EVANDALE COMMUNITY CENTRE AND MEMORIAL HALL MANAGEMENT COMMITTEE

GOV 4(2)(1)

Minutes of General Meeting Tuesday 1st December 2015

Chairperson: John Lewis

Meeting opened: 10.00am

1. Present: Chris Hurford, Ruth Tilsley, Frank Halliwell, Jenny Carter, Jennie Staal, Adrian Jobson Peter Riley , Bronwyn Rigby, Lorraine Green NMC, Gillian Atherton (Minutes).

2. Apologies: Ian Goninan

3. Minutes of Previous Meeting: read and confirmed Adrian Jobson/Jennie Staal. Carried

3.1 Business Arising:

- Lorraine Green from the Northern Midlands Council visited meeting to discuss concerns re lines of communication with NMC as expressed at previous meeting. It was suggested a meeting be held with personnel from the various Centres in the municipality to discuss common issues.
  Following this discussion it was moved that "minutes of previous meeting be amended in order to document that the committee were concerned with what assistance could be expected from council officers in relation to our tourism related activities". Moved Jenny Carter, seconded Ruth Tilsley. Carried.
- Tear-off leaflets/maps are now with the printer. Should be ready by Christmas, cost $900.
- Solar panel research – still waiting for information from the suppliers.
- Computer system has been upgraded by Colin Chessman to a faster and more secure system.
- Card Payment Facility- the Commonwealth Bank has changed the difficult I Pad system to the more conventional method. It was moved that we accept the change to system 'Albert' at a cost of $60 monthly. Chris Hurford/Ruth Tilsley. Carried
- Security Grille for Gift Shop – quote from Lotus for a folding vinyl cloth door, $2400 plus GST. Adrian Jobson suggested the Secretary write to Rotary explaining that as we had been donated a display cabinet they might consider helping with the cost of the security door; or it could be submitted to a grant request.
- Volunteer Grants Program – it was thought the Centre needed to be 'incorporated' to apply.

4. Correspondence:

4.1 Inwards:

- Anne Engdahl: various E-mails re roster, cash balance and volunteer's biographies.
- Rotary Club: letter re cabinet.
- National Trust: Heritage Festival.
- Lorraine Green: Tourism Officer.
- CBA: Merchant Application
- F.Dewar: Festival of Small Halls brochure.
- A. Levinson: Hall hire.
- Lotus Folding doors: quote.

4:2 Outwards:

- Volunteers: re Open Day, various replies, Christmas BBQ.
- A. Mason: Minutes November meeting.
- Wilmap: re tear-off maps. *(full lists attached)*

It was moved that the correspondence be accepted: Ruth Tilsley/Jennie Staal. Carried.

5. Financial report:

November 2015

Income	November 2015	% Change	*November 2014*
General	1571.45	+36%	*$1153.15*
Memorial Hall			*$32.00*

Bank Balance	Nov 2015	*Last Month*
Commonwealth Bank-Cheque Account	$4212.23	$2486.58
Bankwest- Business Telenet Saver	$4036.87	$4030.51

General Income for November was $1571.45 which is 36% up on November 2014.

Donations received from the community for our open day/trading table resulted in proceeds of $1150.55 being banked.

The current balance looks healthy due in part to the successful open day/trading table. However there is a total of $1318 outstanding in un-presented cheques. Also in December we need to allow for bills of approx $900 for the tear off map project and approx $1200 for our next Aurora Account.

Chris Hurford moved his report be accepted, seconded Peter Riley: carried.

6. History report: Jenny Carter
- A visit to Cambock House site was being arranged for 2016.
- ANZAC day committee would hold their first meeting Monday, 8th December at the Centre at 7.00pm. New members welcome.
- Booklet – 'A Brief History of Strathmore' has been added to the research section.
- A number of family research enquiries have been responded to.

7. Gift Shop/Library Report: Ruth Tilsley
- The new cabinet makes a great difference to the look of the Gift Shop area, with its glass backing and lighting installed. Ruth thanked all those who helped with the re-organisation.
- Volunteers need to be informed regarding stock on hand, boxes and wrapping available for gift items.
- Donations of new books for the library.

8. Centre Management: Jennie Staal
- A list of emergency contacts is now in place.
- Key/Security completed.
- Visitor numbers for last month were steady with an increase in numbers for the year.
- 'Festival of Small Halls' a folk festival in small venues coming to Longford.
- Joy Nish's meditation classes were cancelled due to lack of interest.
- To ask all volunteers to observe the following:
    - *a. to fully describe items sold to facilitate ordering etc.*
    - *b. to write their name at the top of the diary page for the day.*
    - *c. to use the Daily Tally Cash Sheet as a quick and accurate record of the day's takings.*
    - *d. to add the amount taken for sales each day in the diary with the balance.*
    - *e. to place new brochures in Frank's basket, no accommodation brochures please.*

<u>9. Community Hall report: Bronwyn Rigby</u>

- New down lighting has been installed at the hall, which is on a sensor switch.
- Asbestos removal finalized.
- Painting has been done on fascias and doors.
- Two bookings coming up.

