be gender and intersectionality focused to ensure they meet the needs of marginalised groups outlined in this Gender Impact Assessment.</p> <p>Each proposed activity to boost economic participation will be costed to ensure it can be provided in a socially acceptable manner. If the costs outweigh the activity, adjustments will be made to meet the needs of as many participants as possible.</p> <p>The most vulnerable groups will be provided with increased support through education activities to support increased participation.</p>

<p>Option 2</p> <p>Describe a proposed solution, including a description of the overall objective you are trying to achieve, and how you have identified as the target audience. Provide a brief description of proposed changes and how they will meet the needs and create benefits for your targeted audience. What are the costs & benefits?</p>
<p>N/A</p>

Overall equity benefit of each option listed above.

Do benefits outweigh the costs? Does the initiative potentially have unintended negative consequences for certain groups of people?

The EDS will not result in any reduced access to economic resources for any groups.

The EDS outlines inclusive actions and activities to increase adoption of programs which assist marginalised people and increase economic participation.

Actions within the EDS support education and training opportunities to increase employability and entrepreneurship.

The actions outlined in the EDS will benefit the groups listed above.

No unintended negative consequences have been identified.

Final recommendation

Decide on which option to adopt for recommendation. How does this meet the needs of different genders and diverse people?

Once endorsed by Council, the EDS will become a formal document, and the appended implementation plan will be put into place.

Actions within the action plan will meet the needs of different genders and diverse people.

SECTION 4 - SUBMITTING YOUR GIA

Once you have completed your GIA, please upload and register this document to CiAnywhere using the naming conventions below:

Quick Add Profile: Council Policy - Gender Impact Assessment (GIA)

Document Name:

Council Policy - Gender Impact Assessment (GIA) - [Title of Policy, Program or Service GIA relates to] - [Business Unit] - Date Submitted [dd/mm/yyyy]

**LATROBE CITY
COUNCIL**



Quick Add Profile Council Policy - Gender Impact Assessment (GIA)
Security Level All Staff
Document Date 30-Mar-2023 09:24:37
Document ID 2671221
Document Type Policy/Procedure
Document Name Council Policy - Gender Impact Assessment (GIA) - [Title of Policy, Program or Service GIA relates to] - [Business Unit] - Date Submitted [dd/mm/yyyy]

Thank you for completing this Gender Impact Assessment.

LATROBE REGIONAL GALLERY (LRG) ADVISORY COMMITTEE NEW TERMS OF REFERENCE AND EOI FOR NEW MEMBERS

PURPOSE

To seek endorsement of the revised Terms of Reference (TOR) at **Attachment 1**, for the Latrobe Regional Gallery (LRG) Advisory Committee (Committee), and to support progressing an Expression of Interest (EOI) to seek new committee members.

EXECUTIVE SUMMARY

- The Committee is a long-standing advisory body that supports Council and LRG through advice, advocacy and sector connection.
- Draft revisions to the TOR clarify the Committee's role as advisory only and remove operational oversight functions.
- Previous TOR included detailed involvement in curatorial matters and collection acquisition and management (**Attachment 2**). Following the recruitment and organisational changes during 2025, this level of operational input is no longer required.
- The revised TOR refocus the Committee on advocacy, community and industry engagement, and strategic advice that supports the Gallery's long-term direction.
- The draft changes retain the advisory role in relation to acquisitions, donations and deaccessioning, while clearly noting that all decisions remain with Council and delegated officers.
- Several committee vacancies currently exist, and these will be filled through an EOI process to commence immediately following Council endorsement.

OFFICER'S RECOMMENDATION

That Council:

1. **endorses the revised Terms of Reference as at Attachment 1; and**
2. **endorses officers to undertake an Expression of Interest process to seek new members of the Latrobe Regional Gallery Advisory Committee.**

BACKGROUND

The LRG Committee is a formally appointed advisory committee of Council that provides advice and feedback to support Council and LRG staff on strategic, cultural and community-related matters.

In 2025, two long-serving members concluded their terms on the Committee. This transition prompted a review of the Committee's purpose, composition and Terms of Reference to ensure they remain contemporary, fit for purpose and aligned with Council's advisory committee framework.

Historically, the Committee played a more operational role, including providing detailed input on curatorial matters, acquisitions, deaccessioning and collection management. This approach reflected earlier governance models and pre-dated the development of formal policies, procedures and professional resourcing within Council-managed galleries.

The review has provided an opportunity to clarify the Committee's role as advisory rather than operational, and to refocus its purpose on advocacy, strategic advice, community and sector engagement, and support for the long-term vision of Latrobe Regional Gallery.

ANALYSIS

The revised TOR reflect contemporary practice for Local Government-managed galleries and clarify the Committee's role as a strategic and advocacy-focused advisory body.

The proposed changes reposition the Committee to strengthen connections between LRG, the local community and the broader arts and cultural sector, and to advocate for the Gallery through members' professional and community networks. The revised objectives also retain an advisory role in relation to acquisitions, donations and deaccessioning, while clearly noting that all decisions remain with Council and delegated officers.

The review and proposed changes have been informed by discussions with current Committee members, including consultation undertaken during a public art discussion forum and at a general Committee meeting. Feedback supported a clearer advisory focus and a contemporary approach that better reflects the Gallery's current operating environment.

Several Committee members have served for extended periods and further transitions are anticipated. The revised TOR, including changes to meeting frequency, membership composition and term alignment with Council elections, are intended to support succession planning, encourage new participation and ensure the Committee remains sustainable and effective.

Two additional resignations have recently been received due to changes in personal circumstances. As a result, new members will be required to ensure quorum and ongoing operation of the Committee, subject to Council resolution. Following an open expression of interest process, officers will bring recommendations back to Council for consideration and endorsement.

Summary of Proposed changes to the Terms of Reference

(Material changes only – full draft TOR is at **Attachment 1**).

Key proposed changes

- Clarified Committee purpose and objectives;
- Reframed as an advisory and advocacy-focused committee;
- Removed operational oversight and approval functions; and
- Strengthened emphasis on community engagement, sector connections and strategic advice.

Removal of public art responsibilities

- All references to public art projects, policies, panels and committees removed; and
- Public art matters to be addressed through separate governance arrangements.

Acquisitions and collection advice

- Committee role clarified as providing general advice only on acquisitions, donations and deaccessioning; and
- All decision-making authority retained by Council and delegated officers.

Membership composition updated

- Broader representation reflecting Latrobe City demographics;
- Inclusion of arts and cultural professionals and representatives from local arts organisations such as ARC Yinnar;
- Preference for First Nations representation, recognising the Gunaikurnai community; and
- Council officers included as members.

Meeting schedule revised

- Meetings to be held quarterly, equating to four meetings per year; and
- Term of appointment aligned with Council elections.

Minor refinements

- Updated language for consistency and clarity;
- Reinforced advisory status and absence of delegated authority; and
- Minor procedural updates to align with current Council governance practices.

RISK ASSESSMENT

RISK	RISK RATING	TREATMENT
SERVICE DELIVERY The amended TOR could negatively impact the service delivery of the Gallery.	Low <i>Rare x Insignificant</i>	The revised TOR remove operational oversight and decision-making functions, ensuring the Committee does not interfere with day-to-day Gallery operations and presenting a very low risk to service delivery.
STRATEGIC Retaining the existing TOR will limit the Committee's ability to effectively support the Gallery's strategic direction.	Medium <i>Unlikely x Moderate</i>	Updating the TOR refocuses the Committee on advocacy, strategic advice and sector engagement, removes outdated operational oversight and improves alignment with contemporary governance practice. The revised meeting structure and clarified roles are intended to support succession planning, attract new members and strengthen the Committee's contribution to the Gallery's long-term objectives.

CONSULTATION

Consultation on the revised TOR was undertaken with current members of the LRG Committee and Councillors throughout 2025.

Discussion occurred across multiple meetings, with feedback provided and considered as part of the review process.

COMMUNICATION

A communications plan will be developed to support the EOI process for new Committee members.

The updated TOR will be provided as part of the EOI process and distributed to current and new members, relevant staff and Councillors, as required.

DECLARATIONS OF INTEREST

Officers preparing this report have declared they do not have a conflict of interest in this matter under the provisions of the *Local Government Act 2020*.

APPENDIX 1 IMPACT ASSESSMENT

Gender

A Gender Impact Assessment (GIA) under the *Gender Equality Act 2020* is required as this reviewed Terms of Reference will have a significant and direct impact on the community. This will be undertaken by Arts & Culture team.

Social

Revising the TOR strengthens the Committee's accessibility and relevance, supporting broader community representation. Clearer role definition improves opportunities for participation from a wider cross-section of the community and support sustained engagement over time.

Cultural

The revised TOR reflect a contemporary advisory model that values sector knowledge, lived experience and community connection. By refining the Committee's role to focus on strategic advice and advocacy, the amendments support stronger cultural leadership and more effective engagement with local and regional arts networks.

Health

Not applicable.

Environmental

Not applicable.

Economic

The revised TOR support more effective recruitment and retention of Committee members with relevant skills and networks. This strengthens the Committee's capacity to contribute strategic advice and advocacy, supporting longer-term cultural and economic outcomes without expanding operational scope.

Financial

Nil

Attachments

1. LRG Advisory Committee ToR Draft 2026
2. LRG Advisory Committee ToR - 2023

9.3

Latrobe Regional Gallery (LRG) Advisory Committee New Terms of Reference and EOI for New Members

1	LRG Advisory Committee ToR Draft 2026	71
2	LRG Advisory Committee ToR - 2023	79



Latrobe Regional Gallery (LRG) Advisory Committee

Terms of Reference

January 2026



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1. Establishment of the Committee

- 1.1 The Latrobe Regional Gallery (LRG) Committee (hereinafter referred to as “the Committee”), is a formally appointed Advisory Committee of Latrobe City Council established for the purposes of providing advice to Council.
- 1.2 The Committee is an advisory committee only and has no delegated decision-making authority.
- 1.3 The membership of this Committee and these Terms of Reference will be adopted by resolution of Latrobe City Council at a Council Meeting.

2. Objectives

2.1 Role of the Committee

The Committee’s role is to report to the Council and provide appropriate advice, information and feedback on matters relevant to this Terms of Reference in order to facilitate decision making by the Council in relation to the discharge of its responsibilities.

2.2 Purpose and Objectives

The Committee is established to:

Provide strategic advice to Council and LRG Staff on matters relating to the Gallery’s vision, priorities and long-term direction The Committee will carry out the following to achieve the objectives set:

- 2.2.1 strengthen relationships and engagement between LRG, the local community and arts and cultural industry representatives.
- 2.2.2 advocate for LRG through members’ community, professional and sector networks.
- 2.2.3 provide general advice on acquisitions, donations and deaccessioning in accordance with endorsed Gallery policies, noting that all final decisions remain with Council and delegated officers.
- 2.2.4 support audience development, visitation, membership growth and community participation.
- 2.2.5 provide feedback on opportunities, risks and emerging trends relevant to the Gallery;
- 2.2.6 and perform advisory functions consistent with Council’s expectations of an advisory committee.

2.3 Functions of the Committee

In achieving its objectives, the Committee may:

- 2.3.1 provide advice and feedback on proposed acquisitions, donations and deaccessioning in accordance with endorsed Gallery policies, noting that all decisions remain with Council and delegated officers;
- 2.3.2 support the Gallery by sharing sector knowledge, community insight and professional expertise relevant to its operations and strategic direction;
- 2.3.3 promote awareness of the Gallery, its programs and exhibitions through members’ community and professional networks;
- 2.3.4 provide advice on opportunities to strengthen visitation, audience development, membership and community engagement;
- 2.3.5 identify and communicate emerging trends, risks and opportunities relevant to the Gallery and the broader arts and cultural sector; and

- 2.3.6 Perform other activities related to this Terms of Reference as requested by the Council.

3. Membership

Composition of the Committee

- 3.1 The Committee shall comprise of twelve (12) members appointed by Council, being:
- 3.1.1 Two (2) Councillors;
 - 3.1.2 Up to 9 representatives from the community, preference will be given to the following:
Community members with visual arts sector experience;
 - 3.1.2.1 Representatives connected to local arts organisations such as Arc Yinnar
 - 3.1.2.2 Community members with art, cultural or creative sector experience
 - 3.1.2.3 Members reflecting diversity in age, background and lived experience
 - 3.1.3 Preference will be given to representative of the Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC) where GLaWAC chooses to nominate a representative; and
 - 3.1.4 LRG Coordinator (Director) – non-voting
 - 3.1.5 Manager Creative Venues & Libraries – non-voting
 - 3.1.6 Where specific representation is not available or nominations are not received, Council may appoint alternative community members with relevant skills and experience to ensure the effective operation of the Committee.

Length of appointment

- 3.2 The Committee shall be in place for as long as Latrobe City Council sees fit, and the appointment of members shall be for a term as deemed appropriate by Council.
- 3.3 Prior to the expiration of each term, there will be a call for nominations for the next term. Current Committee members are able to re-nominate.

Selection of members and filling of vacancies

- 3.4 Latrobe City Council shall determine the original membership of a Committee based on expressions of interest received from members of the community and nominations received from organisations.
- 3.5 The Committee may fill any vacancies that occur within the determined period of appointment, subject to the approval of the General Manager of the relevant division and endorsement of Council. Where a vacancy is filled in this way, the appointment shall be limited to the remainder of the period of the original appointment.

Co-option of members

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

Attendance at meetings

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

Resignations

- 3.10 All resignations from members of the Committee are to be submitted in writing to the General Manager Community Liveability, Latrobe City Council, PO Box 264, Morwell VIC 3840.

4. Proceedings

Chair

- 4.1 The nominated Councillor shall Chair the meetings.
- 4.2 If the Councillor delegate is unavailable he/she shall delegate the other Councillor to chair the meeting.

Meeting schedule

- 4.3 The Committee will determine its meeting schedule and times for each of the meetings. The duration of each Committee meeting should generally not exceed two hours.
- 4.4 Meetings of the Committee will be held quarterly, and Special meetings may be held on an as-needs basis.

Meeting procedures

- 4.5 Meetings will follow standard meeting procedures as established in any guidance material and outlined in these terms of reference for Advisory Committees provided (see appendix one for the agenda template).
- 4.6 Members are expected to comply with the confidential information provisions contained in the *Local Government Act 2020* and must treat information they receive as confidential unless otherwise advised. Members must not use confidential information other than for the purpose of performing their function as a member of the Committee.
- 4.7 If a member has a general or material conflict of interest as defined in the *Local Government Act 2020* regarding an item to be considered or discussed by the Committee, the member must disclose this to the Chair if they are attending the meeting.
- 4.7.1 Once a declaration of either general or material conflict of interest has been made, the member must leave the room and remain outside until the conclusion of the relevant discussion. The time of leaving the meeting room and the time of their return must be recorded in the minutes or notes of the meeting.
- 4.8 All recommendations, proposals and advice must be directed through the Chair.

Quorum

- 4.9 A majority of the members, including a minimum of one Councillor constitutes a quorum.
- 4.10 If at any Committee meeting a quorum is not present within 15 minutes after the time appointed for the meeting, the meeting shall be deemed adjourned.

Voting

- 4.11 As the Committee has no decision-making authority, formal voting will not be conducted at meetings. Majority and minority opinions will be reflected in Committee minutes.

Minutes of the Meeting

- 4.12 A Latrobe City Officer or authorised agent shall take the minutes of each Committee meeting.
- 4.13 The minutes shall be in a standard format including a record of those present, apologies for absence, adoption of previous minutes and a list of adopted actions and resolutions of the Committee (see appendix two for the minutes template).
- 4.14 The minutes shall be stored in the Latrobe City Council corporate filing system (currently Ci Anywhere electronic document and records management system).

- 4.16 The agenda shall be distributed at least 48 hours in advance of the meeting to all Committee members, including alternative representatives.
- 4.17 A copy of the minutes shall be distributed to all Committee members (including alternative representatives) within 10 working days of the meeting.

Reports to Council

- 4.18 With the approval of the Chair, a report to Council may be tabled on the Committee's progress towards the objectives included in this Terms of Reference.
- 4.19 Reports to Council should reflect a consensus of view. Where consensus cannot be reached, the report should clearly outline any differing points of view.
- 4.20 Reports to Council will be co-ordinated through the General Manager Community Liveability that the Committee falls under.

5. Review of Committee and Duration of the Committee

- 5.1 The Committee will cease to exist by resolution of the Council, or once the objectives at item 2.3 are demonstrated to have been met, whichever occurs first.
- 5.2 A review of the Committee will take place at least once every three years at which time the Terms of Reference will also be reviewed.
- 5.3 A review will be conducted on a self-assessment basis (unless otherwise determined by Council) with appropriate input sought from the Council, the CEO, all Committee members, management and any other stakeholders, as determined by Council.
- 5.4 The review must consider:
- 5.4.1 The Committee's achievements;
 - 5.4.2 Whether there is a demonstrated need for the Committee to continue; and
 - 5.4.3 Any other relevant matter.

6. Authority and Compliance Requirements

- 6.1 The Committee is a consultative committee only and has no executive powers nor does it have any delegated decision making or financial authority.
- 6.2 Failure to comply with the provisions outlined in this Terms of Reference may result in termination of the Member's appointment.

Appendix 1: Agenda Template

Agenda

[Name] Advisory Committee

Date: 00/00/0000

Time: 00.00pm to 00.00pm

Location: [include specific meeting room and address]

Agenda items

No.	Item/description	Owner	Attachment
1	Welcome and introduction	Chair	N/A
2	Apologies	All	
3	Declarations of Interest Members of the Committee are to declare any conflicts of interest or any interests in matters listed on the agenda.	All	
4	Confirmation of Minutes Confirmation of the previous minutes of the meeting.		
5	Matters arising from previous meeting Review of action progress from previous meeting.	All	
6	Reports/items for consideration Matters being presented for discussion in accordance with the terms of reference. <ul style="list-style-type: none"> List List 		
7	General business <ul style="list-style-type: none"> List List 	All	

Next meeting: 00 January, 00.00am to 00.00am

Appendix 2: Minutes Template

Minutes

[Name] Advisory Committee Minutes

Date: 00/00/0000
Time: 00.00pm to 00.00pm
Location: [include specific meeting room and address]
Chairperson: Name

No.	Item description
1	Present
2	Apologies
3	Interest disclosures Members of the Committee declare any conflicts of interest or interest in matters discussed at the meeting. The following members of the Committee declared a Conflict of Interest at the meeting and left the meeting whilst the matter was being discussed: <ul style="list-style-type: none"> Name, Time left 00.00am/pm, Time returned 00.00am/pm Name, Time left 00.00am/pm, Time returned 00.00am/pm Name, Time left 00.00am/pm, Time returned 00.00am/pm
4	Confirmation of minutes That the minutes of the meeting held on [date] of the [name] Advisory Committee be confirmed.
5	Matters arising from previous meeting List the item and action agreed and assign any follow up actions and expected timeframes. <ol style="list-style-type: none"> 1. Item heading Action(s): <ul style="list-style-type: none"> List List 2. Item heading Action(s): <ul style="list-style-type: none"> List List
6	Items for consideration List the item and action agreed and assign any follow up actions and expected timeframes. <ol style="list-style-type: none"> 3. Item heading Action(s): <ul style="list-style-type: none"> List List 4. Item heading Action(s): <ul style="list-style-type: none"> List
7	General business List the item and action agreed and assign any follow up actions and expected timeframes. <ol style="list-style-type: none"> 5. Item heading Action(s): <ul style="list-style-type: none"> List List 6. Item heading Action(s): <ul style="list-style-type: none"> List

Next meeting: 00 January, 00.00am to 00.00am, Location

Latrobe Regional Gallery Advisory Committee

Terms of Reference



June 2023





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1. **Establishment of the Committee**
2. **Objectives**
3. **Membership**
 - Composition of the Committee
 - Length of appointment
 - Selection of members and filling of vacancies
 - Co-option of members
 - Attendance at meetings
 - Resignations
4. **Proceedings**
 - Chair
 - Meeting Schedule
 - Meeting procedures
 - Quorum
 - Voting
 - Minutes
 - Reports to Council
5. **Review of Committee and Duration of the Committee**
6. **Authority and Compliance Requirements**



1. Establishment of the Committee

- 1.1. The Latrobe Regional Gallery Advisory Committee (hereinafter referred to as “the Committee”), is a formally appointed Advisory Committee of Latrobe City Council established for the purposes of providing advice to Council.
- 1.2. The membership of this Committee and these Terms of Reference will be adopted by resolution of Latrobe City Council at a Council Meeting.

2. Objectives

- 2.1. The Committee’s role is to report to the Council and provide appropriate advice, information and feedback on matters relevant to this Terms of Reference in order to facilitate decision making by the Council in relation to the discharge of its responsibilities.
- 2.2. The Committee is an advisory committee only and has no delegated decision making authority.
- 2.3. The Committee is established to:
 - 2.3.1. research, advise and support the implementation of arts policies relevant to the Gallery;
 - 2.3.2. ensure that arts management practice is in accordance with Council’s Arts Strategy and with the highest possible arts industry standards nationally;
 - 2.3.3. provide advice regarding cultural tourism opportunities for the Gallery;
 - 2.3.4. provide advice in relation to the development and maintenance of a professional, innovative, economically responsible and well maintained public art program;
 - 2.3.5. implement consistent, transparent and equitable process for the identification, commissioning, management, maintenance and decommissioning of public artworks; and
 - 2.3.6. support the Gallery in its contribution to a sustainable and strong creative industry, so as to increase the capacity of local artists in connection with a wider national conversation.
- 2.4. The Committee will carry out the following in order to achieve the objectives set:
 - 2.4.1. Approve the acquisition of artworks into the Gallery collection, in accordance with the acquisitions policy, as follows: The Arts



Director/Senior Curator will recommend to the Committee the acquisition of artworks into the Gallery's permanent collection in accordance with the Collection Policy;

- 2.4.2. build partnerships which assist Latrobe Regional Gallery in presenting exhibitions and programs of note, which have local and national relevance;
- 2.4.3. build partnerships which support Latrobe Regional Gallery in the provision of high quality facilities;
- 2.4.4. receive and consider referred applications for public art proposals;
- 2.4.5. assist in the supplementation of Local, State and Federal Government income by securing funds for the Latrobe Regional Gallery from other (public and private sector) sources, for acquisitions and other special projects;
- 2.4.6. inform and provide feedback with regard to opportunities and challenges relevant to Latrobe Regional Gallery activities;
- 2.4.7. develop and promote community awareness of and participation in the Gallery and its programs, by promoting Latrobe Regional Gallery exhibitions and its associated education and public programs throughout the municipality;
- 2.4.8. be a part of the commissioning process of public work at Council's discretion, as per the Public Art Policy;
- 2.4.9. periodically review Council policy in relation to the Gallery, and to report to Council on items or areas which may impact on the successful operation of the Gallery and highest industry standards; and
- 2.4.10. provide advice as part of a policy, strategy (or other relevant document) review or development processes as required from time to time.
- 2.4.11. Provide advice as part of a policy, strategy (or other relevant document) review or development processes as required from time to time.
- 2.4.12. Perform other activities related to this Terms of Reference as requested by the Council.

3. Membership

Composition of the Committee



- 3.1. The Committee shall comprise of nine members, being:
 - 3.1.1. Up to two Councillors;
 - 3.1.2. One representative from each of the following:
 - 3.1.2.1. Federation University
 - 3.1.2.2. ARC Yinnar
 - 3.1.2.3. Friends of the Gallery representative
 - 3.1.3. Up to two Community representatives appointed via expression of interest process that are skilled in the Arts;
 - 3.1.4. One representative of the Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC) where GLaWAC chooses to nominate a representative; and
 - 3.1.5. Two Latrobe City Council Officers (being the work units Manager, Coordinator or Gallery Curator or equivalent job titles as established from time to time)

Length of appointment

- 3.2. The Committee shall be in place for as long as Latrobe City Council sees fit, and the appointment of members shall be for a term as deemed appropriate by Council.
- 3.3. Prior to the expiration of each term, there will be a call for nominations for the next term. Current Committee members are able to re-nominate.

Selection of members and filling of vacancies

- 3.4. Latrobe City Council shall determine the original membership of a Committee based on expressions of interest received from members of the community and nominations received from organisations.
- 3.5. The Committee may fill any vacancies that occur within the determined period of appointment, subject to the approval of the General Manager of the relevant division and endorsement of Council. Where a vacancy is filled in this way, the appointment shall be limited to the remainder of the period of the original appointment.

Co-option of members

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

Sub-committees



- 3.7. The Committee shall appoint a Public Art Panel to assess proposals for public art and make recommendations to the Committee for submission to the Council for a final determination.
- 3.8. The Public Art Panel will be constituted and will operate within the Terms of Reference in Appendix 3 and must have regard to the Public Art Policy in making any assessment of a public art proposal.

Attendance at meetings

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

Resignations

- 3.12. All resignations from members of the Committee are to be submitted in writing to the General Manager of the relevant division, Latrobe City Council, PO Box 264, Morwell VIC 3840.

4. Proceedings

Chair

- 4.1. The nominated Councillor shall Chair the meetings.
- 4.2. If the Councillor delegate is unavailable he/she shall delegate to the other nominated Councillor to chair the meeting.
- 4.3. If neither Councillor is available, the Chair may nominate a replacement from the current membership of the Committee to chair the meeting.

Meeting schedule

- 4.4. The Committee will determine its meeting schedule and times for each of the meetings. The duration of each Committee meeting should generally not exceed two hours.
- 4.5. Meetings of the Committee will be held monthly initially or as may be deemed necessary by Latrobe City Council or the Committee to fulfil the objectives of the Committee. Special meetings may be held on an as-needs basis.



Meeting procedures

- 4.6. Meetings will follow standard meeting procedures as established in any guidance material and outlined in these terms of reference for Advisory Committees provided (see appendix one for the agenda template).
- 4.7. Members are expected to comply with the confidential information provisions contained in the *Local Government Act 2020* and must treat information they receive as confidential unless otherwise advised. Members must not use confidential information other than for the purpose of performing their function as a member of the Committee.
- 4.8. If a member has a general or material conflict of interest as defined in the *Local Government Act 2020* regarding an item to be considered or discussed by the Committee, the member must disclose this to the Chair if they are attending the meeting.
 - 4.8.1 Once a declaration of either general or material conflict of interest has been made, the member must leave the room and remain outside until the conclusion of the relevant discussion. The time of leaving the meeting room and the time of their return must be recorded in the minutes or notes of the meeting.
- 4.9. All recommendations, proposals and advice must be directed through the Chair.

Quorum

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

Voting

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

Minutes of the Meeting

- 4.13. A Latrobe City Officer or authorised agent shall take the minutes of each Committee meeting.
- 4.14. The minutes shall be in a standard format including a record of those present, apologies for absence, adoption of previous minutes and a list of adopted



actions and resolutions of the Committee (see appendix two for the minutes template).

- 4.15. The minutes shall be stored in the Latrobe City Council corporate filing system (currently Ci Anywhere electronic document and records management system).
- 4.16. The agenda shall be distributed at least 48 hours in advance of the meeting to all Committee members, including alternative representatives.
- 4.17. A copy of the minutes shall be distributed to all Committee members (including alternative representatives) within 10 working days of the meeting.

Reports to Council

- 4.18. With the approval of the Chair, a report to Council may be tabled on the Committee's progress towards the objectives included in this Terms of Reference.
- 4.19. Reports to Council should reflect a consensus of view. Where consensus cannot be reached, the report should clearly outline any differing points of view.
- 4.20. Reports to Council will be co-ordinated through the General Manager of the relevant division that the Committee falls under.

5. Review of Committee and Duration of the Committee

- 5.1. The Committee will cease to exist by resolution of the Council, or once the objectives at item 2.3 are demonstrated to have been met, whichever occurs first.
- 5.2. A review of the Committee will take place at least once every three years at which time the Terms of Reference will also be reviewed.
- 5.3. A review will be conducted on a self-assessment basis (unless otherwise determined by Council) with appropriate input sought from the Council, the CEO, all Committee members, management and any other stakeholders, as determined by Council.
- 5.4. The review must consider:
 - 5.4.1. The Committee's achievements;
 - 5.4.2. Whether there is a demonstrated need for the Committee to continue; and
 - 5.4.3. Any other relevant matter.



6. Authority and Compliance Requirements

- 6.1. The Committee is a consultative committee only and has no executive powers nor does it have any delegated decision making or financial authority.
- 6.2. Failure to comply with the provisions outlined in this Terms of Reference may result in termination of the Member's appointment.



Appendix 1: Agenda Template



AGENDA			
[Name] Advisory Committee			
Meeting Day, XX Month Year			
Time Commencing: 00:00am/pm Expected Finish Time: 00:00am/pm			
Location: (include specific meeting room and address)			
AGENDA ITEMS			
No.	Item	Responsible Officer	Attachment
1.	Welcome & introduction	Chair	N/a
2.	Apologies	All	
3.	Declarations of Interest	All	
	<i>Members of the Committee are to declare any Conflicts of interest or any interests in matters listed on the agenda</i>		
4.	Confirmation of Minutes		
	<i>Confirmation of the previous minutes of the meeting.</i>		
5.	Matters arising from previous meeting	All	
	<i>Review of action progress from previous meetings</i>		
6.	Reports/Items for Consideration		
	<i>Matters being presented for discussion in accordance with the terms of reference</i>		
	•		
	•		
7.	General Business		
	•		
	•	All	
8.	Next Meeting	Chair	



Appendix 2: Minutes Template



MINUTES [Name] Advisory Committee Minutes Meeting Day, XX Month Year Time Commenced: 00:00am/pm Finish Time: 00:00am/pm Location: (include specific meeting room and address) Meeting Chair: < Name >			
No.	Item	Responsible Person	Timeframe
1.	Present		
2.	Apologies		
3.	Interest Disclosures		
	Members of the Committee declare any Conflicts of interest or Interests in matters discussed at the meeting. The following members of the Committee declared a Conflict of Interest at the meeting and left the meeting whilst the matter was being discussed: <Name> Time left 00:00am/pm, Time returned 00:00am/pm <Name> Time left 00:00am/pm, Time returned 00:00am/pm <Name> Time left 00:00am/pm, Time returned 00:00am/pm		





4.	Confirmation of Minutes		
	<i>That the minutes of the meeting held on [Date] of the [Name] Advisory Committee be confirmed.</i>		
5.	Matters arising from previous meeting		
	<p><i>List the item and action agreed and assign any follow up actions and expected timeframes</i></p> <p>1. Item Heading Action(s): •</p> <p>2. Item Heading Action(s): •</p>		
6.	Items for Consideration		
	<p><i>List the item and action agreed as per agenda and assign any follow up actions and expected timeframes</i></p> <p>1. Item Heading Action(s): •</p> <p>2. Item Heading Action(s): •</p> <p>3. Item Heading Action(s): •</p>		
7.	General Business		
	<p><i>List the item and action agreed and assign any follow up actions and expected timeframes</i></p> <p>1. Item Heading Action(s): •</p>		





	2. Item Heading Action(s): <ul style="list-style-type: none">•		
Next Meeting: <Provide details of the next meeting date, time and location>.			





Appendix 3

Public Art Panel

Terms of Reference

Role of the Panel

1. The Public Art Panel will have regard to the requirements in the Public Art Policy 2018 and will consider and evaluate:
 - all temporary public arts projects from unsolicited and commissioned sources; and
 - all permanent public art works from unsolicited and commissioned sources.
2. The Public Art Panel may:
 - seek further information from the artist as required;
 - recommend rejection of the proposal when it does not meet the stated criteria in the Public Art Policy; and
 - make recommendations to the LRG Advisory Committee to accept or reject the proposal.
3. Composition of the Panel
 - 3.1. 3. The Public Art Panel will comprise of:
 - At least one Councillor;
 - Two Latrobe City Council Officers (being the work units Manager, Coordinator or Gallery Curator or equivalent job titles as established from time to time)
 - One other LRG Advisory Committee member.

PROPOSED CREATIVE INDUSTRIES ADVISORY COMMITTEE

PURPOSE

To seek endorsement to establish a new Creative Industries Advisory Committee (CIAC), under the attached draft Terms of Reference (TOR) (**Attachment 1**).

EXECUTIVE SUMMARY

- A new Creative Industries Advisory Committee (CIAC) is proposed to provide strategic, sector-wide advice to Council on creative and cultural industries across Latrobe City.
- The CIAC would complement, not duplicate, the Latrobe Regional Gallery (LRG) Advisory Committee, which retains a dedicated and specialist focus on gallery-related matters.
- The proposed committee is to have a best-practice focus on strategy, industry engagement, community input and increased activation and usage of Council-owned and supported cultural facilities across Latrobe City.
- The CIAC would support delivery of Council's Arts and Culture Strategy and Action Plan, with particular emphasis on growing participation, strengthening networks and supporting a sustainable local creative economy.
- The proposal has been informed by benchmarking with comparable councils that operate multiple arts and culture advisory committees with clearly differentiated roles.

OFFICER'S RECOMMENDATION

That Council:

1. **endorses the establishment of the Cultural Industries Advisory Committee under the Terms of Reference at Attachment 1; and**
2. **endorses officers undertaking an Expression of Interest process to seek members.**

BACKGROUND

Officers had previously been exploring the possibility of a broad arts and culture advisory committee to focus on developing and promoting the creative arts across the city. This coincided in October 2025 with an action being raised by Cr Morgan during a Council briefing requesting officers investigate the potential need for a performing arts advisory committee. Further discussions with Councillors and officers, together with benchmarking across comparable local governments, identified that a broader cultural and creative industries advisory committee would provide value to the Latrobe community.

Council currently convenes a LRG Advisory Committee, which provides specialist advice relating to the Gallery's strategic direction, advocacy, community engagement and sector connection. The LRG Advisory Committee's revised Terms of Reference clearly position it as a gallery-specific body with a clear focus on the visual arts.

Benchmarking demonstrated that councils with significant cultural infrastructure commonly operate more than one advisory committee. In these models, a specialist gallery or collections-focused committee operates alongside a broader arts and culture or creative industries committee that provides community-facing, sector-wide strategic advice and engagement.

The proposed CIAC responds to this model and reflects the breadth of Latrobe's creative sector, while ensuring the LRG Advisory Committee retains its discrete and specialist role.

ANALYSIS

Role differentiation and alignment

The establishment of a CIAC is proposed as a strategic, outward-facing advisory body focused on the creative and cultural ecosystem across Latrobe City.

The CIAC will not provide advice on gallery operations, collections, acquisitions or curatorial matters. Instead, it will focus on:

- Whole-of-sector strategic advice;
- Community and industry engagement;
- Creative economy development;
- Activation and increased utilisation of cultural facilities; and
- Emerging trends, risks and opportunities across creative industries

Creative industries context

The creative industries in Latrobe City encompass a broad range of practices including performing arts, music, visual arts, design, digital creative technologies, film and screen, writing, libraries, fashion, craft, photography and community-based creative activity.

Creative Australia data indicates:

- 1,292 Latrobe residents identify as working in arts and culture-based occupations;
- 22% of residents actively participate in creative practice; and
- 67% of residents attend arts and culture events.

Strategic contribution

National data compiled by Creative Australia for the same period highlights strong growth across the creative economy, with the sector increasing by 6.6 percent to contribute \$67.4 billion, or 2.5 percent of Australia's GDP. This broader context reinforces the opportunity for Latrobe City to position its creative and cultural sectors as a meaningful contributor to local economic, social and cultural outcomes.

Within this context, a CIAC would play a key role in supporting delivery of Council's Arts and Culture Strategy and Action Plan. In particular, the CIAC would assist officers through strategic advice and sector insight aligned to actions that include seeking opportunities to export local artworks and performances, supporting education and training pathways, encouraging the use of public open space for arts and cultural activity, strengthening arts representation in Council project development and decision making, building a strong and connected presence for arts in Latrobe, and continuing to invest in arts and culture networks and initiatives.

The CIAC would comprise local practitioners, industry participants and community members with relevant skills, experience and networks. As such, it would operate as an important ongoing link between Council and the creative community, providing informed, practical advice grounded in lived experience and contemporary industry practice.

The CIAC is intended to be ongoing and strategically focused. Its role is not to deliver programs or manage operations, but to assist Council to think ahead, test ideas, identify gaps and inform future strategies and policies. A particular emphasis will be placed on strategic actions that support the development of a sustainable local creative economy, recognising the potential for Latrobe to evolve as a place where creatives can thrive professionally and financially.

Council benchmarking

Benchmarking has been undertaken with ten local governments that operate a regional gallery or significant cultural infrastructure. Of these, five councils (Bayside City Council, Boroondara City Council, Wangaratta City Council, Monash City Council and Greater Dandenong Council) operate more than one arts and culture advisory committee. In each case, a dedicated committee exists for visual arts, gallery or collections matters, alongside a separate committee with a broader arts and culture or creative industries focus.

The remaining councils operate a single, stand-alone arts and culture advisory committee.

Feedback from benchmarking consistently noted that visual arts and gallery governance is a specialist field, often grounded in academic, curatorial and historical expertise, and therefore benefits from a dedicated advisory group with specific skills and experience. In contrast, broader arts and culture or creative industries committees were seen to enable more grass roots, cross-disciplinary and collaborative engagement, delivering benefits to a wider demographic.

Councils reported that where both models operate in parallel, they work effectively together and provide a comprehensive mechanism for representing the full breadth of the creative community, while maintaining clarity of role and purpose.

Purpose

The proposed CIAC would be established to provide strategic, community-informed advice to Council on the development, sustainability and activation of creative and cultural industries across Latrobe City, supporting increased participation, industry growth and effective use of cultural facilities.

Objectives

The CIAC is proposed to:

- Provide strategic advice to Council on creative and cultural industries policy, planning and long-term direction;
- Strengthen engagement between Council, creative practitioners, cultural organisations and the broader community;
- Support best practice in cultural development, participation and industry sustainability;
- Advise on opportunities to increase activation, access and usage of Council-owned and supported cultural facilities;
- Identify emerging trends, risks and opportunities within the creative and cultural sectors; and
- Advocate for the value of creative industries in contributing to community.

RISK ASSESSMENT

RISK	RISK RATING	TREATMENT
<p>COMPLIANCE Non-compliance with advisory committee governance requirements.</p>	<p>Low <i>Rare x Insignificant</i></p>	<p>Establish and operate in accordance with endorsed TOR and Council</p>
<p>SERVICE DELIVERY The CIAC impedes upon the service delivery across the Creative Venues leading to potential operational issues.</p>	<p>Low <i>Rare x Insignificant</i></p>	<p>The draft TOR clearly define the CIAC as an advisory body only, with no operational authority or decision-making powers. Clear role delineation prevents operational overstep and ensures day-to-day service delivery remains with officers.</p>
<p>STRATEGIC Limited community and sector engagement in the absence of a dedicated, sector-wide advisory body, reducing Council's capacity to respond to emerging issues, opportunities and best practice.</p>	<p>Medium <i>Likely x Moderate</i></p>	<p>Establishment of the CIAC provides an ongoing mechanism for structured engagement with the creative sector and community, supporting informed strategic decision-making and reinforcing Council's commitment to collaboration and cultural leadership.</p>
<p>STRATEGIC Impacted growth in activation and utilisation of Council-owned and supported cultural facilities without coordinated advocacy and sector input.</p>	<p>Medium <i>Possible x Moderate</i></p>	<p>The CIAC will provide advice on barriers, opportunities and activation approaches that support increased use of cultural facilities, audience development and community participation.</p>

RISK	RISK RATING	TREATMENT
STRATEGIC Reduced capacity to attract external funding, partnerships and sector support without visible advocacy and informed sector representation.	Medium <i>Possible x Moderate</i>	A clearly articulated advisory committee strengthens Council's credibility with funding bodies, partners and peak organisations by demonstrating sector engagement, governance maturity and strategic intent.

CONSULTATION

No formal community consultation has been undertaken at this stage. The proposal has been informed through Councillor discussions, officer analysis and benchmarking with comparable councils. Sector benchmarking occurred through industry networks with Bass Coast, Bayside, Boroondara, Greater Dandenong, Maroondah, Melton, Monash, Mornington Peninsula, Northern Grampians and Wangaratta Councils all providing responses.

Further engagement will occur through the Expressions of Interest process should the proposed committee be endorsed by Council.

COMMUNICATION

Subject to Council support, a targeted communications and EOI campaign will be developed to attract members with relevant skills, experience and sector knowledge. Councillor advocacy will support awareness and participation.

DECLARATIONS OF INTEREST

Officers preparing this report have declared they do not have a conflict of interest in this matter under the provisions of the *Local Government Act 2020*.

APPENDIX 1 IMPACT ASSESSMENT

Gender

A Gender Impact Assessment (GIA) under the *Gender Equality Act 2020* is required as this new Advisory Committee may have a significant and direct impact on the community. This will be undertaken.

Social

The CIAC would aim to strengthen opportunities for community voice, representation and collaboration, supporting stronger relationships between Council and the creative sector.

Cultural

The committee would support a broader and more inclusive understanding of Latrobe's cultural identity by engaging practitioners across diverse creative disciplines.

Health

Not applicable.

Environmental

Not applicable.

Economic

The CIAC would support the development of a sustainable local creative economy by advising on pathways, activation and strategic investment.

Financial

Nil

Attachments

1. Creative Industries Advisory Committee Draft Terms of Reference

9.4

Proposed Creative Industries Advisory Committee

1	Creative Industries Advisory Committee Draft Terms of Reference	101
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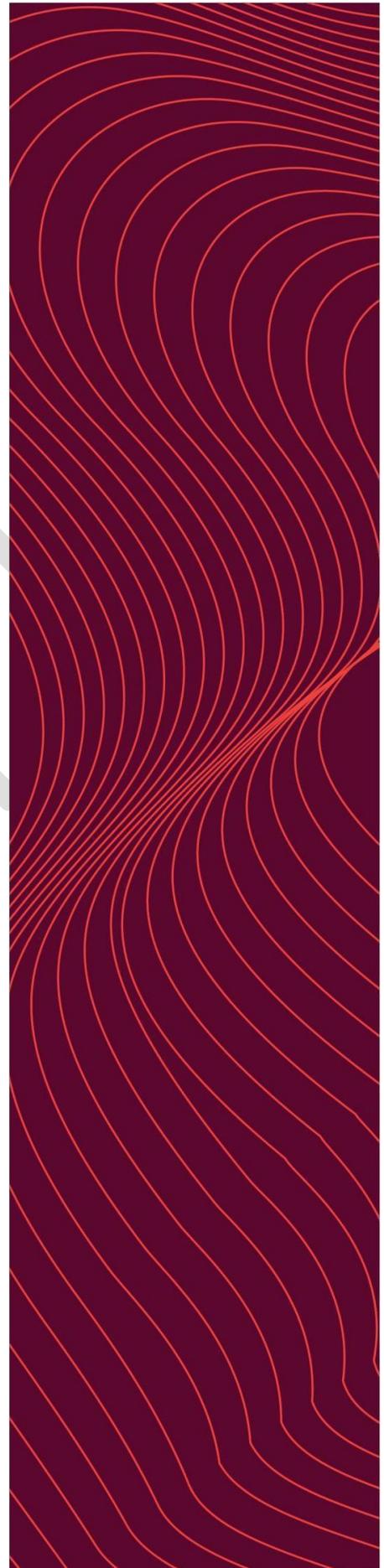


Creative Industries Advisory Committee

Terms of Reference

January 2026

DRAFT



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1. Establishment of the Committee

- 1.1. The Latrobe Regional Gallery Advisory Committee ("the Committee") is a formally appointed Advisory Committee of Council for the purposes of the *Local Government Act 1989*.
- 1.2. The Committee is an advisory committee only and has no delegated decision-making authority.
- 1.3. Membership of this Committee and these Terms of Reference will be adopted by resolution of the Council at an Ordinary Council Meeting.

2. Objectives

2.1 Role of the Committee

The Cultural Industries Advisory Committee is established as an advisory body to provide strategic, community-informed advice, information and feedback to Council on matters within the scope of this Terms of Reference, to support Council decision-making and the effective discharge of its responsibilities.

The Committee has no delegated authority and does not undertake operational, programming delivery or management functions.

2.2 Purpose and Objectives

The Committee is established to:

- 2.2.1 Provide strategic advice to Council on the development, sustainability and growth of creative and cultural industries across Latrobe City.
- 2.2.2 Support Council in strengthening engagement with creative practitioners, cultural organisations and the broader community to inform policy, planning and investment decisions.
- 2.2.3 Advocate for the role and value of creative and cultural industries in contributing to community wellbeing, identity, activation and economic outcomes.
- 2.2.4 Provide advice on opportunities to increase activation, access and utilisation of Council-owned and supported cultural facilities.
- 2.2.5 Identify emerging trends, risks and opportunities within the creative and cultural sectors and advise Council on best practice responses.
- 2.2.6 Support delivery of Council's Arts and Culture Strategy and Action Plan through informed, sector-based advice and forward planning.

2.3 Functions of the Committee

In achieving its objectives, the Committee may:

- 2.3.1 Provide strategic advice and advocacy on matters affecting creative and cultural industries, including sector development, participation and sustainability.
- 2.3.2 Contribute advice to the development, review and implementation of relevant policies, strategies and plans as requested by Council.
- 2.3.3 Support Council officers by providing community insight, industry knowledge and lived experience relevant to strategic initiatives.
- 2.3.4 Act as a conduit between Council and the creative sector by strengthening networks, sharing intelligence and promoting collaborative approaches.
- 2.3.5 Undertake other advisory activities consistent with these Terms of Reference, as requested by Council from time to time.

3. Membership

Composition of the Committee

3.1 The Cultural Industries Advisory Committee will comprise up to eleven (11) members appointed by Council.

3.2 Membership will be drawn from a broad range of individuals with experience, expertise or lived knowledge relevant to the creative and cultural industries, and who are able to contribute to the purpose and objectives of the Committee.

3.3 The Committee will include:

3.3.1 Up to four (4) Councillors appointed by Council.

3.3.2 Community members appointed through an Expression of Interest process who collectively demonstrate experience across one or more of the following areas:

creative and cultural practice

arts and cultural leadership or management

creative industries and sector development

community engagement and participation

cultural programming, production or presentation

use, activation or management of cultural facilities

policy, strategy, advocacy or funding within the arts and cultural sector

3.3.3 Membership that reflects diversity in background, discipline, age, experience and lived perspective, and supports strong representation of the Latrobe City community.

3.3.4 Where possible, representation from First Nations communities, recognising the cultural leadership and ongoing connection of the Gunaikurnai people to this region.

3.3.5 Two Latrobe City Council officers Arts & Culture Coordinator and Manager Creative Venues & Libraries, who will participate in a non-voting capacity.