It was moved that all the reports be accepted: Peter Riley/Jenny Carter. Carried.

<u>10. Any Other Business:</u>

- Open day with the trading stalls was a great success thanks to very generous donations, and it was good to see so many volunteers and both local and other visitors present.
- It was decided to advertise the 'new-look' Gift Shop via the school newsletters and flyers in the shops etc.
- Fiona Dewar has a Heritage Highway Face-Book page which we could contribute to.
- Christmas tree to be erected in the Centre this week.
- Anne Engdahl suggested that the various skills and talents of volunteers be documented. It was thought that this might encroach on privacy, but if Anne would like to follow it up she could. Anne has also resigned from regular volunteering due to study she is undertaking.
- Ruth Tilsley spoke on a proposal for a community function at Evandale for 'Blessing the Bonnets' Christine Henri has already done this in London and Paris. Each bonnet made commemorates a convict woman. This could engage the whole community; History Society, the Centre, Churches and Clarendon, taking place in the early part of 2016. A sub-committee would be formed of community representatives. Council is looking at providing blanket-cover Public Liability Insurance which would be a great help.
  The committee agreed in principal to the proposal and it was moved that Jennie Staal and Ruth Tilsley explore the idea further. Proposed Jenny Carter/seconded John Lewis: carried.

The meeting closed at 11.30am.
Next meeting Tuesday 2nd February 2016 at 10.00am

Correspondence Inward November 2015

1	Email from A Engdahl re roster	5/11/2015	Replied - Resolved
2	Email from A Mason re JPs list	4/11/2015	List in office in Contacts folder
3	Letter from Rotary Club of Evandale re cabinet	6/11/2015	Follow up April/May 2016
4	Email from A Engdahl re cash balance	9/11/2015	Resolved
5	Email from Ricoh re Photocopy reading	10/11/2015	Advised Meter reading
6	Letter from National Trust Tas re Heritage Festival 2016	10/11/2015	Forwarded to History Society
7	Email from A Mason re Christmas BBQ	12/11/2015	Accepted Invitation
8	Email from CBA re Merchant Application	12/11/2015	Treasurer followed up-Facility in operation
9	Email from L Green re Tourism Officer	16/11/2015	Handed Chairman-Resolved
10	Email re Grant Alert	16/11/2015	No Grants available
11	Email from Vol Tas re Volunteering Calculator	17/11/2015	Nil Action
12	Email from TASMAP re topographic maps	20/11/2015	Nil Action
13	Email from Vol Tas re Volunteering Calculator	20/11/2015	Nil Action
14	Email from For Tas re 60 Great Short Walks	23/11/2015	Advised F Halliwell to follow up
15	Email from Jacksons re Security	23/11/2015	Awaiting confirmation of communication resolu
16	Email from TCCI re luncheon Invitation	24/11/2015	Nil Action
17	Email from A Engdahl re Volunteer bio	24/11/2015	Advised would discuss at meeting
18	Email from A Levinson re Hall Hire	25/11/2015	Forwarded to B Rigby and followed up
19	Email from F Dewar re Festival of Small Halls	26/11/2015	Brochure printed and flyers requested
20	Email from Lotus Folding Doors re quote	27/11/2015	Handed Treasurer for discussion

Correspondence Outward November 2015

1	Email to Wilmap re Tear-off Maps	5/11/2015	Follow up
2	Email to A Engdahl re roster	5/11/2015	Nil Action
3	Email to A Engdahl re cash balance	10/11/2015	Nil Action
4	Email to A Mason re Invitation to Christmas BBQ	12/11/2015	Will be attending
5	Email to Volunteers re Open Day	15/11/2015	Nil Action
6	Email to Forestry Tas re 60 Great Short Walks	15/11/2015	Follow up with National Parks by F Halliwell ********
7	Email to F Dewar re Invitation to Christmas BBQ	15/11/2015	Unable to attend
8	Email to A Mason re Minutes of General Meeting	15/11/2015	Nil Action
9	Email to Committee re Minutes of General Meeting	15/11/2015	Nil Action
10	Email to B Rigby re Hall Hire	26/11/2015	Followed by B Rigby
11	Email to F Dewar re flyers Festival of Small Halls	27/11/2015	Awaiting reply and delivery of flyers - advised F Halliwell
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Gov 4(2)(ii)

MEETING OF THE LONGFORD DISTRICT COMMITTEE 2 DECEMBER 2015 HELD BEFORE THE CHRISTMAS DINNER AT THE RINGWOOD HOTEL, CRESSY, COMMENCING AT 6PM.

1. PRESENT: Linus Grant (Chair) Neil Tubb, John Cauchi, Dee Alty, Dick Adams and for part Mary Knowles.

2. APOLOGIES: see Amanda Mason

3. MINUTES OF THE LAST MEETING

No quorum so referred to the next meeting for confirmation.