3.4 In appointing members, Council will seek to ensure the Committee collectively has the skills, experience and networks required to provide informed, strategic and sector-relevant advice.

3.5 Where specific representation is not available or nominations are not received, Council may appoint alternative community members with relevant skills and experience to ensure the effective operation of the Committee.

3.4 Length of appointment

3.4.1 The Committee shall be in place for as long as Latrobe City Council sees fit, and the appointment of members shall be for a term as deemed appropriate by Council.

3.4.2 Prior to the expiration of each term, there will be a call for nominations for the next term. Current Committee members can re-nominate.

Selection of members and filling of vacancies

3.1 Latrobe City Council shall determine the original membership of a Committee based on expressions of interest received from members of the community and nominations received from organisations.

3.2 The Committee may fill any vacancies that occur within the determined period of appointment, subject to the approval of the General Manager Community Liveability and endorsement of Council. Where a vacancy is filled in this way, the appointment shall be limited to the remainder of the period of the original appointment.

Co-option of members

- 3.3 With the approval of the Chair, the Committee may invite other individuals to participate in the proceedings of the Committee on a regular or occasional basis and including in the proceedings of any sub-committees formed.

Attendance at meetings

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

Resignations

- 3.7 All resignations from members of the Committee are to be submitted in writing to the General Manager Community Liveability, Latrobe City Council, PO Box 264, Morwell VIC 3840.

4. Proceedings**Chair**

- 4.1 The nominated Councillor shall Chair the meetings.
- 4.2 If the Councillor delegate is unavailable he/she shall delegate another nominated Councillor to chair the meeting.

Meeting schedule

- 4.3 The Committee will determine its meeting schedule and times for each of the meetings. The duration of each Committee meeting should generally not exceed two hours.
- 4.4 Meetings of the Committee will be held quarterly and Special meetings may be held on an as-needs basis.

Meeting procedures

- 4.5 Meetings will follow standard meeting procedures as established in any guidance material and outlined in these terms of reference for Advisory Committees provided (see appendix one for the agenda template).
- 4.6 Members are expected to comply with the confidential information provisions contained in the *Local Government Act 2020* and must treat information they receive as confidential unless

otherwise advised. Members must not use confidential information other than for the purpose of performing their function as a member of the Committee.

- 4.7 If a member has a general or material conflict of interest as defined in the *Local Government Act 2020* regarding an item to be considered or discussed by the Committee, the member must disclose this to the Chair if they are attending the meeting.

4.7.1 Once a declaration of either general or material conflict of interest has been made, the member must leave the room and remain outside until the conclusion of the relevant discussion. The time of leaving the meeting room and the time of their return must be recorded in the minutes or notes of the meeting.

- 4.8 All recommendations, proposals and advice must be directed through the Chair.

Quorum

- 4.9 A majority of the members constitute a quorum and a minimum of one Councillor.

- 4.10 If at any Committee meeting a quorum is not present within 15 minutes after the time appointed for the meeting, the meeting shall be deemed adjourned.

Voting

- 4.11 As the Committee has no decision-making authority, formal voting will not be conducted at meetings. Majority and minority opinions will be reflected in Committee minutes.

Minutes of the Meeting

- 4.12 A Latrobe City Officer or authorised agent shall take the minutes of each Committee meeting.

- 4.13 The minutes shall be in a standard format including a record of those present apologies for absence, adoption of previous minutes and a list of adopted actions and resolutions of the Committee (see appendix two for the minutes template).

- 4.14 The minutes shall be stored in the Latrobe City Council corporate filing system (currently Ci Anywhere electronic document and records management system).

- 4.15 The agenda shall be distributed at least three working days ~~48 hours~~ in advance of the meeting to all Committee members, including alternative representatives.

- 4.16 A copy of the minutes shall be distributed to all Committee members (including alternative representatives) within 10 working days of the meeting.

Reports to Council

- 4.17 With the approval of the Chair, a report to Council may be tabled on the Committee's progress towards the objectives included in this Terms of Reference.

- 4.18 Reports to Council should reflect a consensus of view. Where consensus cannot be reached, the report should clearly outline any differing points of view.

- 4.19 Reports to Council will be co-ordinated through the General Manager Community Liveability.

5. Review of Committee and Duration of the Committee

- 5.1 The Committee will cease to exist by resolution of the Council, or once the objectives at item 2.3 are demonstrated to have been met, whichever occurs first.

- 5.2 A review of the Committee will take place at least once every three years at which time the Terms of Reference will also be reviewed.

- 5.3 A review will be conducted on a self-assessment basis (unless otherwise determined by Council) with appropriate input sought from the Council, the CEO, all Committee members, management and any other stakeholders, as determined by Council.
- 5.4 The review must consider:
- 5.4.1 The Committee's achievements;
 - 5.4.2 Whether there is a demonstrated need for the Committee to continue; and
 - 5.4.3 Any other relevant matter.

6. Authority and Compliance Requirements

- 6.1 The Committee is a consultative committee only and has no executive powers nor does it have any delegated decision making or financial authority.
- 6.2 Failure to comply with the provisions outlined in this Terms of Reference may result in termination of the Member's appointment.

DRAFT

Appendix 1: Agenda Template

Agenda



[Name] Advisory Committee

Date: 00/00/0000

Time: 00.00pm to 00.00pm

Location: [include specific meeting room and address]

Agenda items

No.	Item/description	Owner	Attachment
1	Welcome and introduction	Chair	N/A
2	Apologies	All	
3	Declarations of Interest Members of the Committee are to declare any conflicts of interest or any interests in matters listed on the agenda.	All	
4	Confirmation of Minutes Confirmation of the previous minutes of the meeting.		
5	Matters arising from previous meeting Review of action progress from previous meeting.	All	
6	Reports/items for consideration Matters being presented for discussion in accordance with the terms of reference. <ul style="list-style-type: none"> • List • List 		
7	General business <ul style="list-style-type: none"> • List • List 	All	

Next meeting: 00 January, 00.00am to 00.00am

Appendix 2: Minutes Template

Minutes	
	
[Name] Advisory Committee Minutes	
Date: 00/00/0000	
Time: 00.00pm to 00.00pm	
Location: [include specific meeting room and address]	
Chairperson: Name	
No.	Item description
1	Present
2	Apologies
3	<p>Interest disclosures</p> <p>Members of the Committee declare any conflicts of interest or interest in matters discussed at the meeting.</p> <p>The following members of the Committee declared a Conflict of Interest at the meeting and left the meeting whilst the matter was being discussed:</p> <ul style="list-style-type: none"> Name, Time left 00.00am/pm, Time returned 00.00am/pm Name, Time left 00.00am/pm, Time returned 00.00am/pm Name, Time left 00.00am/pm, Time returned 00.00am/pm
4	<p>Confirmation of minutes</p> <p>That the minutes of the meeting held on [date] of the [name] Advisory Committee be confirmed.</p>
5	<p>Matters arising from previous meeting</p> <p>List the item and action agreed and assign any follow up actions and expected timeframes.</p> <p>1. Item heading</p> <p>Action(s):</p> <ul style="list-style-type: none"> List List <p>2. Item heading</p> <p>Action(s):</p> <ul style="list-style-type: none"> List List
6	<p>Items for consideration</p> <p>List the item and action agreed and assign any follow up actions and expected timeframes.</p> <p>3. Item heading</p> <p>Action(s):</p> <ul style="list-style-type: none"> List List <p>4. Item heading</p> <p>Action(s):</p> <ul style="list-style-type: none"> List <p>List</p>
7	<p>General business</p> <p>List the item and action agreed and assign any follow up actions and expected timeframes.</p> <p>5. Item heading</p> <p>Action(s):</p> <ul style="list-style-type: none"> List List <p>6. Item heading</p> <p>Action(s):</p> <ul style="list-style-type: none"> List <p>List</p>
Next meeting: 00 January, 00.00am to 00.00am, Location	

SUBMISSION TO VICTORIAN PARLIAMENTARY INQUIRY INTO THE EARLY CHILDHOOD EDUCATION AND CARE SECTOR

PURPOSE

To seek Council's retrospective endorsement of the submission lodged on 1 December 2025 to the Victorian Parliamentary Inquiry into the Early Childhood Education and Care (ECEC) sector.

EXECUTIVE SUMMARY

- At the 28 July 2025 Council Meeting, Council resolved to advocate for reforms to improve quality, safety, and workforce sustainability within the ECEC sector (see **Attachment 1**).
- In October 2025, officers identified an opportunity to advance this advocacy through a submission to the Victorian Parliamentary Inquiry into the ECEC Sector.
- Officers prepared the submission, aligning it to the Inquiry's Terms of Reference (see **Attachment 2**).
- A draft was distributed to Councillors for review and comment from 25 to 28 November 2025. No comments or amendments were received. The submission was subsequently lodged on 1 December 2025 without formal endorsement from the Council, due to time constraints. Councillors were advised of this during the distribution of the draft.
- The submission, provided in **Attachment 3**, contained 17 recommendations reflecting Council's operational expertise as a regional Early Years Manager and service provider.
- Recommendations focused on stronger child safety oversight, improved workforce standards, training reforms, and greater investment in public and not-for-profit service models.
- Officers seek Council's formal endorsement of the submission at this Council meeting to confirm alignment with the Council resolution and to close the loop on the advocacy action.

OFFICER'S RECOMMENDATION

That Council endorse the submission to the Victorian Parliamentary Inquiry into Early Childhood Education and Care.

BACKGROUND

Following Council's resolution (28 July 2025) to advocate for Early Childhood Education and Care (ECEC) sector reform, officers identified the Victorian Government's Parliamentary Inquiry into ECEC as a strategic advocacy opportunity.

Officers collaborated to prepare a comprehensive submission based on the Inquiry's Terms of Reference (**Attachment 2**). Drawing on Council's strong track record in early years management, the submission put forward 17 evidence-based recommendations that build upon the principles outlined in Council's July 2025 resolution (**Attachment 1**).

The submission emphasised:

- Stronger regulatory oversight and accountability for providers demonstrating repeated non-compliance;
- Improved training quality through tighter regulation of Registered Training Organisations (RTOs) and annual professional development standards;
- Increased investment in public and not-for-profit ECEC services, particularly in regional areas;
- Expansion of regional monitoring and workforce attraction funding; and
- Reductions in staff-to-child ratios to enhance safety and quality of supervision.

The submission also highlighted workforce gender inequities, the undervaluation of care work, and the need for career progression and remuneration reform to strengthen sector sustainability.

A draft submission was distributed to Councillors for feedback on 25 November 2025. No comments or amendments were received. The submission was subsequently lodged on 1 December 2025 without formal endorsement from the Council, due to time constraints. Councillors were advised of this during the distribution of the draft.

ANALYSIS

Council manages 22 standalone preschools and three integrated early learning centres, employing more than 200 staff and supporting over 1,500 children annually. As one of the few regional councils directly managing ECEC services, Council has deep operational insight into the challenges facing the sector.

The submission was designed to use this unique experience to inform State reform. It outlined that:

- Inconsistent regulatory enforcement under the National Quality Framework results in uneven service quality, especially within for-profit services;
- More frequent unannounced inspections would better identify risks and maintain vigilance;

- Coordination between QARD and ASQA must improve to close gaps between service quality regulation and educator training quality;
- Public and not-for-profit services, which deliver stronger compliance outcomes, require sustainable funding to offset cost pressures caused by rate-capping and scale limitations;
- Workforce shortages in regional areas demand tailored, place-based recruitment and retention programs led by councils with local labour market knowledge; and
- Gender pay inequity remains a systemic issue affecting workforce stability and status.

These positions are grounded in Council's operational performance, which consistently exceeds the National Quality Standard and maintains exemplary child-safe governance.

Endorsement of the submission formalises Council's position on ECEC reform, confirms alignment with the 2025 Notice of Motion, and strengthens the credibility of future advocacy on early years workforce, safety, and quality reform.

RISK ASSESSMENT

RISK	RISK RATING	TREATMENT
COMPLIANCE Failure to formally endorse the lodged submission could create misalignment with Council's endorsed advocacy position and previous resolutions.	Medium <i>Possible x Minor</i>	Seek formal Council endorsement to ensure compliance with governance processes.
SERVICE DELIVERY Lack of sector reform could perpetuate inconsistent service quality and workforce shortages impacting Council's own ECEC operations.	High <i>Likely x Moderate</i>	Continue advocating for reform through participation in sector consultations and partnerships.

RISK	RISK RATING	TREATMENT
FINANCIAL Ongoing workforce instability and regulatory inconsistency could increase Council's service delivery costs and limit external funding access.	Medium <i>Possible x Moderate</i>	Support reform that promotes funding equity and system efficiency.
STRATEGIC Failure to endorse or communicate Council's position may reduce credibility and future influence in State advocacy processes.	High <i>Possible x Major</i>	Publicly confirm Council's endorsement and maintain consistent advocacy messaging.

CONSULTATION

Internal consultation occurred between the Advocacy and Family Services teams, ensuring alignment between Council's operational insights and advocacy objectives. External consultation included review of Department of Education data and reference to findings from the Rapid Child Safety Review 2025.

Councillors were invited to provide input on the draft submission (25–28 November 2025), and no amendments were received.

COMMUNICATION

Following endorsement, officers will monitor and report outcomes of the Parliamentary Inquiry to Council and the community once available.

DECLARATIONS OF INTEREST

Officers preparing this report have declared they do not have a conflict of interest in this matter under the provisions of the *Local Government Act 2020*.

APPENDIX 1 IMPACT ASSESSMENT

Gender

A Gender Impact Assessment (GIA) under the *Gender Equality Act 2020* has not been conducted as this matter does not involve a program, service or policy with a significant and direct impact on the community.

Social

The endorsed submission promotes reforms that improve safety, equity, and quality across Victoria's ECEC sector, directly supporting families, children, and educators.

Cultural

The submission recognises the importance of culturally safe and inclusive service design, including First Nations perspectives in ECEC reform.

Health

Proposed reforms support improved child wellbeing, staff safety, and educator mental health through stronger compliance and workload management.

Environmental

No direct environmental implications are identified.

Economic

Improved sector stability and workforce participation contribute to local economic resilience and gender equity outcomes.

Financial

No immediate financial implications for Council. The submission supports reforms that would strengthen funding equity for public and not-for-profit ECEC providers.

Attachments

1. July 25 Council Resolution to Advocate for Reforms to Early Childhood Education and Care sector
2. Terms of Reference, Victorian State Government Parliamentary Inquiry into Early Childhood Education and Care Sector
3. Council's Submission to: Victorian Parliamentary Inquiry into Early Childhood Education and Care Sector

9.5

Submission to Victorian Parliamentary Inquiry into the Early Childhood Education and Care Sector

- 1 July 25 Council Resolution to Advocate for Reforms to Early Childhood Education and Care sector 116**
- 2 Terms of Reference, Victorian State Government Parliamentary Inquiry into Early Childhood Education and Care Sector 117**
- 3 Council's Submission to: Victorian Parliamentary Inquiry into Early Childhood Education and Care Sector 118**

Item Number 7.2 28 July 2025

Community Health and Wellbeing

2025/09 EARLY CHILD CARE EDUCATION AND CARE REFORMS

I, Cr Steph Morgan, hereby give notice of my intention to move the following motion at the Council Meeting to be held on Monday, 28 July 2025:

That Council:

- 1. advocate for reforms to the Early Childhood Education and Care (ECE&C) sector that address ongoing issues regarding child safety, staffing, and quality of care and education by calling on the Victorian and Commonwealth Governments to:**
 - 1.1. ensure child safety by:**
 - 1.1.1. reforming Working with Children Checks (WWCC) through the establishment of a standardised national WWCC system and a centralised national WWCC database;**
 - 1.1.2. increasing educator to child ratio requirements and funding services at levels to ensure these costs are not incurred by families;**
 - 1.1.3. better resourcing regulatory bodies to ensure services are maintaining a safe environment and quality care and learning through:**
 - a) proactive monitoring and assessment of services,**
 - b) more frequent compliance checks on site at services, and**
 - c) stronger enforcement of consequences for failing to meet requirements;**
 - 1.1.4. mandating ongoing training for:**
 - a) all staff in child safe standards and mandatory reporting, and**
 - b) all educators in accredited safe sleep and rest practices with a requirement for refresher courses;**
 - 1.2. enable greater public provision of early childhood education and care by developing strategies and providing funding that will ensure the ongoing viability and sustainable delivery of council-run ECE&C services;**
 - 1.3. invest in a strong long-term workforce across the sector to ensure quality care and education by developing long-term strategies that attract quality educators, support their training and ongoing professional development, and increase their retention across the sector; and**
- 2. endorses the above motion to be tabled at the next Municipal Association of Victoria (MAV) State Council meeting.**



Terms of Reference

Select Committee on Early Childhood Education and Care Sector in Victoria

Inquiry into Early Childhood Education and Care Sector in Victoria

That a Select Committee of six members be appointed to inquire into, consider and report on the Early Childhood Education and Care (ECEC) sector in Victoria, including but not limited to —

- (a) the adequacy of current quality and safety standards across all ECEC service types;
- (b) the quality and oversight of educator training, professional development and qualifications, including a review of the effectiveness of Working with Children Checks and of Registered Training Organisations issuing early childhood certifications;
- (c) the impacts of Victoria's predominantly privatised ECEC system, including a comparison with public, not-for-profit and cooperative models in terms of accessibility, affordability, safety and outcomes;
- (d) the impact of workforce conditions, such as pay, job security, workload and recognition on educator wellbeing, retention and service quality;
- (e) the adequacy of staff-to-child ratio regulations, including ratios being averaged across entire services rather than applied per room;
- (f) whether there is sufficient oversight of the Department of Education and the role it plays in monitoring and maintaining child safety;
- (g) any other matter in relation to the adequacy, implementation, compliance and/or enforcement of child safety standards and regulations in the ECEC sector.

Final report due by 30 July 2026

Parliament of Victoria



Latrobe City Council's Submission to:

Legislative Council Select Committee's
Parliamentary Inquiry into Early
Childhood Education and Care Sector in
Victoria

November 2025



Executive Summary

Latrobe City Council (Council) welcomes the opportunity to contribute to the Legislative Council Select Committee's Parliamentary Inquiry into the Early Childhood Education and Care (ECEC) Sector in Victoria. With more than 30 years of continuous service delivery and a long-standing role as one of 26 Victorian Local Government Early Years Managers, Council is suitably placed to provide an experienced, regionally grounded perspective on the strengths and challenges of the current system.

Council manages 22 standalone preschools and three integrated early learning centres, serving more than 1,500 children annually from six weeks of age until they begin school. These early years education facilities are located across the four main Latrobe City towns of Traralgon, Morwell, Moe, and Churchill, as well as in six rural small towns. Council's early years services employ over 200 staff and consistently meet or exceed the National Quality Standard. Council also provides critical regional inclusion services, including the Kindergarten Inclusion Support (KIS) program and Preschool Field Officer (PSFO) program, giving Council a comprehensive view of workforce capability, training gaps, service quality, and system pressures across the Gippsland region.

Council is a child safe organisation, with all programs aligned to the Victorian Child Safe Standards. Council supports vulnerable families, provides universal and targeted early years services, and has strong internal governance that prioritises safety, quality, and equity.

Drawing on this depth of operational experience, Council provides the following submission, structured around the Inquiry's Terms of Reference. The analysis is supported by 17 targeted, evidence-based recommendations informed by Council's extensive experience as a regional Early Years Manager and community leader.

Recommendations:

Council's overarching recommendation is that adequate and sustained funding be provided to support the implementation of the Inquiry's key recommendations.

Without dedicated resourcing and investment, there is a significant risk that the reforms required to strengthen the care sector and the benefits they intend to deliver will be diluted or lost during implementation.

Ensuring these recommendations are backed by appropriate investment will be essential to achieving meaningful, long-term change for the workforce, service providers and the communities they support.

1. Apply stronger, timely consequences for repeated service provider non-compliance;
2. Mandate annual training in child-safe standards, active supervision, and behaviour guidance;
3. Strengthen coordination between service regulation by Quality Assessment and Regulation Division (QARD) and training regulation by Australian Skills Quality Authority (ASQA);
4. Require ASQA to undertake regular, rigorous audits of Registered Training Organisations (RTOs) delivering ECEC qualifications;
5. Restore RTO responsibility for assessing student competence during placement;
6. Publish a public list of high-performing, audited RTOs for use by services, councils, and students;
7. Mandate annual professional development requirements for all educators;
8. Increase investment in public and not-for-profit ECEC provision;

9. Expand QARD's regional monitoring resources to improve responsiveness and coverage;
10. Establish a statewide long-term strategy supporting the viability of public and not-for-profit ECEC providers;
11. Create a dedicated funding stream for councils to develop local tailored place-based ECEC workforce attraction and retention strategies;
12. Supporting sector-wide initiatives to elevate the status and public perception of care roles;
13. Reviewing pay structures and workforce development pathways to ensure remuneration and career opportunities adequately reflect the skill, responsibility, and value of care work;
14. Provide state-funded ongoing professional development to support retention and capability;
15. Incorporate educator wellbeing and workload indicators into statewide performance reporting;
16. Require a minimum of two educators to always be present in any children's space;
17. Reduce the staff-to-child ratio for 3–5-year-olds from 1:11 to 1:8;
18. Strengthen proactive and unannounced regulatory monitoring across all provider types; and
19. Remove or restrict the "under the roofline" ratio averaging provision.

Submission

(a) Adequacy of Current Quality and Safety Standards Across ECEC Service Types

Council's operational experience found that while the National Quality Framework provides a strong baseline for comparing childcare quality, its real-world enforcement is inconsistent, particularly across the private sector where regulatory penalties and follow-up are uneven.

Council's early years educators report that more frequent oversight is needed to identify risks early. Current rates of unannounced inspections are too low to maintain consistent vigilance. Victoria should lead nationally by requiring annual unannounced visits for every service, rather than the current 3–4-year cycle.

Evidence from the Department of Education's 2025 Rapid Child Safety Review shows that for-profit long day care services are more likely to be rated as 'Working Towards' and less likely to exceed the National Quality Standard compared with not-for-profits.

Council's strong child-safe culture, dual-staffing model, and transparent incident reporting demonstrate what is possible when governance and culture support compliance. Strengthening oversight across the system would help lift all providers to these standards.

Recommendations:

1. Apply stronger, timely consequences for repeated service provider non-compliance; and
2. Mandate annual training in child-safe standards, active supervision, and behaviour guidance.

(b) Quality and Oversight of Educator Training, Professional Development and Qualifications

Council regularly hosts placement students from numerous Registered Training Organisations (RTOs) and observes substantial variation in readiness, competence, and understanding of child-safe obligations. This gap arises partly because Quality Assessment and Regulation Division (QARD) and Australian Skills Quality Authority (ASQA) operate in parallel rather than through coordinated oversight. Council educators often find themselves compensating for inconsistent training quality, which increases workload and reduces time for intentional teaching.

Returning assessment responsibilities to RTOs, improving regulatory coordination, and increasing RTO accountability would lift training quality and undivided supervision of child in care.

Recommendations:

1. Strengthen coordination between service regulation by Quality Assessment and Regulation Division (QARD) and training regulation by ASQA;
2. Require ASQA to undertake regular, rigorous audits of RTOs delivering ECEC qualifications;
3. Restore RTO responsibility for assessing student competence during placement;
4. Publish a public list of high-performing, audited RTOs for use by services, councils, and students; and
5. Mandate annual professional development requirements for all educators.

(c) Impacts of Victoria's Predominantly Privatised ECEC System

Latrobe City's regional communities and small-town populations continue to grow and rely heavily on private providers. Commercial pressures can impact staffing levels, supervision quality, and incident reporting. In contrast, public services demonstrate stronger compliance, stability, and child-safe cultures. However, public, and not-for-profit services face financial challenges due to rate capping and limited economies of scale.

A statewide commitment to strengthening public and not-for-profit delivery would help address systemic inequities and improve overall system quality.

Recommendations:

1. Increase investment in public and not-for-profit ECEC provision;
2. Expand QARD's regional monitoring resources to improve responsiveness and coverage; and
3. Establish a statewide long-term strategy supporting the viability of public and not-for-profit ECEC providers.

(d) Workforce Conditions and Their Impact on Wellbeing, Retention and Service Quality

Workforce shortages affect Latrobe City and other regional areas, reducing service flexibility and limiting staff development opportunities. Councils have clear visibility of local labour markets and are well placed to lead local attraction and retention strategies yet require funding to do so. Educator

wellbeing is also a key determinant of service quality, with burnout contributing to turnover and reduced continuity of care.

From a gender equality perspective, it is important to recognise that the care sector workforce is overwhelmingly female. For context, Latrobe City Council employs approximately 250 staff in the Early Care and Education sector, all of whom are women except for one employee. Officers consider that the low-wage environment within the sector materially contributes to this gender imbalance.

Despite being essential to community wellbeing, social cohesion and economic participation, care work continues to be undervalued by society. This undervaluation is reflected in comparatively low wages, limited career progression opportunities, and the persistent characterisation of care roles as “low-skilled,” despite the significant responsibility, emotional labour, and specialised expertise these roles require.

Addressing these structural inequities is critical to building a sustainable and respected workforce, and to improving outcomes for the people who rely on these services.

Recommendations:

1. Supporting sector-wide initiatives to elevate the status and public perception of care roles;
2. Reviewing pay structures and workforce development pathways to ensure remuneration and career opportunities adequately reflect the skill, responsibility, and value of care work;
3. Create a dedicated funding stream for councils to develop local tailored place-based ECEC workforce attraction and retention strategies;
4. Provide state-funded ongoing professional development to support retention and capability; and
5. Incorporate educator wellbeing and workload indicators into statewide performance reporting.

(e) Adequacy of Staff-to-Child Ratio Regulations

Based on Council’s operational experience as a service provider, current ratios do not always support safe supervision, particularly for 3–5-year-olds, where behavioural complexity and diverse developmental needs require close supervision. Council educators consistently report that a 1:11 ratio is insufficient, particularly for children with complex needs, which our educators have observed have increased in recent years.

Recommendations:

1. Require a minimum of two educators to always be present in any children’s space; and
2. Reduce the staff-to-child ratio for 3–5-year-olds from 1:11 to 1:8.

(f) Oversight of the Department of Education and Child Safety Monitoring

Local Governments often detect private market issues first due to their regional planning and support roles. Under the Public Health and Wellbeing Act 2008 and Regulations 2009, ECEC are inspected annually by council regulators for health risks, protection, and immunisation compliance. This highlights opportunities to improve information flow between Local Governments, QARD, ASQA, and WWCC systems. Early risk detection by councils, if reported efficiently, would better protect children and enhance service support.

Recommendation:

1. Strengthen proactive and unannounced regulatory monitoring across all provider types.

(g) Other Matters: Child Safety, National Standards, and Sector Investment

Council strongly supports improved national consistency in Working with Children Checks, including real-time updates and cross-jurisdictional data sharing. Child safety must remain the foundation of all ECEC service delivery, and annual mandatory training would ensure a consistent statewide standard. Investment in place-based workforce planning would also strengthen long-term workforce stability.

Additionally, the “under the roofline” provision is routinely misused by private providers to temporarily understaff rooms. Removing this provision and maintaining per-room ratios is critical for safety.

Recommendation:

1. Remove or restrict the “under the roofline” ratio averaging provision.

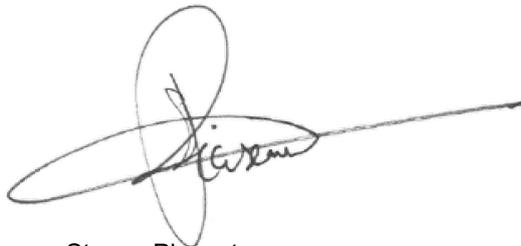
Conclusion

Council values the Victorian Government’s commitment to strengthening the ECEC system and supports reforms that enhance quality, safety, workforce sustainability, and equity. Drawing on three decades of direct service delivery, strong compliance performance, and deep knowledge of regional community needs, Council provides these recommendations to support evidence-based improvement across Victoria.

Council emphasises that effective implementation will require adequate funding, strong cross-agency coordination, and recognition of the unique challenges faced by regional communities. With the right support, Victorian Government are well placed to help deliver a safer, more equitable and sustainable early childhood education and care system.

Please feel free to contact Council’s Senior Strategy and Advocacy Advisor on Advocacy@latrobe.vic.gov.au or 0459 847 411 should you wish to discuss any of the content outlined in this submission in greater detail.

Yours Sincerely,



Steven Piasente

Chief Executive Officer

STATUTORY PLANNING

10. STATUTORY PLANNING

Nil reports

CORPORATE ITEMS FOR DECISION

11. CORPORATE ITEMS FOR DECISION

Item Number 11.1 23 February 2026

Community Liveability

ANIMAL WELFARE ADVISORY COMMITTEE

PURPOSE

To seek Council endorsement to dissolve the Animal Welfare Advisory Committee following a review which has established that the Committee's initial purpose has been achieved.

EXECUTIVE SUMMARY

- The Animal Welfare Advisory Committee (AWAC) was established in September 2019, following a resolution of Council to address community concern about the management of animals within Council's care.
- The purpose of the AWAC was to hear from community members who were invested in the welfare of animals within the community and support them to provide direct feedback to the Animal Management team and Council.
- The AWAC Terms of Reference (TOR) (**Attachment 1**) required the AWAC to meet a minimum of three times annually, providing a quorum of attendees were available. The AWAC is an advisory committee only and has no delegated decision-making authority.
- Across 2024 and 2025 three meetings of the scheduled six were unable to proceed due to lack of quorum.
- At the November 2025 meeting, AWAC discussed making a formal request to Council to wind up the AWAC after considering the original purpose had been achieved as outlined in the body of this report.
- Council officers will continue to purposefully engage with stakeholders and community members to ensure any concerns or issues raised with the quality of care or management of animals in Council's care are addressed in a timely manner.

OFFICER'S RECOMMENDATION

That Council:

1. **endorses the dissolution of the Animal Welfare Advisory Committee; and**
2. **acknowledges the Committee members and the work achieved by the Committee.**

BACKGROUND

Following a resolution of Council on 1 April 2019, the Animal Welfare Advisory Committee (AWAC) was established. The purpose of the AWAC was to hear from stakeholders and community members and support them to provide direct feedback to the Animal Management team and Council.

The focus was on issues in relation to operations of the pound service or questions and concerns about the retrieval of animals or adoption processes. The AWAC was also engaged to support the delivery of the Domestic Animal Management Plan (DAMP) yearly actions and participate in the review of the DAMP.

ANALYSIS

The AWAC's inaugural meeting was held in September 2019 following an expression of interest process to select committee members.

Since the commencement of the AWAC, several improvements have been realised at the pound including:

- Employment of a dedicated Animal Attendant;
- Trial of community volunteers to interact with impounded animals;
- Improved process in the ongoing management of 84Y agreements (an agreement to transfer an animal and legal obligations to a third party, usually a Vet or community rescue network for the purposes of adoption / rehoming);
- Reduction in wait lists for the cat cage loan program;
- Weekly 'Pet of the Week' posts on social media to increase adoption rates of surrendered and abandoned animals; and
- Council adoption of Domestic Animal Management Plans for 2021-2025 and 2026-2029 periods;
 - Annual reporting on the DAMP will continue to be provided directly to the Department of Agriculture as per the statutory process.

The AWAC's third meeting for 2025 was unable to proceed due to a lack of quorum for the second consecutive meeting. This was the third meeting in two years (from a total of six meetings) that did not progress due to a lack of quorum.

At the November 2025 meeting those in attendance, including the Chair, Deputy Madam Mayor Gibson, agreed that the AWAC has met its initial intended purpose and believed that it should wind-up. AWAC members agreed daily practices in the care of animals at the pound and engagement with stakeholders have improved significantly.

Officers are currently working to conceptualise and develop plans for a potential redevelopment of the pound facility for future consideration by Council.

Officers will continue to purposefully engage with stakeholders and community members to ensure any concerns or issues raised with the quality of care or management of animals in Council’s care are addressed in a timely manner.

RISK ASSESSMENT

RISK	RISK RATING	TREATMENT
COMPLIANCE Staff not meeting their obligations for the care of impounded animals.	Low <i>Unlikely x Minor</i>	Established procedures and protocols aligned with the Code of Practice for the Management of Dogs and Cats in Shelters and Pounds.
SERVICE DELIVERY Community dissatisfaction with current levels of service.	Low <i>Possible x Minor</i>	Ensure that services meet statutory requirements and are constantly reviewed for improvement opportunities.

CONSULTATION

Following the discussion at the November 2025 meeting with attendees, an email was circulated to the full Committee inviting members to provide feedback on proceeding with the request to Council to wind up the AWAC.

Committee members were supportive of the proposed winding up of the Committee.

COMMUNICATION

If the Committee is wound up, an email will be issued to Committee members advising them of the outcome and thanking them for their work over the AWAC’s tenure.

DECLARATIONS OF INTEREST

Officers preparing this report have declared they do not have a conflict of interest in this matter under the provisions of the *Local Government Act 2020*.

APPENDIX 1 IMPACT ASSESSMENT

Gender

A Gender Impact Assessment (GIA) under the *Gender Equality Act 2020* has not been conducted as this matter does not involve a program, service or policy with a significant and direct impact on the community.

Social

Owning a pet can encourage positive interactions amongst neighbours and helps reduce social isolation as well as building friendships and a sense of belonging within communities.

Cultural

Owning pets offers many cultural benefits that shape values, traditions and social norms within a society. Some key cultural benefits include promotion of empathy and compassion, strengthening of family and social traditions, and expressions of identity and lifestyle.

Health

Pet ownership can encourage regular walking and outdoor activity which can lead to healthier residents and active vibrant public spaces.

Environmental

N/A

Economic

N/a

Financial

N/A

Attachments

1. Animal Welfare Advisory Committee_Terms of Reference Briefing report

11.1

Animal Welfare Advisory Committee

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Animal Welfare Advisory Committee

Terms of Reference



November 2021



CONTENTS:

1. **Establishment of the Committee**
2. **Objectives**
3. **Membership**
 - Composition of the Committee
 - Length of appointment
 - Selection of members and filling of vacancies
 - Co-option of members
 - Attendance at meetings
 - Resignations
4. **Proceedings**
 - Chair
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 - Quorum
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 - Minutes
 - Reports to Council
5. **Review of Committee and Duration of the Committee**
6. **Authority and Compliance Requirements**



1. Establishment of the Committee

- 1.1. The Animal Welfare Advisory Committee (hereinafter referred to as “the Committee”), is a formally appointed Advisory Committee of Latrobe City Council established for the purposes of providing advice to Council.
- 1.2. The membership of this Committee and these Terms of Reference will be adopted by resolution of Latrobe City Council at a Council Meeting.

2. Objectives

- 2.1. The Committee’s role is to report to the Council and provide appropriate advice, information and feedback on matters relevant to this Terms of Reference in order to facilitate decision making by the Council in relation to the discharge of its responsibilities.
- 2.2. The Committee is an advisory committee only and has no delegated decision making authority.
- 2.3. The Committee is established to:
 - Provide advice to Council on domestic animal management matters including ways in which animal welfare can be continuously improved in the Council pound.
 - Assist with the review of Council’s Domestic Animal Management Plan and provide advice on the implementation of actions in the Domestic Animal Management Plan;
 - Review progress of the actions in the Domestic Animal Management Plan; and
 - Assist in promoting a positive view on options of responsible pet ownership and investigate, provide advice and recommendations relevant to programs that achieve this.
- 2.4. Perform other activities related to this Terms of Reference as requested by the Council.

3. Membership

Composition of the Committee

- 3.1. The Committee shall comprise of up to nine members, being:
 - Up to two Councillors;



Up to four Community representatives appointed via expression of interest process;

One representative of the Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC) where GLaWAC chose to nominate a representative; and

Two Latrobe City Council Officers.

Length of appointment

- 3.2. The Committee shall be in place for as long as Latrobe City Council sees fit, and the appointment of members shall be for a term as deemed appropriate by Council.
- 3.3. Prior to the expiration of each term, there will be a call for nominations for the next term. Current Committee members are able to re-nominate.

Selection of members and filling of vacancies

- 3.4. Latrobe City Council shall determine the original membership of a Committee based on expressions of interest received from members of the community and nominations received from organisations.
- 3.5. The Committee may fill any vacancies that occur within the determined period of appointment, subject to the approval of the General Manager of the relevant division and endorsement of Council. Where a vacancy is filled in this way, the appointment shall be limited to the remainder of the period of the original appointment.

Co-option of members

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

Attendance at meetings

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

Resignations

- 3.10. All resignations from members of the Committee are to be submitted in writing to the General Manager of the relevant division, Latrobe City Council, PO Box 264, Morwell VIC 3840.



4. Proceedings

Chair

- 4.1. The nominated Councillor shall Chair the meetings.
- 4.2. If the Councillor delegate is unavailable he/she shall delegate to the other nominated Councillor to chair the meeting.
- 4.3. If neither Councillor is available, the Chair may nominate a replacement from the current membership of the Committee to chair the meeting.

Meeting schedule

- 4.4. The Committee will determine its meeting schedule and times for each of the meetings. The duration of each Committee meeting should generally not exceed two hours.
- 4.5. The Committee must hold three meetings during a 12 month period on such dates as the Chair appoints with the first meeting of the Committee to be held within one month of the Committee's appointment.
- 4.6. Meetings of the Committee will be held once every four months or as may be deemed necessary by Latrobe City Council or the Committee to fulfil the objectives of the Committee. Special meetings may be held on an as-needs basis.

Meeting procedures

- 4.7. Meetings will follow standard meeting procedures as established in any guidance material and outlined in these terms of reference for Advisory Committees provided (see appendix one for the agenda template).
- 4.8. Members are expected to comply with the confidential information provisions contained in the *Local Government Act 2020* and must treat information they receive as confidential unless otherwise advised. Members must not use confidential information other than for the purpose of performing their function as a member of the Committee.
- 4.9. If a member has a general or material conflict of interest as defined in the *Local Government Act 2020* regarding an item to be considered or discussed by the Committee, the member must disclose this to the Chair if they are attending the meeting.
 - 4.8.1 Once a declaration of either general or material conflict of interest has been made, the member must leave the room and remain outside until the conclusion of the relevant discussion. The time of leaving the meeting room and the time of their return must be recorded in the minutes or notes of the meeting.



- 4.10. All recommendations, proposals and advice must be directed through the Chair.

Quorum

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

Voting

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

Minutes of the Meeting

- 4.14. A Latrobe City Officer or authorised agent shall take the minutes of each Committee meeting.
- 4.15. The minutes shall be in a standard format including a record of those present, apologies for absence, adoption of previous minutes and a list of adopted actions and resolutions of the Committee (see appendix two for the minutes template).
- 4.16. The minutes shall be stored in the Latrobe City Council corporate filing system (currently Ci Anywhere electronic document and records management system).
- 4.17. The agenda shall be distributed at least 48 hours in advance of the meeting to all Committee members, including alternative representatives.
- 4.18. A copy of the minutes shall be distributed to all Committee members (including alternative representatives) within 10 working days of the meeting.

Reports to Council

- 4.19. With the approval of the Chair, a report to Council may be tabled on the Committee's progress towards the objectives included in this Terms of Reference.
- 4.20. Reports to Council should reflect a consensus of view. Where consensus cannot be reached, the report should clearly outline any differing points of view.
- 4.21. Reports to Council will be co-ordinated through the General Manager of the relevant division that the Committee falls under.



5. Review of Committee and Duration of the Committee

- 5.1. The Committee will cease to exist by resolution of the Council, or once the objectives at item 2.3 are demonstrated to have been met, whichever occurs first.
- 5.2. A review of the Committee will take place at least once every three years at which time the Terms of Reference will also be reviewed.
- 5.3. A review will be conducted on a self-assessment basis (unless otherwise determined by Council) with appropriate input sought from the Council, the CEO, all Committee members, management and any other stakeholders, as determined by Council.
- 5.4. The review must consider:
 - The Committee's achievements;
 - Whether there is a demonstrated need for the Committee to continue;
 - and
 - Any other relevant matter.

6. Authority and Compliance Requirements

- 6.1. The Committee is a consultative committee only and has no executive powers nor does it have any delegated decision making or financial authority.
- 6.2. Failure to comply with the provisions outlined in this Terms of Reference may result in termination of the Member's appointment.

QUARTERLY BUDGET REPORT - DECEMBER 2025

PURPOSE

To provide Council with the financial results for the first half of the 2025/2026 financial year in accordance with the provisions of Section 97(1) of the *Local Government Act 2020* (Act).

EXECUTIVE SUMMARY

- This report meets the requirements of the Act to present a quarterly budget report to Council as soon as practicable after the end of each quarter of the financial year.
- The report shows that Council overall is operating within the parameters of its adopted budget with most variances relating to carry forward funds from the previous year and the timing of revenue and expenditure within the current financial year.
- The "Income Allocation Statement" (IAS) currently projects a \$0.6 million cash surplus, which is a \$0.1 million favourable variance to the adopted budget.
- Council seeks to achieve a balanced budget based on a cash basis and the surplus amounts shown in the Income Allocation Statement are primarily related to increases in government grant funding announced after the adoption of the budget.
- The "Comprehensive Income Statement" report forecasts a surplus result for the full financial year of \$22.4 million, which is an unfavourable variance of \$30.2 million to the adopted budget.
- The variance is mainly a result of reduced income \$13.1 million due to timing of Financial Assistance Grants 2025/26 funding \$8.3 million being advanced to Council in 2024/25 and the revised timing of Capital Grants for multi-year projects, together with additional expenditure \$17.1 million mainly in relation to funding carried over from previous years, unbudgeted government grant funding and increased depreciation expenses resulting from increased infrastructure valuations in the 2024/25 financial year.
- The abovementioned variances all relate to financial year timing or non-cash items and do not impact on Council's expected net cash surplus as reported in the IAS.
- The report is provided for Council's information.

OFFICER'S RECOMMENDATION

That Council receives and notes the Budget Report for the quarter ended 31 December 2025, prepared in accordance with the requirements of the *Local Government Act 2020*.

BACKGROUND

Under Section 97(1) of the Act, as soon as practicable after the end of each quarter of the financial year, the Chief Executive Officer must ensure that a quarterly budget report is presented to the Council at a Council meeting which is open to the public. This report ensures compliance with this legislative requirement.

ANALYSIS

The report at **Attachment 1**, as at 31 December 2025, is provided for the information of Council and the community. The financial report compares budgeted income and expenditure with actual results as at the end of the second quarter of the financial year. The key issues of note are:

- The "Income Allocation Statement" (IAS) currently forecasts a \$0.6 million cash surplus, which is \$0.1 million favourable to the adopted budget.
- The "Adjusted Budget" incorporates funding that has been carried forward from the 2024/25 financial year and changes in government grants funding both in financial year timing and funding amounts.
- The "Comprehensive Income Statement" report forecasts a surplus result for the full financial year of \$22.4 million which is an unfavourable variance of \$30.2 million to the original budget. This result is due to a number of variances with a forecasted decrease in income of \$13.1 million and additional expenses of \$17.1 million. The decreased income is mainly a result of Victorian Grants Commission Financial Assistance Grants 2025/26 funding \$8.3 million being advanced to Council in 2024/25 and the revised timing of Capital Grants for multi year projects. These variances have been partially offset by increased other income \$2.3 million which is mainly a result of higher than expected interest on investments \$2.5 million. The increase expenditure is mainly in relation to funding carried over from previous years and unbudgeted government grant funding to be received in the current year, together with increased annual depreciation expense resulting from increased infrastructure valuations in the 2024/25 financial year.
- The "Balance Sheet" shows that Council maintains a strong liquidity position with \$196.5 million in current assets compared to \$51.0 million current liabilities (a liquidity ratio of 3.9:1).
- The budgeted cash & investments at the beginning of the year was \$100.5 million, the actual opening balance was \$139.3 million. The additional \$38.8 million was largely the result of higher than anticipated surplus funds as a result of advanced Financial Assistance Grants funding and capital grants. There has been a net cash outflow of \$10.5 million over the first half mainly as a result of the expenditure of funding received in the 2024/25 financial year.

- The “Statement of Capital Works” shows that as at the 31 December 2025 Council has spent \$35.8 million on capital works mostly on Property (buildings) projects \$19.4 million, Infrastructure projects \$14.6 million (including Roads projects \$8.2 million) and Plant & Equipment \$1.8 million. Full year forecasted capital expenditure is \$90.6 million compared to the budget of \$87.3 million. The \$3.2 million increase in expenditure is due to funds being carried forward from the previous financial year due to changes in the timing of receipt of grants funds and undertaking of works that was expected when the budget was compiled.
- The “Financial Performance Ratios’ indicate that Council remains within the industry expected ranges.

Further details on these and other variations are provided in the report at **Attachment 1**.

RISK ASSESSMENT

RISK	RISK RATING	TREATMENT
COMPLIANCE Non-compliance with the requirements of the <i>Local Government Act 2020</i> .	Low <i>Unlikely x Minor</i>	Timely presentation of report.

CONSULTATION

Not applicable.

COMMUNICATION

Not applicable

DECLARATIONS OF INTEREST

Officers preparing this report have declared they do not have a conflict of interest in this matter under the provisions of the *Local Government Act 2020*.

APPENDIX 1 IMPACT ASSESSMENT

Gender

A Gender Impact Assessment (GIA) under the *Gender Equality Act 2020* has not been conducted as this matter does not involve a program, service or policy with a significant and direct impact on the community.

Social

Not applicable.

Cultural

Not applicable.

Health

Not applicable.

Environmental

Not applicable.

Economic

Not applicable.

Financial

A strong financial position allows Council to adapt and respond to challenges as they arise.

Attachments

1. Quarterly Budget Report - December 2025

11.2

Quarterly Budget Report - December 2025

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Quarterly Budget Report

December 2025

Quarterly Budget Report

December 2025

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December 2025 Quarterly Budget Report Summary

The attached report provides the overall outcomes to the end of the second quarter of the 2025/26 financial year together with forecasted year end results compared to budget. The key issues of note are:

- The "Income Allocation Statement" currently forecasts a \$0.6M cash surplus, which is \$0.1M favourable to the adopted budget. The "Adjusted Budget Forecast" incorporates funding that has been carried forward from the 2024/25 financial year and changes in government grants funding both in financial year timing and funding amounts.
- The "Comprehensive Income Statement" report forecasts a surplus result for the full financial year of \$22.4M which is an unfavourable variance of \$30.2M to the original budget. This result is due to a number of variances, with a forecasted decrease in income of \$13.1M and additional expenses of \$17.1M. The decreased income is mainly a result of Victorian Grants Commission Financial Assistance Grants 2025/26 funding \$8.3M being advanced to Council in 2024/25 and the revised timing of Capital Grants for multi year projects. These variances have been partially offset by increased other income \$2.3M which is mainly a result of higher than expected interest on investments \$2.5M. The increased expenditure is mainly in relation to funding carried over from previous years and expenditure associated with unbudgeted government grant funding to be received in the current year, together with increased annual depreciation expense resulting from increased infrastructure valuations in the 2024/25 financial year.
- The "Balance Sheet" shows that Council maintains a strong liquidity position with \$196.5M in current assets compared to \$51.0M current liabilities (a liquidity ratio of 3.9:1).
- The "Statement of Cash Flows" shows that Council has \$128.8M in Cash and Financial assets (i.e. investments). The level is higher than anticipated due to carry forward funds from previous financial years including capital works, reserves funds and government grants advanced earlier than expected.
- The "Statement of Capital Works" shows a forecast expenditure of \$90.6M compared to the budget of \$87.3M, largely due to works carried forward from the 2024/25 financial year and additional capital grants income.
- The "Financial Performance Ratios" indicate that Council remains within the industry expected ranges.

Under the provisions of the *Local Government Act 2020 Section 97 (1) (the Act)*, as soon as practicable after the end of each quarter of the financial year, the Chief Executive Officer must ensure that a quarterly budget report is presented to the Council at a Council meeting which is open to the public.

25/26 INCOME ALLOCATION STATEMENT

For The Quarter Ended 31 December 2025

NOTE	YEAR TO DATE				FULL YEAR			
	Actual \$'000	YTD Forecast \$'000	Variance fav/(unfav) \$'000	Variance fav/(unfav) %	Forecast \$'000	Adjusted Budget \$'000	Variance fav/(unfav) \$'000	Variance fav/(unfav) %
Operating								
Income								
Rates and charges	82,627	82,662	(36)	(0.0%)	82,677	82,577	100	0.1%
Statutory fees & fines	1,830	1,826	4	0.2%	3,348	3,031	317	10.5%
User fees	5,640	5,522	118	2.1%	9,916	9,774	142	1.5%
Grants - Operating	17,608	16,793	815	4.9%	25,425	25,438	(13)	(0.0%)
Contributions - Monetary	505	327	177	54.2%	514	320	194	60.5%
Other income	1,688	1,657	31	1.9%	3,022	2,656	366	13.8%
Operational Savings Program	1,564	1,564	-	0.0%	1,564	1,564	-	0.0%
Interest Income	3,117	3,126	(8)	(0.3%)	5,900	4,400	1,500	34.1%
Transfer from / (to) reserve	17,086	17,085	1	0.0%	16,722	16,680	41	0.2%
Internal revenue / (expense) from Waste and Capital	41	54	(13)	(24.1%)	383	1,942	(1,559)	(80.3%)
Total income	131,706	130,616	1,090	0.8%	149,473	148,383	1,090	0.7%
Expenses								
Employee costs	(33,662)	(34,621)	959	2.8%	(73,240)	(73,014)	(226)	(0.3%)
Materials and services	(20,861)	(21,757)	896	4.1%	(45,331)	(44,976)	(355)	(0.8%)
Borrowing Costs	(19)	(25)	6	24.9%	(44)	(40)	(4)	(11.2%)
Utilities	(1,847)	(1,898)	51	2.7%	(4,048)	(3,531)	(518)	(14.7%)
Total expenses	(56,389)	(58,301)	1,913	(3.3%)	(122,664)	(121,561)	(1,103)	(0.9%)
Operating Funds Available	75,317	72,315	3,002	4.2%	26,809	26,822	(13)	(0.0%)
Waste (incl. Landfill and Domestic Waste Service)								
Rates and charges - Waste	17,123	17,096	27	(0.2%)	17,096	17,014	81	(0.5%)
User Fees / Other income - Waste	1,423	1,372	51	(3.7%)	2,942	2,562	380	(14.8%)
Operational Expenditure - Waste	(6,879)	(6,936)	57	0.8%	(15,170)	(15,411)	241	1.6%
Capital Works expenditure - Waste	(1,423)	(1,329)	(94)	(7.0%)	(3,284)	(3,210)	(74)	(2.3%)
Capital Works (operating) expenditure - Waste	(259)	(325)	65	20.2%	(1,529)	(2,284)	755	33.0%
Internal revenue / (expense) - Waste	(890)	(935)	45	4.8%	(1,901)	(1,938)	37	1.9%
Transfer from / (to) reserve - Waste	5,431	5,431	-	0.0%	1,847	3,267	(1,420)	43.5%
Net Waste expenditure	14,526	14,374	152	1.1%	(0)	0	(0)	

	NOTE	YEAR TO DATE				FULL YEAR			
		Actual	YTD Forecast	Variance fav/(unfav)	Variance fav/(unfav)	Forecast	Adjusted Budget	Variance fav/(unfav)	Variance fav/(unfav)
		\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	%
Capital									
Grants - Capital		31,082	30,540	542	(1.8%)	45,736	44,993	742	(1.6%)
Grants - Operating (Capital)		4,439	4,439	-	0.0%	8,545	9,248	(703)	7.6%
Other Income - Capital		1,085	1,184	(99)	8.4%	1,504	1,247	257	(20.6%)
Transfer from / (to) reserve - Capital		11,447	10,996	451	(4.1%)	14,216	15,174	(958)	6.3%
Internal revenue / (expense) - Capital		849	882	(32)	3.7%	4,018	2,496	1,521	(61.0%)
Capital Works expenditure		(34,399)	(32,454)	(1,945)	(6.0%)	(87,265)	(85,928)	(1,337)	(1.6%)
Capital Works (operating) expenditure		(924)	(984)	60	6.1%	(10,382)	(10,796)	414	3.8%
Net Capital expenditure	4	13,579	14,603	(1,024)	(7.0%)	(23,629)	(23,566)	(63)	0.3%
Financing									
Debt Servicing Principal		(1,130)	(1,130)	0	(0.0%)	(5,626)	(5,626)	0	0.0%
New Borrowings		-	-	-	0.0%	2,500	2,500	-	0.0%
Internal revenue / (expense) - Transfer New Borrowings to Capital		-	-	-	0.0%	(2,500)	(2,500)	-	0.0%
Borrowing Costs		(167)	(166)	(5)	5.6%	(318)	(318)	(0)	(0.0%)
Transfer from / (to) reserve - Borrowings		-	-	-	0.0%	3,350	3,350	-	0.0%
Financing activities	5	(1,297)	(1,297)	(5)	(0.2%)	(2,594)	(2,594)	0	(0.0%)
Surplus / (deficit)		102,125	99,995	2,125	2.1%	586	663	(77)	(11.6%)

INCOME ALLOCATION STATEMENT OVERVIEW

The "Income Allocation Statement" (IAS) shows how the annual income is allocated to the various expenditure categories. The statement incorporates the "Adjusted Budget Forecast" which represents the 2025/26 budget adopted by Council on 30 June 2025 adjusted for items carried forward from the 2024/25 financial year and other known changes to government grant funding.

The "Forecast" column projects a cash surplus of \$0.6M which is \$0.1M unfavourable to the adjusted budget unallocated cash surplus of \$0.6M that was included in the adopted budget.

NOTES TO THE INCOME ALLOCATION STATEMENT - Year to Date and Full Year Variances**Operating****1. Income****Year to Date - \$1.1M Favourable****Favourable**

Grants - Operating - earlier than expected receipt of various grants mainly in family services.

Contributions - Monetary - Unbudgeted contributions from the Department of Education for the set up of the Kosciuszko Street Pre School \$0.2M.

Unfavourable

Various minor variances

Full Year \$1.1M Favourable**Favourable**

Interest Income - higher than expected interest on investment due to additional cash holdings on council investments largely as a result of unexpected grant funds advanced for major projects that were not anticipated when the budget was developed

Other Income - unbudgeted reimbursements and insurance proceeds received \$0.1M, interest on rates and charges \$0.2M and bar sales at GPAC \$0.1M.

Statutory Fees & Fines - mainly due to higher than anticipated planning permit income \$0.1M, asset protection permit income \$0.1M and land information certificates fees \$0.1M.

Contributions - Monetary - Unbudgeted contributions from the Department of Education for the set up of the Kosciuszko Street Pre School \$0.2M.

Unfavourable

Internal revenue / (expense) from Waste and Capital - net internal expense of interest earned on capital grants received in advance being transferred to the Capital works program.

2. Expenditure**Year to Date - \$1.9M Favourable****Favourable**

Employee Costs - minor percentage variance mainly due to staff vacancies during the first half of the financial year.

Materials & Services - Minor percentage variance mainly due to later than expected expenditure in Family Services programs.

Unfavourable

No unfavourable variances to date.

Full Year - (\$1.1M) Unfavourable**Favourable**

No favourable variances are currently forecasted.

Unfavourable

Employee costs - minor percentage variance mainly associated with unbudgeted government grant funding to be received in the current year.

Materials and services - minor percentage variance mainly due to unbudgeted expenditure incurred as a result of 2025/26 government grants not known when the budget was developed.

Utilities - increase in gas costs for GRAC \$0.4M due to delay in repair to geothermal pump.

NOTES TO THE INCOME ALLOCATION STATEMENT - Year to Date and Full Year Variances**3. Net Waste Services expenditure****Year to Date -** **\$0.2M Favourable**

Various minor timing variances to date.

Full Year - **(\$0.0M) Unfavourable**

Nil net variance. Forecasted increased transfers to waste reserves as a result of revised timing of landfill capital works and increased landfill gate fees and Container Deposit Scheme income.

4. Net Capital expenditure**Year to Date -** **(\$1.0M) Unfavourable**

Mainly due to earlier than expected expenditure on major projects e.g. Kay Street carpark and Ted Summerton reserve.

Full Year - **(\$0.1M) Unfavourable**

The net unfavourable variance is mainly due to the required demolition of the ex Moe Outdoor pool caretaker's house.

5. Net Financing activities**Year to Date -** **(\$0.0M) Unfavourable**

Minor variance.

Full Year - **\$0.0M Favourable**

Minor variance.

COMPREHENSIVE INCOME STATEMENT
For The Quarter Ended 31 December 2025

	NOTE	YTD Actual \$'000	YTD Budget \$'000	Variance YTD Act/Bud fav/(unfav) \$'000	Variance YTD Act/Bud fav/(unfav) %	Variance Type (P)ermanent/ (T)iming	Full Year Forecast \$'000	Adopted Budget \$'000	Variance Adopted Budget /Forecast fav/(unfav) \$'000	Variance Full Year Bud/Forecast fav/(unfav) %
INCOME										
Rates and charges	1	99,750	99,385	365	0.4%	T	99,773	99,591	181	0.2%
Statutory fees and fines	2	1,830	1,379	451	32.7%	P	3,348	3,031	317	10.5%
User fees	3	6,998	6,003	995	16.6%	T	12,623	12,336	287	2.3%
Grants - operating	4	20,270	17,286	2,984	17.3%	T	32,193	40,255	(8,062)	(20.0%)
Grants - capital	5	32,859	34,954	(2,095)	(6.0%)	P	47,513	55,947	(8,435)	(15.1%)
Contributions - monetary	6	655	133	521	390.3%	P	664	320	344	107.3%
Contributions - non monetary	7	0	0	0	0.0%	P	10,000	10,000	0	0.0%
Other income	8	5,228	3,811	1,418	37.2%	P	9,290	7,037	2,253	32.0%
TOTAL INCOME		167,589	162,950	4,639	2.8%		215,406	228,519	(13,114)	(5.7%)
EXPENSES										
Employee costs	9	(33,099)	(33,753)	654	(1.9%)	T	(73,146)	(69,694)	(3,451)	5.0%
Materials and services	10	(27,063)	(25,096)	(1,967)	7.8%	P	(67,307)	(57,772)	(9,535)	16.5%
Bad and doubtful debts		(4)	0	(4)	100.0%	P	(7)	(4)	(4)	102.5%
Depreciation	11	(20,166)	(18,550)	(1,616)	8.7%	P	(40,100)	(37,100)	(3,000)	8.1%
Amortisation - intangible assets		(447)	(500)	53	(10.5%)	P	(905)	(1,000)	95	(9.5%)
Depreciation - right of use assets		(76)	(71)	(6)	8.0%	P	(151)	(141)	(9)	6.7%
Borrowing costs		(167)	(166)	(1)	0.4%	T	(318)	(318)	(0)	0.0%
Finance costs - leases		(25)	(22)	(3)	11.9%	P	(54)	(44)	(10)	22.4%
Net loss/ (gain) on disposal of property, infrastructure, plant and equipment	12	485	0	485	100.0%	T	(5,000)	(5,000)	0	0.0%
Other expenses	13	(2,361)	(2,031)	(330)	16.2%	P	(6,038)	(4,867)	(1,172)	24.1%
TOTAL EXPENSES		(82,922)	(80,189)	(2,733)	3.4%		(193,026)	(175,940)	(17,085)	9.7%
SURPLUS (DEFICIT) FOR THE YEAR		84,666	82,761	1,906	2.3%		22,380	52,579	(30,199)	(57.4%)

COMPREHENSIVE INCOME STATEMENT OVERVIEW

The surplus and deficit amounts shown in the Comprehensive Income Statement year to date and full year budget columns are largely a result of capital grants and non-cash items. Ideally a surplus result would be generated to enable Council to invest in new assets, upgrade and expand existing assets, and repay borrowings. On a cash basis Council budgets for a break even result, with any cash remaining at year end required to meet current and future liabilities together with current commitments. Therefore any variances to budget in the operating result are generally caused by changes in levels of grants and monetary contributions for capital works, and expenditure that is funded from revenue that has been received in a previous financial year together with variances in non-cash items (e.g. loss on disposal of property, infrastructure, plant and equipment).

The "Comprehensive Income Statement" report currently forecasts a surplus result for the full financial year of \$22.4M which is a unfavourable variance of \$30.2M to the original budget. This result is due to a number of variances with a forecasted decrease in income of \$13.1M and additional expenses of \$17.1M. The decreased income is mainly a result of Victorian Grants Commission Financial Assistance Grants 2025/26 funding \$8.3M being advanced to Council in 2024/25 and the revised timing of Capital Grants for multi year projects. These variances have been partially offset by increased other income \$2.3M which is mainly a result of higher than expected interest on investments \$2.5M. The increased expenditure is mainly in relation to funding carried over from previous years and expenditure associated with unbudgeted government grant funding to be received in the current year, together with increased annual depreciation expense resulting from increased infrastructure valuations in the 2024/25 financial year.

NOTES TO THE COMPREHENSIVE INCOME STATEMENT - Year to Date and Full Year Variances**1. Rates and charges**

Year to Date - \$0.4M Favourable

Higher than expected supplementary rates raised to date.

Full Year - \$0.2M Favourable

Higher than expected supplementary rates are forecasted for the full year, an allowance has been made for abandoned rates that will partially offset the YTD variance.

2. Statutory fees and fines

Year to Date - \$0.5M Favourable

Favourable variance is mainly due to earlier than expected receipt of election fines \$0.1M and health registration income \$0.1M, higher than anticipated planning permit income \$0.1M and asset protection permit income \$0.1M together with other minor variances.

Full Year - \$0.3M Favourable

Favourable variance is mainly due to higher than anticipated planning permit income \$0.1M, asset protection permit income \$0.1M and land information certificates fees \$0.1M.

3. User fees

Year to Date - \$1.0M Favourable

Favourable variance mainly due to higher than expected fees received for to date for child care fees \$0.3M, Leisure fees \$0.2M and GPAC & Creative venues hire \$0.1M, together with increases in Landfill gate fees \$0.2M, subdivision supervision fees \$0.1M and other minor variances

Full Year - \$0.3M Favourable

Favourable variance mainly due to higher than expected income for subdivision supervision fees \$0.2M and Landfill gate fees \$0.1M.

4. Grants - operating

Year to Date - \$3.0M Favourable

The favourable variance is mainly due to the earlier than expected receipt of funding for the Gippsland Logistics & Manufacturing Precinct Stage 1B project \$3.1M and School Readiness Program Funding \$0.5M together with the recognition of unbudgeted grants for Sports Legacy & Activation Council Support Package Fund (CSPF) \$1.9M, Business Capability grant \$0.9M and Natural Disaster funding received for the August 2024 storms \$0.5M. This has been partially offset by unfavourable variances for the Victorian Grants Commission Financial Assistance Grants funding \$4.1M due to the funding being advanced to Council in the previous financial year.

Full Year - (\$8.1M) Unfavourable

The unfavourable variance is mainly due to the advance of \$8.3M Financial Assistance Grants funding for 2025/26 being received in the 2024/25 financial year and other financial year timing variances for the Gippsland Logistics & Manufacturing Precinct Stage 1B project \$0.5M. This has been partially offset by the expected receipt of unbudgeted grants, Natural Disaster Recovery for the August 2024 storm event \$0.5M..

NOTES TO THE COMPREHENSIVE INCOME STATEMENT - Year to Date and Full Year Variances**5. Grants - capital****Year to Date - (\$2.1M) Unfavourable**

The unfavourable variance is mainly due to changes in the expected timing of recognition of grants for projects carried forward from 2024/25 e.g. Regional Car Parks Fund \$3.3M, Sports Legacy projects \$3.2M. These variances are partially offset by favourable timing for CSPF funding \$1.8M, Roads to Recovery (R2R) funding \$1.2M and unbudgeted grants received for Glengarry flood mitigation project \$0.5M, sports lighting at Toners Lane Reserve \$0.2M and netball court lighting at Agnes Brereton Reserve \$0.2M.

Full Year - (\$8.4M) Unfavourable

The unfavourable variance is due to changes in the expected financial year timing of recognition of Regional Car Parks Fund \$6.1M, Sports Legacy projects \$3.4M, Traralgon flood recovery projects \$3.1M and Gaskin Park multi use pavilion project \$0.5M. These variances have been partially offset by favourable forecasts for CSPF funding \$2.8M, Glengarry flood mitigation \$0.5M, Local Roads and Community Infrastructure program (LRC14) funds \$0.4M, Blackspot funding \$0.2M, Sports Lighting at Toners Lane Reserve \$0.2M and netball court lighting at Agnes Brereton Reserve \$0.2M together with other smaller variances.

6. Contributions - monetary**Year to Date - \$0.5M Favourable**

Unbudgeted contributions from the Department of Education for the set up of the Kosciuszko Street Pre School \$0.2M and community contribution to the netball court lighting at Agnes Brereton Reserve project \$0.2M, together with higher than expected receipt of developer contributions to date including Traralgon North Developer contribution schemes \$0.1M and other minor variances.

Full Year - \$0.3M Favourable

Unbudgeted contributions from the community contribution to the netball court lighting at Agnes Brereton Reserve project \$0.2M, together with higher than expected receipt of developer contributions to date including Traralgon North Developer contribution schemes \$0.1M. Note that the contribution received for Kosciuszko Street Pre School in December was not included in the forecast which was undertaken in November.

7. Contributions - non monetary**Year to Date - \$0.0M Nil Variance**

No variance.

Full Year - \$0.0M Nil Variance

No variance.

8. Other income**Year to Date - \$1.4M Favourable**

The favourable variance is primarily due to higher than expected interest on investment due to additional cash holdings on council investments largely as a result of unexpected grant funds advanced for major projects that were not anticipated when the budget was developed \$0.8M, together with unbudgeted reimbursements and insurance proceeds received \$0.3M, container deposit scheme funds \$0.1M.

Full Year - \$2.3M Favourable

The favourable variance is primarily due to higher than expected interest on investment due to additional cash holdings on council investments largely as a result of unexpected grant funds advanced for major projects that were not anticipated when the budget was developed \$1.5M, together with unbudgeted reimbursements and insurance proceeds received \$0.1M, container deposit scheme funds \$0.2M, interest on rates and charges \$0.2M and bar sales at GPAC \$0.1M and other smaller variances

9. Employee costs**Year to Date - \$0.7M Favourable**

Minor percentage variance mainly due to staff vacancies during the first half of the financial year.

Full Year - (\$3.5M) Unfavourable

The additional salaries and wages is mainly associated with funding carried over from previous years and unbudgeted government grant funding to be received in the current year relating to Family Services programs e.g. School Readiness Program (SRF) \$1.1M, Kindergarten Inclusion Support (KIS) \$0.5M and Family Health programs \$1.5M.

NOTES TO THE INCOME STATEMENT - Year to Date and Full Year Variances**10. Materials and services****Year to Date - (\$2.0M) Unfavourable**

The unfavourable variance is mainly related to expenditure associated with unbudgeted government grants and funding carried forward from previous years and other minor variances.

Full Year - (\$9.5M) Unfavourable

The unfavourable variance is mainly due to unbudgeted expenditure incurred as a result of internal and external funding carried forward from previous years and 2025/26 government grants not known when the budget was developed including Family Services programs \$1.8M, Sports Legacy & Activation funded programs \$1.3M, various capital works projects \$0.8M, increase in gas costs for GRAC \$0.4M due to delay in repair to geothermal pump together with various other items.

11. Depreciation**Year to Date - (\$1.6M) Unfavourable**

The unfavourable variance is mainly as a result of the increased valuations in infrastructure assets in the previous financial year leading to increased depreciation expenses that were not known when the budget was developed.

Full Year - (\$3.0M) Unfavourable

The unfavourable variance is mainly as a result of the increased valuations in infrastructure assets in the previous financial year leading to increased depreciation expenses that were not known when the budget was developed.

12. Net (gain) / loss on disposal of property, infrastructure, plant and equipment**Year to Date - \$0.5M Favourable**

Favourable variance to date on disposal of fleet, plant & equipment.

Full Year - \$0.0M Nil Variance

No variance

13. Other expenses**Year to Date - (\$0.3M) Unfavourable**

The unfavourable variance is mainly due to unbudgeted expenditure incurred as a result of internal and external funding carried forward from previous years and 2025/26 government grants not known when the budget was developed including Latrobe City Business Capability grant expenditure \$0.1M and CSPF grant expenditure \$0.2M. In addition Land tax expense us \$0.1m over budget expectations.

Full Year - (\$1.2M) Unfavourable

The unfavourable variance is mainly due to unbudgeted expenditure incurred as a result of internal and external funding carried forward from previous years and 2025/26 government grants not known when the budget was developed including e.g. Small Town Grants \$0.2M, Kindergarten Inclusion Support grants \$0.3M, Latrobe City Business Capability grant expenditure \$0.1M, CSPF grant expenditure \$0.1M and Social Inclusion Action Groups grants \$0.2M. In addition Land tax expense us \$0.1m over budget expectations.

BALANCE SHEET

As at 31 December 2025

	NOTE	Current Balance \$'000	Opening Balance 01/07/25 \$'000	Movement for Year to Date \$'000		NOTE	Current Balance \$'000	Opening Balance \$'000s	Movement for Year to Date \$'000s
CURRENT ASSETS					CURRENT LIABILITIES				
Cash and Cash Equivalents	1	8,750	19,256	(10,505)	Trade and Other Payables	5	704	12,773	(12,069)
Other Financial Assets	1	120,000	120,000	0	Trust Funds and Deposits	6	8,356	7,959	396
Trade and Other Receivables	2	64,006	6,091	57,916	Contract and Other Liabilities	7	23,960	37,378	(13,418)
Prepayments	3	142	1,401	(1,259)	Provisions		13,456	14,279	(822)
Contract Assets		3,621	5,008	(1,387)	Interest-bearing Liabilities		4,496	5,626	(1,130)
Non-Current Assets Held for Sale	4	0	2,258	(2,258)	Lease Liabilities		65	133	(68)
Total Current Assets		196,519	154,014	42,506	Total Current Liabilities		51,037	78,148	(27,112)
NON CURRENT ASSETS					NON CURRENT LIABILITIES				
Trade and Other Receivables		0	0	0	Provisions		18,343	18,343	0
Other Financial Assets		2	2	0	Interest-bearing Liabilities		9,145	9,145	0
Property, Infrastructure, Plant and Equipment		1,710,365	1,694,802	15,564	Lease Liabilities		1,000	969	31
Right-of-use assets		986	1,022	(37)	Total Non-Current Liabilities		28,487	28,457	31
Intangible Assets		0	447	(447)	TOTAL LIABILITIES		79,524	106,605	(27,081)
Total Non-Current Assets		1,711,353	1,696,273	15,080	NET ASSETS		1,828,349	1,743,682	84,666
TOTAL ASSETS		1,907,873	1,850,287	57,586	EQUITY				
					Current Year Surplus/(Deficit)		84,666	37,401	47,266
					Accumulated Surplus		919,148	881,919	37,229
					Reserves		824,534	824,362	172
					TOTAL EQUITY		1,828,349	1,743,682	84,666

BALANCE SHEET OVERVIEW

The Balance Sheet shows that Council maintains a strong liquidity position with \$196.5M in current assets compared to \$51.0M current liabilities (a liquidity ratio of 3.9:1).

NOTES TO THE BALANCE SHEET - Year to Date Movement**1. Cash and Cash Equivalents/Other Financial Assets (\$10.5M) Decrease**

The overall decrease is mainly due to expenditure of funds carried over from prior financial years.

2. Trade and Other receivables \$57.9M Increase

Mainly due to the annual rates notices being raised in the first quarter which is normal practice. This amount will continue to reduce as rate payments are received over the remainder of the year in line with the quarterly instalment and annual payment due dates.

3. Prepayments (\$1.3M) Decrease

Due to prepayments as at 30 June 2025 having now been reversed/received in the current financial year.

4. Non current assets held for sale (\$2.3M) Decrease

Reduction due to the sale of the Hazelwood House property in the first quarter of the financial year.

5. Trade and Other Payables (\$12.1M) Decrease

Mainly due to amounts that were outstanding to suppliers as at 30 June 2025 being paid/recognised in the current financial year.

6. Trust Funds and Deposits \$0.4M Increase

Mainly relates to the collection of Fire Services Property Levy in December which will be passed onto the State Revenue Office in March.

7. Contract and Other Liabilities (\$13.4M) Decrease

Mainly due to large capital grant amounts paid to Council in 2024/25 in advance of expenditure on these projects e.g. Regional Car Park Fund & Regional Sports Infrastructure programs.

STATEMENT OF CASH FLOWS

For the Quarter ended 31 December 2025

	YTD Cash Flow \$'000	Adopted Budget Annual Cashflow \$'000		YTD Cash Flow \$'000	Adopted Budget Annual Cashflow \$'000
	Inflows (Outflows)	Inflows (Outflows)		Inflows (Outflows)	Inflows (Outflows)
CASH FLOWS FROM OPERATING ACTIVITIES			CASH FLOWS FROM FINANCING ACTIVITIES		
Rates and charges	44,306	99,484	Finance costs	(166)	(318)
Statutory fees & fines	1,692	3,031	Proceeds from borrowings	0	2,500
User fees	7,065	12,336	Repayment of borrowings	(1,130)	(5,626)
Grants - operating	16,732	40,255	Interest paid - lease liability	(25)	(44)
Grants - capital	24,085	39,948	Repayment of lease liabilities	(77)	(158)
Contributions - monetary	655	320	Net Cash Flows from Financing Activities	(1,398)	(3,646)
Interest received	3,392	4,400	Net Increase/(Decrease) in cash held	(10,505)	67,160
Trust funds and deposits taken/(repaid)	396	121	Cash & cash equivalents at beginning of year	19,256	10,494
Other receipts	756	2,637	Cash & cash equivalents at end of period	8,750	77,654
Net GST refund/(payment)	(1,044)	3,900			
Employee costs	(35,770)	(69,289)			
Materials & services	(34,548)				
Short-term, low value and variable lease payments	(76)	(146)			
Other payments	(2,284)	(4,720)			
Net cash from operating activities	25,355	132,277			
CASH FLOWS FROM INVESTING ACTIVITIES			Summary of Cash & Investments		
Payments for property, infrastructure, plant & equipment	(37,298)	(87,306)	Cash & Cash Equivalents	8,750	(10,505)
Proceeds from sale of property, plant & equipment	2,835	835	Other Financial Assets (Cash Investments)	120,000	0
Payments for investments	(90,000)	(120,000)	Total Cash & Investments	128,750	(10,505)
Proceeds from sale of investments	90,000	145,000			
Loans and advances made	0	0	Budgeted Opening Balance of Cash & Investments		100,494
Payments of loans and advances	1	0	Variance in Opening Balance		38,762
Net Cash Flows used in investing activities	(34,462)	(61,471)			

STATEMENT OF CASH FLOWS OVERVIEW

The budgeted cash & investments at the beginning of the year was \$100.5 million, the actual opening balance was \$139.3 million. The additional \$38.8 million was largely the result of higher than anticipated surplus funds as a result of advanced Financial Assistance Grants funding and capital grants. There has been a net cash outflow of \$10.5 million over the first half of the financial year mainly as a result of the expenditure of funding received in the 2024/25 financial year.

STATEMENT OF CAPITAL WORKS

For The Quarter Ended 31 December 2025

	NOTE	YTD Actuals \$'000	Full Year Forecast \$'000	% Spent of Forecast	Adopted Budget \$'000	Variance Adopted Budget /Adj Budget \$'000	Variance Adopted Budget / Adj Budget %
Property							
Buildings	1	19,371	44,702	43%	51,675	6,973	13.5%
Total Property		19,371	44,702	43%	51,675	6,973	13.5%
Plant and Equipment							
Plant, machinery & equipment	2	1,481	4,538	33%	3,200	(1,338)	(41.8%)
Fixtures, fittings & furniture		16	26	61%	10	(16)	(156.3%)
Computers & telecommunications	3	313	1,075	29%	850	(225)	(26.5%)
Artwork collection		0	14	0%	14	0	1.9%
Total Plant and Equipment		1,810	5,652	32%	4,074	(1,578)	(38.7%)
Infrastructure							
Roads	4	8,163	17,946	45%	14,520	(3,426)	(23.6%)
Bridges & culverts		373	1,777	21%	1,777	0	0.0%
Footpaths & cycleways	5	46	1,238	4%	1,012	(226)	(22.3%)
Drainage	6	924	4,472	21%	1,006	(3,466)	(344.6%)
Recreational, leisure & community facilities	7	3,246	8,655	38%	11,161	2,506	22.5%
Waste management	8	1,244	2,908	43%	250	(2,658)	(1063.4%)
Parks, open space and streetscapes	9	645	2,920	22%	1,606	(1,314)	(81.8%)
Offstreet carparks	10	0	279	0%	225	(54)	(23.8%)
Total Infrastructure		14,641	40,195	36%	31,557	(8,638)	(27.4%)
Total Capital Works expenditure		35,822	90,550	40%	87,306	(3,244)	(3.7%)
REPRESENTED BY;							
New asset expenditure	11	16,291	36,137	45.1%	46,095	9,958	21.6%
Asset renewal expenditure	12	13,473	37,867	35.6%	28,878	(8,989)	(31.1%)
Asset upgrade expenditure	13	6,058	16,546	36.6%	12,333	(4,213)	(34.2%)
Total Capital Works expenditure		35,822	90,550	39.6%	87,306	(3,244)	(3.7%)

STATEMENT OF CAPITAL WORKS OVERVIEW

As at the 31 December 2025 Council has spent \$35.8M on capital works mostly on Property (buildings) projects \$19.4M, Infrastructure projects \$14.6M (including Roads projects \$8.2M) and Plant & Equipment \$1.8M. Full year forecasted capital expenditure is \$90.6M compared to the budget of \$87.3M. The \$3.2M increase in expenditure is due to funds being carried forward from the previous financial year due to changes in the timing of receipt of grants funds and undertaking of works that was expected when the budget was compiled.

Note: The total capital expenditure disclosed in the Statement of Capital Works varies from the Income Allocation Statement (IAS) Capital expenditure line item due to the IAS figure including projects that are capital in nature but do not meet Council's policy requirements for asset recognition/capitalisation together with the Landfill Construction/Rehabilitation line including some costs that are included in the Statement of Capital Works.

NOTES TO THE CAPITAL WORKS STATEMENT - Full Year Forecast Variances**1. Buildings****\$7.0M Decreased Expenditure**

Primarily due to revised financial year timing of expenditure for multi year projects including Regional Car Parks Fund projects at Commercial Rd Morwell \$4.8M and Kay St Traralgon \$1.0M, Gaskin Park multi use pavilion \$3.1M, Traralgon indoor multi sports hall \$2.2M and Traralgon recreation reserve multi use pavilion \$0.7M flood recovery projects. These variances are partially offset by expenditure that has carried forward from previous budget allocations and cash surpluses, including Morwell Depot upgrade \$0.8M, Building Renewal Programs \$0.6M, Immigration Park Morwell public toilet \$0.6M, Northern Reserve Newborough pavilion \$0.5M, Maryvale Reserve pavilion refurbishment \$0.5M, Solar Power generation installations \$0.4M, Leisure UV disinfectant units \$0.3M, GRAC lockers \$0.3M together with a number of smaller project amounts..

2. Plant, machinery & equipment**(\$1.3M) Increased Expenditure**

Mainly due to items of fleet and large plant that were budgeted in the previous year but as a result of delays in delivery times were not able to be received until the 2025/26 financial year. Funds have been carried forward to pay for these items.

3. Computers & telecommunications**(\$0.2M) Increased Expenditure**

Mainly due to Public Wi-Fi improvements \$0.2M funded from prior year government grant funds carried forward.

4. Roads**(\$3.4M) Increased Expenditure**

Mainly relates to carry forward works for Landslip reconstruction works to be funded under natural disaster funding schemes \$1.7M, Road Rehabilitation program \$0.4M, Gordon/English Street DCP works \$0.3M, Landfill access road \$0.3M. LRCl4funded project for chicanes at Wirraway St Moe \$0.3M and Nation Building Blackspot Program \$0.3M.

5. Footpaths & cycleways**(\$0.2M) Increased Expenditure**

Mainly due to funding carried forward from the 2024/25 financial year to complete Footpath Rehabilitation Program works \$0.1M and unbudgeted Tidy Towns funding for Yinnar gravel path \$0.1M

6. Drainage**(\$3.5M) Increased Expenditure**

Mainly due to timing of grants and carry forward and drainage reserve funding for Piped system enhancements & stormwater quality improvement program \$1.8M, Stormwater outfall rehabilitation program \$0.3M Glengarry Flood Mitigation works \$0.8M and other carry forward works for drainage programs \$0.6M.

NOTES TO THE CAPITAL WORKS STATEMENT - Full Year Forecast Variances**7. Recreational, leisure & community facilities** **\$2.5M Decreased Expenditure**

Primarily due to revised financial year timing of expenditure for Ted Summerton reserve upgrades \$3.4M partially offset by unbudgeted government grant funding and other funding carried forward from 2024/25 including the GRAC Geothermal Pump Replacement \$0.3M and netball court lighting at Agnes Brereton Reserve Traralgon \$0.3M and other smaller variances.

8 Waste management **(\$2.7M) Increased Expenditure**

This mainly relates to works on the new landfill cell \$2.5M, together with the Leachate treatment plant and pond construction \$0.2M with both projects funded from the landfill reserve.

9. Parks, open space and streetscapes **(\$1.3M) Increased Expenditure**

Mainly due to unbudgeted government grant funded projects and funding carried forward from 2024/25 including Sports Lighting for Toners Lane Reserve \$0.4M, Tyers skate park/BMX pump track \$0.3M, Outdoor LED screen at Moe Skate Park \$0.2M and the Mathison Park Play space upgrade \$0.2M.

10. Offstreet carparks **(\$0.1M) Increased Expenditure**

Funding carried forward for sealing of unsealed off street carparks.

11. New asset expenditure **\$10.0M Decreased Expenditure**

Primarily due to revised financial year timing of expenditure for multi year projects including Regional Car Parks Fund projects at Commercial Rd Morwell \$4.8M and Kay St Traralgon \$1.0M, Gaskin Park multi use pavilion \$3.1M, Traralgon indoor multi sports hall \$2.2M and Traralgon recreation reserve multi use pavilion \$0.7M flood recovery projects and Ted Summerton reserve \$1.3M. These variances are partially offset by expenditure that has carried forward from previous budget allocations and cash surpluses, including Immigration Park Morwell public toilet \$0.6M, Northern Reserve Newborough pavilion \$0.5M, Solar Power generation installations \$0.4M, netball court lighting at Agnes Brereton Reserve Traralgon \$0.3M, Tyers skate park/BMX pump track \$0.3M, Gordon/English Street DCP works \$0.3M and other smaller variances.

12. Asset renewal expenditure **(\$9.0M) Increased Expenditure**

Primarily due to funds carried forward from the 2024/25 financial year for Highland Highway landfill cell construction \$2.5M, Landslip reconstruction works to be funded under natural disaster funding schemes \$1.4M, Fleet and large plant replacement programs \$1.0M, Building Renewal programs \$0.6M, Depot Morwell upgrade \$0.8M, Council Support Package funded projects (CSPF) \$0.6M, drainage renewal programs \$0.6M and other various carry forward projects.

13. Asset upgrade expenditure **(\$4.2M) Increased Expenditure**

Mainly due to unexpended and reserve funds carried over from the 2024/25 financial year and unbudgeted government grants including Piped Systems Enhancement & Stormwater Quality Improvement \$1.8M, Glengarry Flood Mitigation construction \$0.8M, Sports Lighting for Toners Lane Reserve \$0.4M, Geothermal pump replacement \$0.3M, Council Support Package funded projects (CSPF) \$0.3M, Landslip Betterment Works \$0.3M, Nation Building Blackspot Program \$0.3M, Gross Pollutant Trap \$0.2M, together with a number of smaller carry forward project amounts.

LGPRF FINANCIAL PERFORMANCE RATIOS

As at 31 December 2025

OVERVIEW

The final part of the report is the Financial Performance Ratios as per the Local Government Performance Reporting Framework (LGPRF). The results of the financial year to date show that Council is expected to remain within the expected ranges by the end of the financial year. Some of the ratios when measured part way through the year will fall outside the ranges in the year to date figures purely because they are designed to look at an annual result.

	\$'000	Ratio at 31/12/25	Forecast at 30/06/26	Budget at 30/06/26	Expected Range
Adjusted Underlying Result Indicator (Indicator of the broad objective that an adjusted underlying surplus should be generated in the ordinary course of business. A surplus or increasing surplus suggests an improvement in the operating position)					
Adjusted underlying surplus (or deficit)					
<u>Adjusted net Surplus/(Deficit)</u>	52,563	38.8%	(20.7%)	(6.6%)	-20% - +20%
Adjusted underlying revenue	135,486				
The ratio takes out the effect of once off capital grants & developer contributions.					
Note: The YTD result is mainly due to annual rates revenue being recognised as a income as soon as the rates are generated in July each year. The ratio will gradually decrease throughout the year as council spends it budget allocations. The forecasted lower ratio of (20.7%) is mainly due to additional expenditure as a result of unspent 2024/2025 recurrent project and program expenditure which led to a greater than expected 'cash' surplus result at the end of the 2024/25 financial year together with government funding advanced to Council in 2024/25 that was budgeted in 2025/26 e.g. Financial Assitance Grants \$8.3M.					

	\$'000	Ratio at 31/12/25	Forecast at 30/06/26	Budget at 30/06/26	Expected Range
LIQUIDITY					
Working Capital Indicator					
(Indicator of the broad objective that sufficient working capital is available to pay bills as and when they fall due. High or increasing level of working capital suggests an improvement in liquidity)					
Current assets compared to current liabilities					
<u>Current Assets</u>	196,519	385.1%	203.8%	203.8%	100% - 300%
Current Liabilities	51,037				
Note: Working capital is higher during the year due to annual rates revenue being recognised as a trade receivable current asset as soon as the rates are generated in July each year. This gradually decreases throughout the year as council spends it budget allocations.					
Unrestricted Cash Indicator					
(Indicator that sufficient cash which is free of restrictions is available to pay bills as and when they fall due. High or increasing level of cash suggests an improvement in liquidity)					
<u>Unrestricted Cash</u>	(32,764)	(64.2%)	(22.1%)	(22.1%)	0.0% - 200%
Current Liabilities	51,037				
Note: Unrestricted cash does not include funds held in term deposits with a maturity term of greater than 90 days. These deposits are managed to ensure they mature in time for payment runs and are available to meet liabilities when they fall due. The actual and forecasted negative results are due to restricted items being held in term deposit investments i.e Financial Assets rather than cash.					

	\$'000	Ratio at 31/12/25	Forecast at 30/06/26	Budget at 30/06/26	Expected Range
OBLIGATIONS					
Loans and borrowings Indicator					
(Indicator of the broad objective that the level of interest bearing loans and borrowings should be appropriate to the size and nature of a council's activities. Low or decreasing level of loans and borrowings suggests an improvement in the capacity to meet long term obligations)					
Loans and borrowings compared to rates					
<u>Interest Bearing loans and borrowings</u>	13,641	13.7%	11.7%	11.7%	0% - 50%
Rate Revenue	99,750				
Loans and borrowings repayments compared to rates					
<u>Interest & principal repayments</u>	1,297	1.3%	6.0%	6.0%	0% - 10%
Rate Revenue	99,750				

	\$'000	Ratio at 31/12/25	Forecast at 30/06/26	Budget at 30/06/26	Expected Range
Indebtedness Indicator					
(Indicator of the broad objective that the level of long term liabilities should be appropriate to the size and nature of a Council's activities. Low or decreasing level of long term liabilities suggests an improvement in the capacity to meet long term obligations)					
Non-current liabilities compared to own source revenue (to ensure Council has the ability to pay its long term debts & provisions)					
<u>Non Current Liabilities</u> Own Source Revenue	<u>28,487</u> 113,806	25.0%	22.1%	22.7%	0% - 50%
Own Source Revenue excludes revenue which is not under the control of council (including government grants)					
Asset Renewal Indicator					
(Indicator of the broad objective that assets should be renewed as planned. High or increasing level of planned asset renewal being met suggests an improvement in the capacity to meet long term obligations)					
<u>Asset Renewal & Upgrade Expenditure</u> Depreciation	<u>19,531</u> 20,166	96.9%	135.7%	111.1%	50%-100%
Note: The forecast increase in this ratio is mainly a result of renewal & upgrade works carried forward from the previous financial year and/or funded from unbudgeted government grants. (refer to Statement of Capital Works Note 12 & 13 for more details)					

	\$'000	Ratio at 31/12/25	Forecast at 30/06/26	Budget at 30/06/26	Expected Range
STABILITY					
Rates Concentration Indicator					
(Indicator of the broad objective that revenue should be generated from a range of sources. High or increasing range of revenue sources suggests an improvement in stability)					
Rates compared to adjusted underlying revenue					
<u>Rate Revenue</u>	99,750	73.6%	62.4%	60.4%	40% - 80%
Adjusted underlying revenue	135,486				
The ratio takes out the effect of once off capital grants & developer contributions.					
Rates Effort Indicator					
(Indicator of the broad objective that the rating level should be set based on the community's capacity to pay. Low or decreasing level of rates suggests an improvement in the rating burden)					
Rates compared to property values					
<u>Rate Revenue</u>	99,750	0.4%	0.4%	0.4%	0.2% to 0.7%
property values (CIV)	22,470,312				

	\$'000	Ratio at 31/12/25	Forecast at 30/06/26	Budget at 30/06/26	Expected Range
EFFICIENCY					
Expenditure Level Indicator					
(Indicator of the broad objective that resources should be used efficiently in the delivery of services. Low or decreasing level of expenditure suggests an improvement in organisational efficiency)					
Expenses per property assessment					
<u>Total expenses</u>	82,922	\$ 2,010	\$ 4,678	\$ 4,264	\$2000 - \$4000
Number of property assessments	41				
Note: The forecast increase in expenses per assessment is mainly related to employee costs and materials and services expenditure funded from additional government funding and carry forward funds together with increased depreciation costs following infrastructure revaluations undertaken in the 2024/25 financial year.					
Revenue Level Indicator					
(Indicator of the broad objective that resources should be used efficiently in the delivery of services. Low or decreasing level of rates suggests an improvement in organisational efficiency)					
Average general rate & municipal charge per property assessment					
<u>Total General Rates and Municipal Charges</u>	72,715	\$ 1,762	\$ 1,762	\$ 1,762	\$800 - \$1,800
Number of property assessments	41				

Thank you.



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2025/26 MID YEAR BUDGET REVIEW

PURPOSE

To present Council with the 2025/26 full year forecast financial position following the mid-year budget review and to seek approval for the allocation of funding for three urgent projects.

EXECUTIVE SUMMARY

- A mid-year review is undertaken each year to compare how the organisation is tracking against the adopted budget and consider the need/requirement to prepare a revised budget.
- In accordance with Section 95 of the *Local Government Act 2020*, as Council is not intending to make a variation to the declared rates or charges, undertake new borrowings not already included in the budget or make a change to the budget that the Council considers should be the subject of community engagement, a revised budget is not required to be prepared.
- The review indicates the full year forecast position is expected to exceed the adopted budget position, with a forecast full year surplus position of \$0.586 million (on a cash budget basis).
- Projects totalling \$0.123 million are recommended for consideration for funding from the mid-year surplus position.

OFFICER'S RECOMMENDATION

That Council receives and notes the mid-year budget review and approves the allocation of funding to the following projects:

- 1. Forestree Data Collection at Matheson Park Churchill - \$12,000;**
- 2. Copyright Agency Agreement - \$11,000; and**
- 3. Leisure & Aquatic Facilities Strategic Review - \$100,000.**

BACKGROUND

Throughout December and January of each financial year the organisation undertakes a detailed examination of all operating and capital income and expenditure budget items, year to date actual income/expenditure and forecast income/expenditure for the financial year. The focus of the review is to identify permanent differences between year-to-date results and forecast income/expenditure against the Adopted Budget and determine whether there is a requirement to prepare a revised budget in accordance with the requirements of the *Local Government Act 2020* (the Act).

The Act requires that a revised budget be prepared if Council intends to make a variation to the declared rates or charges, undertake to borrow funds that have not been previously approved in the budget or wish to make a change to the budget that Council considers should be the subject of community engagement.

ANALYSIS

Following the budget review, the full year forecast position is expected to result in a full year surplus position of \$0.586 million (on a cash budget basis). This surplus is largely a result of increased Grants Commission funding, lower than expected insurance premiums and additional interest on outstanding rates balances.

The forecast variances to the Adopted Budget are identified in the Income Allocation Statement (**Attachment 1**).

In accordance with Section 95 of the Act, there is no requirement for a revised budget as none of the three criteria identified in the Act exist.

It is recommended that the following three urgent projects are funded from the forecast surplus:

- Forestree Data Collection – Matheson Park Churchill
With the opening of the 18 hole disc golf course, funding is required to collect and record tree data relating to this openspace.
- Copyright Agency Agreement
Licencing is required to reproduce/distribute works/media (literary text, and embodied images, in both digital and hard copy format) that are subject to copyright without getting specific permission from the copyright owner.
Most Victorian councils and government departments are now signed up Copyright Agency.
- Leisure & Aquatic Facilities – Strategic Review
In accordance with the resolution from Council Meeting held on 24 November 2025, to “refer for consideration in the 2026/27 budget development process, an allocation to undertake a comprehensive strategic assessment of all leisure and aquatic facilities, to appropriately inform the future development, maintenance and investment in leisure facilities.”

	\$'000s
Forecast Surplus 2025/2026	586
Less proposed allocations	
Forestree Data Collection – Matheson Park	12
Copyright Agency Agreement	11
Leisure & Aquatic Facilities – Strategic Review	100
Total proposed allocations	123
Net Forecast Surplus 2025/2026	463

RISK ASSESSMENT

RISK	RISK RATING	TREATMENT
COMPLIANCE Non-compliance with the <i>Local Government Act 2020</i> .	Low <i>Rare x Insignificant</i>	Council is meeting legislative requirements through the CEO declaring that a revised budget is not necessary.
SERVICE DELIVERY Excess funding is not being used in the most effective manner to enhance services.	Low <i>Unlikely x Minor</i>	Council prioritises projects to ensure best community outcomes.
FINANCIAL Council is unable to achieve forecast position.	Low <i>Unlikely x Minor</i>	There is always a risk of unforeseen circumstances, contingency is provided through conservative allocation of the forecast result.

CONSULTATION

The development of the mid-year forecast position was based on collaborative consultation across the organisation to identify permanent budget differences and develop a list of projects that could be considered for funding as part of the mid-year process.

COMMUNICATION

Not applicable.

DECLARATIONS OF INTEREST

Officers preparing this report have declared they do not have a conflict of interest in this matter under the provisions of the *Local Government Act 2020*.

APPENDIX 1 IMPACT ASSESSMENT

Gender

A Gender Impact Assessment (GIA) under the *Gender Equality Act 2020* has not been conducted as this matter does not involve a program, service or policy with a significant and direct impact on the community.

Social

Not applicable.

Cultural

Not applicable.

Health

Not applicable.

Environmental

Not applicable.

Economic

Not applicable.

Financial

This report relates to the forecast full year surplus position against the adopted budget resulting from the mid-year review, the proposed allocations are within the identified forecast surplus, therefore there are no short-term financial implications associated with the report.

Careful consideration has been applied when arriving at the forecast surplus position, noting that this is a forecast, and future unforeseen items may impact on the final year end result, therefore a level of conservatism is required.

A balanced/cautious approach has also been applied when compiling the list of proposed projects to be funded from the forecast surplus.

Attachments

1. Attachment 1 - Income Allocation Statement

11.3

2025/26 Mid Year Budget Review

1	Attachment 1 - Income Allocation Statement.....	175
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2025-26 FINANCE REPORT INCOME ALLOCATION STATEMENT as at 31 December 2025 \$'000

	ADOPTED BUDGET	MID-YEAR FORECAST	\$ Variance (ADOPTED vs FORECAST)	% Variance
Operating				
Income				
Rates and charges	82,577	82,677	100	0.1%
Statutory fees & fines	3,031	3,348	317	9.5%
User fees	9,774	9,916	142	1.4%
Grants - Operating	31,277	25,425	(5,852)	(23.0%)
Contributions - Monetary	320	514	194	37.7%
Other income	2,637	3,022	385	12.7%
Operational Savings Program	1,500	1,564	64	4.1%
Interest Income	4,400	5,900	1,500	25.4%
Transfer from / (to) reserve	(2,062)	16,722	18,783	112.3%
Internal revenue / (expense) from Waste and Capital	1,866	383	(1,483)	(386.8%)
Total income	135,322	149,473	14,151	9.5%
Expenses				
Employee costs	(69,794)	(73,240)	(3,447)	4.7%
Materials and services	(35,677)	(45,331)	(9,654)	21.3%
Borrowing Costs	(39)	(44)	(5)	12.2%
Utilities	(3,531)	(4,048)	(518)	12.8%
Total expenses	(109,041)	(122,664)	(13,623)	11.1%
Operating Funds Available	26,281	26,809	528	2.0%
Waste (incl. Landfill and Domestic Waste Service)				
Rates and charges - Waste	17,014	17,096	81	0.5%
User Fees / Other income - Waste	2,562	2,942	380	12.9%
Operational Expenditure - Waste	(15,411)	(15,170)	241	(1.6%)
Capital Works expenditure - Waste	(350)	(3,284)	(2,934)	89.3%
Capital Works (operating) expenditure - Waste	(1,413)	(1,529)	(116)	7.6%
Internal revenue / (expense) - Waste	(1,870)	(1,901)	(31)	1.6%
Transfer from / (to) reserve - Waste	(532)	1,847	2,379	128.8%
Net Waste expenditure	0	(0)	(0)	
Capital				
Grants - Capital	55,947	45,736	(10,212)	(22.3%)
Grants - Operating (Capital)	8,978	8,545	(433)	(5.1%)
Other Income - Capital	835	1,504	669	44.5%
Transfer from / (to) reserve - Capital	5,009	14,216	9,208	64.8%
Internal revenue / (expense) - Capital	2,500	4,018	1,518	37.8%
Capital Works expenditure	(86,956)	(87,265)	(310)	0.4%
Capital Works (operating) expenditure	(9,524)	(10,382)	(858)	8.3%
Net Capital expenditure	(23,211)	(23,629)	(418)	1.8%
Financing				
Borrowings				
Debt Servicing Principal	(5,626)	(5,626)	0	(0.0%)
New Borrowings	2,500	2,500	-	-
Internal revenue / (expense) - Transfer New Borrowings to Capital	(2,500)	(2,500)	-	-
Borrowing Costs - Financing	(318)	(318)	(0)	0.0%
Transfer from / (to) reserve - Borrowings	3,350	3,350	-	-
Financing costs	(2,594)	(2,594)	(0)	0.0%
Surplus / (deficit)	476	586	110	18.7%

**2025-26 FINANCE REPORT
INCOME ALLOCATION STATEMENT
as at 31 December 2025**

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S6A SUPPLEMENTARY INSTRUMENT OF DELEGATION

PURPOSE

To seek Council's approval of a supplementary S6A Instrument of Delegation that operates in conjunction with the existing *Instrument of Delegation to Members of Council Staff* ('S6 Delegation').

EXECUTIVE SUMMARY

- To allow for Council to operate effectively and best use available resources, Council is empowered under various pieces of legislation and regulations to delegate many of its powers, duties and functions to the Chief Executive Officer, Delegated Committees and appropriate Council officers.
- It is imperative from an accountability, transparency and risk management perspective that Instruments of Council Delegation are legislatively compliant and accurately maintained, which requires regular reviews and updates as relevant legislation changes or there are alterations to officer roles. The completed review will ensure this objective is met.
- In November 2025, the *Consumer and Planning Legislation Amendment (Housing Statement Reform) Act 2025* introduced amendments to the *Planning and Environment Act 1987* (the Act) that affect all Victorian councils. Subsequently, in December 2025, Maddocks Solicitors issued an update to the Delegations and Authorisations Service, recommending the adoption of a new S6A Instrument of Delegation to Members of Council Staff.
- The S6 Instrument of Delegation to Members of Council Staff continues to operate as normal. This new S6A Instrument of Delegation has been introduced as a supplementary instrument and operates in conjunction with the existing S6 Instrument. It only amends, supplements or repeals those planning-related powers and functions expressly identified in the Schedule at **Attachment 1**. All other delegations under the S6 Instrument of Delegation remain unchanged and in force.
- The S6A Instrument enables Council to delegate new and amended planning-related powers and functions, and identifies provisions that have been repealed and must no longer be exercised. In addition to the changes due to the legislative amendment, officers have also included the removal of a limitation around the number of objectors from the delegation to determine permit applications under section 61(1) of the Act, that removal having been approved by Council under a previous resolution.

- The Instrument of Delegation to Members of Staff (S6A) **Attachment 1** has been reviewed by officers, with delegated positions and powers updated as appropriate.

OFFICER'S RECOMMENDATION

That Council:

- 1. in the exercise of the powers conferred by the legislation referred to in the S6A Instrument of Delegation to Members of Staff at Attachment 1, resolves that:**
 - a) there be delegated to the members of Council staff holding, acting in or performing the duties of the offices or positions referred to in the attached *S6A Instrument of Delegation to Members of Staff*, the powers, duties and functions set out in that Instrument, subject to the conditions and limitations specified in that Instrument;**
 - b) this Instrument comes into force immediately after the common seal of Council is affixed to the instrument; and**
 - c) the duties and functions set out in the Instrument must be performed, and the powers set out in the Instruments must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.**

BACKGROUND

In accordance with section 11 of the *Local Government Act 2020*, Council may delegate many of its powers, duties and functions to the Chief Executive Officer and Delegated Committees.

Other Acts and regulations allow specific powers, functions, and duties of Council under those Acts and regulations to be delegated to appropriate Council staff. Delegation of powers is generally considered essential to enable day-to-day decisions to be made.

The Instrument of Delegation to Members of Council Staff (S6A) acts to delegate various Council powers, duties or functions lawfully permitted under the Act to be delegated to and exercised by appropriate Council officers.

ANALYSIS

The Consumer and Planning Legislation Amendment (Housing Statement Reform) Act 2025 introduced substantial changes to the Act, including the repeal, amendment and replacement of several planning scheme amendment provisions. These changes commenced on 25 November 2025.

To ensure continued compliance with the relevant Acts and regulations as they change over time, Instruments of Delegation must be reviewed regularly, and amendments made where required.

By way of assistance with the review process, Maddocks Lawyers ordinarily provide councils with a bi-annual update of legislative amendments and associated recommended changes to delegations. These changes and any updates are further reflected in Council's Delegation Management System (RelianSys) used by officers to manage delegations. Where required, Maddocks also releases interim updates such as the one forming the basis of the S6A Instrument put forward with this report.

Effective and efficient functioning of local government would not be possible if the delegation of certain Council powers was not available. Delegations enable the performance of Council's required duties and functions, while ensuring effective oversight by Council.

Delegations facilitate the achievement of good governance for the community by empowering appropriate members of staff to make decisions on behalf of the Council. When delegations are utilised correctly, processing delays and unnecessary expenditure can be reduced, and resources are optimised.

Departments within Council have also provided operational information to assist the review process to ensure that the required positions have the correct delegations to perform their role. Position titles have also been updated to reflect the recent organisational realignment.

RISK ASSESSMENT

RISK	RISK RATING	TREATMENT
<p>COMPLIANCE A delegation of Council is not compliant with legislation.</p>	<p>Medium <i>Possible x Moderate</i></p>	<p>Ensure that the review of the instruments of delegation is carried out regularly using advice provided by Maddocks in the Council's Delegation Management System.</p>
<p>COMPLIANCE A Council officer does not have the correct delegations to fulfill the requirements of their role and relevant legislation.</p>	<p>Medium <i>Possible x Moderate</i></p>	<p>Ensure that the review of the Instruments of Delegation is conducted regularly using advice provided by Maddocks in the Council's Delegation Management System.</p>
<p>SERVICE DELIVERY A Council officer does not have the required delegation to fulfill their role, which may impact service delivery.</p>	<p>Medium <i>Possible x Minor</i></p>	<p>Ensure that management notify the Governance Team of any changes to positions/delegations required as soon as possible.</p>

CONSULTATION

Community consultation has not been undertaken as this is a statutory function required by the *Local Government Act 2020*.

COMMUNICATION

Internal organisational review has been conducted to ensure that the delegated functions and powers are assigned to the appropriate officer/s.

DECLARATIONS OF INTEREST

Officers preparing this report have declared they do not have a conflict of interest in this matter under the provisions of the *Local Government Act 2020*.

APPENDIX 1 IMPACT ASSESSMENT

Gender

A Gender Impact Assessment (GIA) under the *Gender Equality Act 2020* has not been conducted as this matter does not involve a program, service or policy with a significant and direct impact on the community.

Social

Not applicable.

Cultural

Not applicable.

Health

Not applicable.

Environmental

Not applicable.

Economic

Not applicable.

Financial

With the exception of the annual subscription fee for the Maddocks Delegation and Council's Delegations Management System, there is no direct cost to Council in delegating various powers, functions and duties.

Attachments

1. S6A Instrument of Delegation to Members of Council Staff

11.4

S6A Supplementary Instrument of Delegation

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Maddocks Delegations and Authorisations

***S6A Instrument of Delegation
under the Planning and Environment Act 1987***



LATROBE CITY COUNCIL

INSTRUMENT OF DELEGATION

TO

MEMBERS OF COUNCIL STAFF



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Instrument of Delegation

In exercise of the powers conferred by the *Planning and Environment Act 1987 (Act)*, the legislation referred to in the attached Schedule, and in accordance with section 188 of the Act, the Council:

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the member of Council staff holding, acting in or performing the duties of the office or position described opposite each such duty and/or function and/or power in column 3 of the Schedule;
2. declares that:
 - 2.1 this Instrument of Delegation is authorised by a resolution of Council passed on 23 February 2026; and
 - 2.2 the delegation:
 - 2.2.1 comes into force immediately when the common seal of Council is affixed to this Instrument of Delegation or, where the Chief Executive Officer of Council is authorised under resolution, the Chief Executive Officer executes the Instrument of Delegation;
 - 2.2.2 remains in force until varied or revoked;
 - 2.2.3 is subject to any conditions and limitations set out in sub-paragraph 3.3, and the Schedule; and
 - 2.2.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts;
 - 2.3 the delegate must not determine the issue, take the action or do the act or thing:
 - 2.3.1 if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;
 - 2.3.2 if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a
 - (a) policy; or
 - (b) strategyadopted by Council;
 - 2.3.3 if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation; or
 - 2.3.4 if the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff or delegated committee; and
 - 2.4 acknowledges that this delegation only affects the current S6 Instrument of Delegation to members of Council staff to the extent that the provisions in the Schedule are marked as 'amended' or 'repealed' as appropriate.



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The Common Seal of **Latrobe City Council** was affixed in accordance with
Local Law No. 1 on the day of 2026 in the
presence of:

Steven Piasente – Chief Executive Officer

Cr Sharon Gibson - Mayor



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SCHEDULE



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PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 8A(2) (<i>repealed</i>)	Power to prepare amendment to the planning scheme where the Minister has given consent under s 8A	-	This provision has been repealed, as of 25 November 2025, and should not be exercised. Refer to section 231 for treatment of amendments on foot before the repeal of this section.
s 8A(3) (<i>repealed</i>)	Power to apply to Minister to prepare an amendment to the planning scheme	-	This provision has been repealed, as of 25 November 2025, and should not be exercised. Refer to section 231 for treatment of amendments on foot before the repeal of this section.
s 8A(5) (<i>repealed</i>)	Function of receiving notice of the Minister's decision	-	This provision has been repealed, as of 25 November 2025, and should not be exercised. Refer to section 231 for treatment of amendments on foot before the repeal of this section.
s 8A(7) (<i>repealed</i>)	Power to prepare the amendment specified in the application without the Minister's authorisation if no response received after 10 business days	-	This provision has been repealed, as of 25 November 2025, and should not be exercised. Refer to section 231 for treatment of amendments on foot before the repeal of this section.



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s 8B(2) (<i>repealed</i>)	Power to apply to the Minister for authorisation to prepare an amendment to the planning scheme of an adjoining municipal district	-	This provision has been repealed, as of 25 November 2025, and should not be exercised. Refer to section 231 for treatment of amendments on foot before the repeal of this section.
s 16B	Duty (upon receiving a request to prepare an amendment to the planning scheme) to decide: - to apply to the Minister for authorisation to prepare the amendment, with or without changes, under section 16F, or - to refuse the request. Note: see also sections 16A, 16D, 16E and 16K.	General Manager Investment and Growth, Manager City Planning, Coordinator Statutory Planning, Coordinator Urban Growth, Coordinator Strategic Planning, Principal Strategic Planner, Principal Urban Growth Planner, Senior Strategic Planner, Strategic Planner, Senior Urban Growth Officer/Planner, Urban Growth Officer	
s 16C(1)	Duty to give written notice of its decision under section 16B to the person who made the request within 10 business days of making the decision. Note: The notice must contain prescribed information, and reasons if it is a refusal.	General Manager Investment and Growth, Manager City Planning, Coordinator Statutory Planning, Coordinator Urban Growth, Coordinator Strategic Planning, Principal Strategic Planner, Principal Urban Growth Planner, Senior Strategic Planner, Strategic Planner, Senior Urban Growth Officer/Planner, Urban Growth Officer	
s 16C(4)	Duty to give a copy of the request and the notice under subsection 16C(1) to the Minister.	General Manager Investment and Growth, Manager City Planning, Coordinator Statutory Planning,	



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		Coordinator Urban Growth, Coordinator Strategic Planning, Principal Strategic Planner, Principal Urban Growth Planner, Senior Strategic Planner, Strategic Planner, Senior Urban Growth Officer/Planner, Urban Growth Officer	
s 16F	Power to apply to the Minister for authorisation to prepare an amendment to the State standard provisions or the local provisions of a planning scheme in force in the municipal district. Note: see also sections 16G and 16K.	General Manager Investment and Growth, Manager City Planning, Coordinator Statutory Planning, Coordinator Urban Growth, Coordinator Strategic Planning, Principal Strategic Planner, Principal Urban Growth Planner, Senior Strategic Planner, Strategic Planner, Senior Urban Growth Officer/Planner, Urban Growth Officer	
s 16F	Power to prepare an amendment to the planning scheme where the Minister has authorised Council to do so under section 16F	General Manager Investment and Growth, Manager City Planning, Coordinator Statutory Planning, Coordinator Urban Growth, Coordinator Strategic Planning, Principal Strategic Planner, Principal Urban Growth Planner, Senior Strategic Planner, Strategic Planner, Senior Urban Growth Officer/Planner, Urban Growth Officer	



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s 16H	Power to prepare an amendment specified in an application without the Minister's authorisation if no response received after 10 business days Note: see also section 16K.	General Manager Investment and Growth, Manager City Planning, Coordinator Statutory Planning, Coordinator Urban Growth, Coordinator Strategic Planning, Principal Strategic Planner, Principal Urban Growth Planner, Senior Strategic Planner, Strategic Planner, Senior Urban Growth Officer/Planner, Urban Growth Officer	Does not apply in relation to an application for the preparation of an amendment that will apply to land to which a Suburban Rail Loop planning area declaration applies.
s 16I	Power to apply to the Minister for authorisation to prepare an amendment to any part of the State standard provisions and local provisions of a planning scheme applying to an area adjoining its municipal district.	General Manager Investment and Growth, Manager City Planning, Coordinator Statutory Planning, Coordinator Urban Growth, Coordinator Strategic Planning, Principal Strategic Planner, Principal Urban Growth Planner, Senior Strategic Planner, Strategic Planner, Senior Urban Growth Officer/Planner, Urban Growth Officer	
s 16I	Power to prepare amendment to the planning scheme applying to an area adjoining Council's municipal district where the Minister has authorised Council to do so under section 16I. Note: see also sections 16D, 16G and 16J.	General Manager Investment and Growth, Manager City Planning, Coordinator Statutory Planning, Coordinator Urban Growth, Coordinator Strategic Planning, Principal Strategic Planner, Principal Urban Growth Planner, Senior Strategic Planner, Strategic Planner, Senior Urban	



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		Growth Officer/Planner, Urban Growth Officer	
s 23A(2)	Power to: - change the amendment in the manner requested; - not change the amendment in the manner requested; or - abandon the amendment or part of the amendment.	General Manager Investment and Growth, Manager City Planning, Coordinator Statutory Planning, Coordinator Urban Growth, Coordinator Strategic Planning, Principal Strategic Planner, Principal Urban Growth Planner, Senior Strategic Planner, Strategic Planner, Senior Urban Growth Officer/Planner, Urban Growth Officer	Where Council is the planning authority. After considering a submission which requests a change to a 'low-impact' amendment (as described in section 16N).
s 28(1) (amended)	Duty to notify the Minister if abandoning an amendment, with a copy of any submission considered, and a statement of reasons for the decision.	General Manager Investment and Growth, Manager City Planning, Coordinator Statutory Planning, Coordinator Urban Growth, Coordinator Strategic Planning, Principal Strategic Planner, Principal Urban Growth Planner, Senior Strategic Planner, Strategic Planner, Senior Urban Growth Officer/Planner, Urban Growth Officer, Planning Administration Officer	Note: the power to make a decision to abandon an amendment cannot be delegated
s 28C	Duty to comply with directions of the Minister after abandoning the amendment with respect to: - providing relevant documentation; and	General Manager Investment and Growth; manager City Planning; Coordinator Strategic Planning; Coordinator Statutory Planning; Coordinator Urban Growth; Principal Strategic Planner;	



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	- providing assistance with steps to be taken for the amendment.	Principal Urban Growth planner; Principal Statutory Planner; Senior Strategic Planner; Senior Statutory Planner; Senior Urban Growth Officer/Planner	
s 48A	Power to notify an applicant that the application is incomplete Note: The notice must set out any required fees or information, the date for payment or production, and the effect of non-compliance set out in section 48B(1).	General Manager Investment and Growth, Manager City Planning, Coordinator Statutory Planning, Coordinator Urban Growth, Coordinator Strategic Planning, Principal Statutory Planner, Principal Strategic Planner, Principal Urban Growth Planner, Senior Statutory Planner, Statutory Planner, Senior Strategic Planner, Strategic Planner, Senior Urban Growth Officer/Planner, Planning Compliance Officer, Urban Growth Officer, Graduate Planner, Planning Administration Officer, Statutory Planning Administration Officer, Student Planner	Where Council is the responsible authority
s 48C	Power to refund a fee paid for an application which is void and of no effect under section 48B(1)	General Manager Investment and Growth, Manager City Planning, Coordinator Statutory Planning, Coordinator Urban Growth, Coordinator Strategic Planning, Principal Statutory Planner, Principal Strategic Planner, Principal Urban Growth Planner, Senior Statutory Planner, Statutory Planner,	Where Council is the responsible authority



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		Senior Strategic Planner, Strategic Planner, Senior Urban Growth Officer/Planner, Planning Compliance Officer, Urban Growth Officer, Graduate Planner, Planning Administration Officer, Statutory Planning Administration Officer, Student Planner	
s 96A(2) (amended)	Power to agree to consider an application for permit concurrently with preparation of proposed amendment	General Manager Investment and Growth, Manager City Planning, Coordinator Statutory Planning, Coordinator Urban Growth, Coordinator Strategic Planning, Principal Statutory Planner, Principal Strategic Planner, Principal Urban Growth Planner, Senior Strategic Planner, Strategic Planner, Senior Urban Growth Planner/Officer, Urban Growth Officer	The request to prepare the amendment must be made under section 16A. Delegate must not agree to consider the application for the permit concurrently with the preparation of the proposed amendment unless it has made a decision under section 16B(a) to apply to the Minister for authorisation to prepare the amendment, with or without changes, under section 16F.
s 96Z (amended)	Duty to keep levy certificates and levy exemption certificates given to it under ss 47 or 96A for no less than 5 years from receipt of the certificate	General Manager Investment and Growth, Manager City Planning, Coordinator Statutory Planning, Coordinator Urban Growth, Coordinator Strategic Planning, Principal Statutory Planner, Principal Strategic Planner, Principal Urban Growth Planner, Senior Statutory Planner, Statutory Planner, Senior Strategic Planner, Strategic Planner, Senior Urban Growth	



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		Officer/Planner, Planning Compliance Officer, Urban Growth Officer, Graduate Planner, Planning Administration Officer, Statutory Planning Administration Officer, Student Planner	
s 158F	Power to make submissions in response to a directions panel	General Manager Investment and Growth, Manager City Planning, Coordinator Statutory Planning, Coordinator Urban Growth, Coordinator Strategic Planning, Principal Statutory Planner, Principal Strategic Planner, Principal Urban Growth Planner, Senior Strategic Planner, Strategic Planner, Senior Urban Growth Planner/Officer, Urban Growth Officer	
s 61 (1)	Power to determine permit application, either to decide to grant a permit, to decide to grant a permit with conditions or to refuse a permit application	Manager Regional City Planning, Coordinator Statutory Planning, Coordinator Urban Growth, Coordinator Strategic Planning, Senior Statutory Planner, Statutory Planner, General Manager Infrastructure and Sustainability, Senior Strategic Planner, Strategic Planner, Planning Compliance Officer, Urban Growth Officer, Senior Urban Growth Officer/Planner, Graduate Planner, Principal Statutory Planner, Statutory Planning Administration Officer, Principal Strategic Planner, Principal Urban Growth Planner, Student Planner	The permit must not be inconsistent with a cultural heritage management plan under the Aboriginal Heritage Act 2006

AUTHORISATION OF COUNCIL OFFICERS UNDER THE PLANNING & ENVIRONMENT ACT 1987

PURPOSE

To seek authorisation of Caitlyn Ewald, Student Planner under section 147(4) of the *Planning and Environment Act 1987* and section 313 of the *Local Government Act 2020*.

EXECUTIVE SUMMARY

- Through Instruments of Appointment and Authorisation, Council appoints specific officers to be authorised officers for the administration and enforcement of legislation under applicable Acts.
- By authorising Caitlyn Ewald, the officer will be able to perform their duties with respect to the planning powers and functions of the Council.

OFFICER'S RECOMMENDATION

That Council, in the exercise of the powers conferred by section 147(4) of the *Planning and Environment Act 1987*, resolves that:

- 1. Caitlyn Ewald be appointed and authorised as set out in the Instrument of Appointment and Authorisation attached to this report;**
- 2. the Instrument of Appointment and Authorisation comes into force immediately after the common seal of Council is affixed to the instrument, and remains in force until Council determines to vary or revoke it; and**
- 3. the Instrument of Appointment and Authorisation be sealed.**

BACKGROUND

There are often clauses within Acts or Regulations that state an “authorised officer” can undertake a specific function and therefore the authorised officer needs to be identified by role and officer name.

Section 147(4) of the *Planning and Environment Act 1987* provides for the following:

Any reference in this Act to an Authorised officer of a responsible authority or of the Department is a reference to an officer or employee of the authority or employee of the Department whom the authority or the Secretary to the Department (as the case requires) authorises in writing generally or in a particular case to carry out the duty or function or to exercise the power in connection with which the expression is used.

Section 313 of the *Local Government Act 2020* provides for the following:

- (1) *The Secretary, a Council or a person authorised by the Council either generally or in a particular case may institute proceedings in the corporate name of the Council for—*
 - (a) *the recovery of any municipal rates, service charges, special purpose charges, fees or other money due to the Council under any Act, regulation or local law; or*
 - (b) *the enforcement of any provision of any Act, regulation or local law for which the Council is responsible; or*
 - (c) *the recovery of any penalty or surcharge in relation to any offence under any Act, regulation or local law the enforcement of which is the responsibility of the Council; or*
 - (d) *any other purpose specified by the Council.*
- (2) *A Chief Executive Officer or person authorised by the Council either generally or in a particular case may represent the Council in all respects as though the Chief Executive Officer or person authorised by the Council was the party concerned in any proceedings in which the Council is a party or has an interest.*
- (3) *Proceedings for a summary offence under this Act may be commenced within the period of 3 years after the commission of the alleged offence.*

ANALYSIS

Section 147(4) of the *Planning and Environment Act 1987* and section 313 of the *Local Government Act 2020* specifically require that the appointment of an authorised officer must come from Council.

RISK ASSESSMENT

RISK	RISK RATING	TREATMENT
COMPLIANCE Officers not authorised by Council; officers will be unable to adequately perform their duties.	Medium <i>Possible x Minor</i>	Provide authorisation to Planning Officer.
SERVICE DELIVERY Delays in processing decisions on planning applications.	Medium <i>Possible x Minor</i>	Provide authorisation to Planning Officer.
STRATEGIC Permit applicants may become frustrated with delays and appeal to the Victorian Civil and Administrative Tribunal.	Medium <i>Likely x Moderate</i>	Provide authorisation to Planning Officer.

CONSULTATION

Not applicable.

COMMUNICATION

Not applicable.

DECLARATIONS OF INTEREST

Officers preparing this report have declared they do not have a conflict of interest in this matter under the provisions of the *Local Government Act 2020*.

APPENDIX 1 IMPACT ASSESSMENT

Gender

A Gender Impact Assessment (GIA) under the *Gender Equality Act 2020* has not been conducted as this matter does not involve a program, service or policy with a significant and direct impact on the community.

Social

Not applicable.

Cultural

Not applicable.

Health

Not applicable.

Environmental

Not applicable.

Economic

The authorisation of officers enables Council to support private and public investment.

Financial

The authorisation of the officer ensures that the officer is able to perform duties that they are required to undertake as part of their role.

Attachments

1. S11A - Caitlyn Ewald

11.5

Authorisation of Council Officers under the Planning & Environment Act 1987

1	S11A - Caitlyn Ewald	200
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Maddocks Delegations and Authorisations

*S11A Instrument of Appointment and Authorisation (Planning and
Environment Act 1987)*



Latrobe City Council

Instrument of Appointment and Authorisation
(Planning and Environment Act 1987 only)

February 2026

Caitlyn Ewald

Student Planner



Maddocks

**Instrument of Appointment and Authorisation
(Planning and Environment Act 1987)**

In this instrument "officer" means -

Caitlyn Ewald

By this instrument of appointment and authorisation Latrobe City Council -

1. under s 147(4) of the *Planning and Environment Act 1987* - appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
2. under s 313 of the *Local Government Act 2020* authorises the officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this instrument -

- comes into force immediately upon its execution;
- remains in force until varied or revoked.

This instrument is authorised by a resolution of the Council on the Monday, 23 February 2026.

The Common Seal of LATROBE CITY COUNCIL

was affixed in accordance with Local Law No. 1

this day of 2026 in the presence of:

Steven Piasente – Chief Executive Officer

URGENT BUSINESS

12. URGENT BUSINESS

Business may be admitted to the meeting as urgent business in accordance with clause 20 of the Governance Rules, by resolution of the Council and only then if it:

- 20.1 Relates to or arises out of a matter which has arisen since distribution of the agenda; and
- 20.2 Cannot reasonably or conveniently be deferred until the next Council meeting.

REPORTS FOR NOTING

13. REPORTS FOR NOTING

Item Number 13.1 23 February 2026

Organisational Performance

PRESENTATION OF THE AUDIT AND RISK COMMITTEE MINUTES - 9 DECEMBER 2025

PURPOSE

To present the Audit and Risk Committee (ARC) Minutes for the meeting held on 9 December 2025 as required under the *Audit and Risk Committee Charter*.

EXECUTIVE SUMMARY

- The ARC is a statutory committee of the Council. The Committee held its last meeting on 9 December 2025.
- The ARC's purpose is to support Council in discharging its oversight responsibilities related to financial and performance reporting, risk management, fraud prevention systems and control, maintenance of a sound internal control environment, assurance activities including internal and external audit and Council's performance with regard to compliance with its policies and legislative and regulatory requirements.
- There were 27 reports provided in the December 2025 meeting agenda. The outcomes are in line with its Charter, as summarised in this report and set out in minutes at **Attachment 1**.

OFFICER'S RECOMMENDATION

That Council receives and notes the Audit and Risk Committee Minutes for the 9 December 2025 meeting at Attachment 1.

BACKGROUND

The ARC meets quarterly, with minutes tabled at the following Council meeting, as per its Charter, adopted March 2025. Detailed resolution details are contained within the attached minutes for each meeting.

ANALYSIS

Reports tabled at the December 2025 meeting included:

- Standing administrative reports including probity questions to the committee, confirmation of minutes, and status of actions arising;
- Reports and updates from the Victorian-Auditor General’s Office (VAGO);
- Monitoring and setting of the internal audit program;
- Risk management activities including quarterly reporting, business continuity activities, cyber security and recovery exercises, monitoring of internal control environment;
- Periodic reports including review of strategic risks, Staff Code of Conduct, and Councillor expenses reporting;
- Fraud and corruption and non-compliance reporting;
- Response to integrity body reports;
- Reporting on major initiatives performance, people and WorkCover, and financial performance; and
- Results of annual evaluation of performance of the ARC and the Internal Audit provider.

All recommendations agreed to at the meeting and their corresponding actions arising can be found in the full minutes at **Attachment 1**.

RISK ASSESSMENT

RISK	RISK RATING	TREATMENT
COMPLIANCE Council practices are not compliant with legislation.	Low <i>Unlikely x Minor</i>	Ensure that the ARC minutes are tabled at the next possible Council Meeting.

CONSULTATION

The draft minutes were provided to the ARC Chairperson for feedback and circulated to all ARC members prior to being presented.

COMMUNICATION

The provision and circulation of the minutes to Council provides reassurance and awareness as a communication loop back to Council as part of good governance practices.

DECLARATIONS OF INTEREST

Officers preparing this report have declared they do not have a conflict of interest in this matter under the provisions of the *Local Government Act 2020*.

APPENDIX 1 IMPACT ASSESSMENT

Gender

A Gender Impact Assessment (GIA) under the *Gender Equality Act 2020* has not been conducted as this matter does not involve a program, service or policy with a significant and direct impact on the community.

Social

Not applicable.

Cultural

Not applicable.

Health

Not applicable.

Environmental

Not applicable.

Economic

Not applicable.

Financial

The Committee is managed through existing budget provisions. Recommendations and actions arising from the meeting are considered by management within the constraints of budget requirements.

Attachments

1. ARC Meeting Minutes - 9 December 2025

13.1

Presentation of the Audit and Risk Committee Minutes - 9 December 2025

1	ARC Meeting Minutes - 9 December 2025	210
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Audit and Risk Committee Meeting Minutes - 9 December 2025

I hereby designate that all matters in this agenda and any discussion about or arising from any such matters will remain confidential until:

- Council passes a resolution that the information is not confidential; or,
- a report on the matter has been released in a subsequent meeting agenda, minute's paper or is approved in writing by the Chief Executive Officer.

Steven Piasente, Chief Executive Officer

2 December 2025

**Nambur Wariga Meeting Room, Council Headquarters,
141 Commercial Road, Morwell**

Meeting commenced at 10:07 AM

Attendance in person

Members: David Kortum (Chairperson), Jane Watson, Leigh Berrell
Cr Joanne Campbell

In Attendance:

- Steven Piasente (Chief Executive Officer (CEO))
- Nathan Kearsley (General Manager Organisational Performance)
- James Rouse (General Manager Community Liveability)
- Jody Riordan (General Manager Infrastructure and Sustainability)
- Tim Ellis (General Manager Investment and Growth)
- Matthew Rogers (Manager Financial Support)
- Lee Blashki (VAGO)
- Kapil Kukreja (HLB Mann Judd)
- Meldra Zenija Cifersone (HLB Mann Judd)



Audit and Risk Committee Meeting Minutes - 9 December 2025

- Alba Elling (Manager Governance)
- Louise Van Der Velden (Acting Coordinator Audit, Risk and Compliance)
- Fleur Limpus (Senior Compliance Officer)
- Jack Coogan (Compliance Officer)
- Ace Wilhelm (Coordinator Information and Technology) – Item 11.2 & 11.2
- Emma Bertoli (Coordinator Human Resources) – Item 12.1

Attendance virtually:

- Jody Riordan
- James Rouse
- Lee Blashki

IN CAMERA MEETING

The Audit and Risk Committee (ARC) met in camera from 10:07AM TO 10:25AM to discuss 'in camera' matters with the External and Internal Auditors as per the ARC Workplan items:

- 7.7.5 of the ARC Charter: that the ARC meets with the External Auditor at least annually in the absence of management
- 7.7.6 of the ARC Charter: that the ARC meets with the Internal Auditor at least annually in the absence of management

1. OPENING AND WELCOME

The Chairperson opened the meeting and welcomed all present, including Leigh Berrell who joined as the latest member of the ARC.

2. APOLOGIES

Member: Cr Leanne Potter



Audit and Risk Committee Meeting Minutes - 9 December 2025

3. DECLARATIONS OF INTEREST

Nil.

4. PROBITY QUESTIONS

The ARC Chair asked if the CEO was aware of any legislative non-compliance issues, any fraud incidents that have occurred or if there were any strategic risks been triggered since the last ARC meeting?

The CEO responded NO.

The ARC Chair asked the Councillors:

- a. If there was any matter arising from the Council meetings that needed to be brought to the attention of the ARC; and
- b. If there was any feedback or direction required from Council relating to the ARC members?

The Councillors responded NO.

The ARC Chair then asked the auditor representatives if they were satisfied that their work had not been impeded?

The auditor representatives responded YES.

5. CONFIRMATION OF MINUTES

RECOMMENDATION
That the ARC confirms the minutes of the ARC Meeting held 16 September 2025.
OUTCOME:
1. Moved David Kortum, seconded Jane Watson. Recommendation agreed.



Audit and Risk Committee Meeting Minutes - 9 December 2025

6. ITEMS REFERRED BY THE COMMITTEE TO THIS MEETING FOR CONSIDERATION

THERE WERE NO ITEMS REFERRED BY THE ARC TO THIS MEETING FOR CONSIDERATION.

7. STATUS OF ACTIONS ARISING

7.1 Status of Actions Arising

RECOMMENDATION
That the ARC receives and notes the status report.
OUTCOME: Recommendation agreed.

8. EXTERNAL AUDIT

8.1 VAGO - Local Government Status Report November 2025

RECOMMENDATION
That the ARC receives and notes the VAGO November 2025 Local Government Status Report.
OUTCOME: Recommendation agreed.

8.2 VAGO Final Management Letter 2024/25

RECOMMENDATION
That the ARC:
<ol style="list-style-type: none"> 1. receives and notes the findings and management responses contained in the external audit final management letter; and 2. confirms that the outstanding items be included on the Actions Arising



Audit and Risk Committee Meeting Minutes - 9 December 2025

register.

OUTCOME: Recommendation agreed.

ACTIONS ARISING: Outstanding items from the prior year to be entered into the ARC actions arising register.

9. INTERNAL AUDIT

9.1 Quarterly Internal Audit Report -Internal Audit Status

RECOMMENDATION

That the ARC:

1. notes the HLB Mann Judd status report on the internal audit program;
2. notes the findings and management response contained in the Review of Procurement (below tender threshold) at **Attachment 2**, and
3. endorses the proposed scopes for the:
 - i. Regulating Food Safety Review at **Attachment 3**;
 - ii. Workforce Planning Review at **Attachment 4**; and
 - iii. Follow up Review at **Attachment 5**.

OUTCOME: Recommendation agreed.

9.2 Review of Internal Auditor's performance

RECOMMENDATION

That the ARC notes the review of the Internal Auditor's performance.

OUTCOME: Recommendation agreed.

ACTIONS ARISING: Audit Risk and Compliance Team to check and distribute HLB's in person attendance at ARC meetings and onsite visits during audits.



Audit and Risk Committee Meeting Minutes - 9 December 2025

Completed. NB: Since the meeting it has been identified that the incorrect KPI results were provided to the ARC. The correct report will be circulated to the ARC with these Minutes.

10. FINANCE

10.1 Quarterly Budget Report - September 2025

RECOMMENDATION

That the ARC receives and notes the Quarterly Budget Report for the period ended 30 September 2025, prepared in accordance with the requirements of the *Local Government Act 2020*.

OUTCOME: Recommendation agreed.

10.2 Investment Portfolio & Performance Report

RECOMMENDATION

That the ARC receives and notes the report.

OUTCOME: Recommendation agreed.

11. RISK

11.1 Cyber Security - Phishing Exercise Update

RECOMMENDATION

That the ARC receives and notes this report.



Audit and Risk Committee Meeting Minutes - 9 December 2025

OUTCOME: Recommendation agreed.

NB: ARC supportive of running additional exercises, training, awareness opportunities, and culture building communications such as sharing the number of reports to IT of suspicious emails.

11.2 Annual Disaster Recovery Testing Results

RECOMMENDATION

The next annual DR test to be scheduled for Q3 2026, with results reported to the ARC.

OUTCOME: Recommendation agreed.

ACTIONS ARISING:

Report to be presented at the next ARC meeting, outlining the critical processes as identified in BCP.

11.3 Strategic Risk Register Presentation - December 2025

RECOMMENDATION

That the ARC receives and notes the Strategic Risk Register and provides any feedback.

OUTCOME: Recommendation agreed.

NOTES: Management to review risk controls to reflect their effect on consequence and likelihood.



Audit and Risk Committee Meeting Minutes - 9 December 2025

11.4 Strategic & Operational Risks with a High Residual Rating

RECOMMENDATION

That the ARC provides feedback on and accepts the risks with High Residual Risk Ratings.

OUTCOME: Recommendation agreed.

NOTES: A query was raised why consequence of death is only identified for airport risks. Council use the most likely/common worst case that could reasonably happen, rather than absolute worst case. It is considered that death is a likely/common consequence of a small aircraft crash/incident. In our operational activities, serious injury is more likely than death.

11.5 Quarterly Risk Management Report

RECOMMENDATION

That the ARC receives and notes the Quarterly Risk Management Report.

OUTCOME: Recommendation agreed.

11.6 Review of the Effectiveness of the Risk Management Framework

RECOMMENDATION

That the ARC:

1. notes the 'Review of effectiveness of the Risk Management Framework 2025'; and
2. endorses the proposed extensions to due dates in the Risk Management



Audit and Risk Committee Meeting Minutes - 9 December 2025

Plan 2024-26 and consolidation of actions.
--

OUTCOME: Recommendation agreed.
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12. MONITORING

12.1 Staff Code of Conduct: Monitoring and Communicating

RECOMMENDATION

That the ARC receives and notes this report.
--

OUTCOME: Recommendation agreed.
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12.2 Annual Report of Councillor Expenses

RECOMMENDATION

That the ARC receives and reviews the expenses paid and/or reimbursed to Councillors and/or members of a delegated committee.

OUTCOME: Recommendation agreed.
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12.3 Fraud and Corruption Reporting

RECOMMENDATION

That the ARC receives and notes this report.
--

OUTCOME: Recommendation agreed.
--

12.4 Business Continuity Post Exercise Report and Actions

RECOMMENDATION

That the ARC reviews the Post Exercise Report at Attachment 1 and Council's
--



Audit and Risk Committee Meeting Minutes - 9 December 2025

response at **Attachment 2** and provides feedback.

OUTCOME: Recommendation agreed.

12.5 Audit Compliance Report - December 2025

RECOMMENDATION

That the ARC:

1. receives and notes the report; and
2. approves the extension to the audit action due dates as proposed in **Attachment 2**.

OUTCOME: Recommendation agreed.

12.6 Internal Control Environment Plan and Reporting

RECOMMENDATION

That the ARC receives and notes the updates on the delivery and findings of the Internal Control Environment – Rolling Four Year Plan.

OUTCOME: Recommendation agreed.

12.7 Non-Compliance Reporting

RECOMMENDATION

That the ARC receives and notes the report.

OUTCOME: Recommendation agreed.



Audit and Risk Committee Meeting Minutes - 9 December 2025

13. PERFORMANCE REPORTING

13.1 Major Initiatives Performance Summary Report - Q1 2025/26

RECOMMENDATION

That the ARC notes the Major Initiatives Performance Summary Report for Q1 2025/26.

OUTCOME: Recommendation agreed.
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13.2 Quarter 1 2025/26 People and Workcover Reports

RECOMMENDATION

That the ARC notes the Quarterly People and Workcover Report for Q1 of the 2025/26 financial year.
--

OUTCOME: Recommendation agreed.
--

14. REPORTING REQUIREMENTS

There are no Reporting Requirements reports tabled for this meeting.

15. GENERAL BUSINESS

15.1 Integrity Body reports - Public Sector Report

RECOMMENDATION

That the ARC receives and notes the report.

OUTCOME: Recommendation agreed.
--



Audit and Risk Committee Meeting Minutes - 9 December 2025

15.2 Audit and Risk Committee Self Review

RECOMMENDATION

That the ARC:

1. receives and notes the results of the self-assessment results; and
2. endorses the CEO to report the results to Council.

OUTCOME: Recommendation agreed.

15.3 Review of Internal Audit Charter

RECOMMENDATION

That the ARC receives and endorses the review of the Internal Audit Charter.

OUTCOME: Recommendation agreed.

15.4 2026 ARC Workplan and Meeting Dates

RECOMMENDATION

That the ARC approves the 2026:

1. Workplan; and
2. meeting dates.

OUTCOME:

1. Recommendation agreed
2. Noted that revised meeting dates were circulated prior to the meeting to accommodate member availability.

ACTIONS ARISING:



Audit and Risk Committee Meeting Minutes - 9 December 2025

ARC members to confirm availability of proposed dates as soon as possible, to enable 2026 meetings to be scheduled.

Next Meeting Date

The next ARC meeting is proposed to be held on Wednesday, 11 March 2026.

Meeting Closed at 12:41pm.

14. QUESTIONS ON NOTICE

Nil reports

ITEMS FOR TABLING

15. ITEMS FOR TABLING

Nil reports

**MEETING CLOSED TO
THE PUBLIC TO
CONSIDER
CONFIDENTIAL
INFORMATION**

16. MEETING CLOSED TO THE PUBLIC TO CONSIDER CONFIDENTIAL INFORMATION

Section 66 of the *Local Government Act 2020* enables Council to close the meeting to the public to consider *confidential information* as defined in that Act.

Proposed Resolution:

That Council pursuant to section 66(1) and 66(2)(a) of the *Local Government Act 2020* (the Act) close the Council Meeting to the public to consider the following items containing confidential information as defined in section 3(1) of the Act:

16.1 LCC-895 Management and Operation of GRAC

This item is confidential as it contains Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released (section 3(1)(a)) and private commercial information, being information provided by a business, commercial or financial undertaking that—

- (i) relates to trade secrets; or**
- (ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage (section 3(1)(g)). These grounds apply because releasing this information publicly and/or prematurely may prejudice the undertaking of this process and would release private commercial information of the tenderers that may cause disadvantage.**

16.2 LCC-904 Reconstruction of Butters Street, Morwell

This item is confidential as it contains Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released (section 3(1)(a)) and private commercial information, being information provided by a business, commercial or financial undertaking that—

- (i) relates to trade secrets; or**
- (ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage (section 3(1)(g)). These grounds apply because releasing this information publicly and/or prematurely may prejudice the undertaking of this process and would release private information of the tenderers that may cause disadvantage.**

16.3 Execution of Latrobe City Trust Deed of Appointment

This item is confidential as it contains confidential meeting information, being the records of meetings closed to the public under section 66(2)(a) (section 3(1)(h)).