4. DECLARATION OF PECUNIARY INTEREST

No quorum so not applicable.

AGENDA

The Chairman had advised the meeting would be informal therefore there was no agenda.

5.1 LONGFORD STREETSCAPE AND TRAFFIC STUDY

1. The Village Well workshop report was circulated, and though received favourably, the traffic issues weren't covered in it.

2. It was not acknowledged that the LLDC requested that Council make this investigation.

General comments.

When the participants arrived for Village Well presentation, they found that there was no means of pulling the visual screen down in the town hall supper room without climbing on a table – the wand is too short.

The presentation was restricted because the equipment required to run power point was not on site. This was most unsatisfactory.

Three group were formed after the presentation – Main Street Activation, heritage tourism, and arts and festivals. – to progress ideas. There is considerable overlap with some of the LLDC's work. The Chairman has asked the general manager to appoint a Council project coordinator as a matter of urgency and to outline how the LLDC and members of the Village Well working groups are intended to jointly operate.

5.2 SIGNAGE

An update is required on the outcome of the November 3 meeting of the Signage Committee.

6.0 GENERAL BUSINESS

The Chairman said that the past year had been frustrating. Much time and effort had been wasted on the Visitor information issue, however, on the positive side some of the signage had been renewed and the information centre on the village green had finally been updated.

The Fox report and follow up consultancy Village Well have provided a starting plan to make Longford a brighter and better place for residents and visitors.

The Chairman reported that he had inspected Carins Park with the Works Manager who said a new fence would be erected by autumn. The committee requested that a hawthorn hedge be planted along side the fence.

The works manager also said that grass would be sewn in Stokes Park in March.

The Committee will seek clarification of the boundaries of Stokes Park, and the differentiation of the Stokes Park and the Borrow Pit and their possible usages. How this all might fit in with horse trails.

There was discussion as to the direction in 2016, given the ideas raised in the Village Well report, these included river activities, more defined walking/riding trails, petunias up the main street., banners – but the Committee was worried as to who would maintain such things if implemented.

There was also mention of how one might harness the Chinese connections to the municipality within our history tours.

The future of the village green was raised and that any proposed major changes should first be referred to the community so that any impact on communal use would be limited.

The Chairman thanked everyone for attending and wished them a happy Christmas.

Meeting concluded at 6.55 pm. There was a request for a meeting in January 2016 to deal with the items from the last year. Memhers will be advised as soon as possible for a meeting date.

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6-Jan-16

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EACH / = ONE WEEK
/ INDICATES WEEK & MONTH CAPITAL WORKS TO BE CARRIED OUT

CAPITAL WORKS	LOCATION	ALLOC FUNDS		JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	Supervisor
ROADS AND STREETS																
Delmont Rd	Delmont Rd ch 1.80 to 2.485	$ 160,000						IP	SC							
Delmont Rd	Delmont Rd ch 3.91 to 4.92	$ 230,000						IP	SC							
Wilmores Lane	Ch. 1.295 to 2.690	$ 300,000	RTR							IP	////					
Wilmores Lane	Ch. 2.69 to 4.280	$ 342,000	RTR							IP	////					
Relbia Rd Guard Rail		$ 42,000	**Black Spot**				SC									
Macquarie Rd	Ch. 32.94 to 33.865	$ 200,000										////				
Macquarie Rd	Ch. 33.865 to 34.215	$ 75,000										////				
PERTH																
Cromwell St	Frederick St to South	$ 50,000					SC									
Fore St	Construct turning head	$ 56,000	**Black Spot**					IP	IP	IP						
CRESSY																
Macquarie St	Main to Gatenby	$60,000				IP	IP	SC								
Gatenby St	Spencer's Lane to Macqaurie	$ 20,000						IP	SC							
ROSS																
Streetscape works		$ 60,000														
EVANDALE																
Logan Rd	No 46/48 to 58	$ 81,000						////								
CAMPBELL TOWN																
Bond St	Grant to High	$ 115,000				IP	IP	IP	SC							
Glenelg St	Glenelg Street ch. 0.285 to 0.640	$ 350,000							IP	IP	/					
ALL AREAS																
Resealing	All areas	$ 700,000										////				
Resheeting gravel roads	All areas	$ 430,000													////	

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WORKS PROGRESS REPORT

CAPITAL

6/01/2016

POSITION / = FIRST WEEK POSITION / SECOND WEEK
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CAPITAL WORKS	LOCATION	ALLOC FUNDS		JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	Supervisor
STORMWATER																
Flood levee	Testing site for flood pumps	$ 10,000				SC										
Frederick St, Perth ?	Main Rd to Norfolk	$ 150,000														
Translink	Capacity review and upgrades	$ 250,000	ongoing													
BRIDGES INSTALL																
Bridge 7350 Lake River	Macquarie Road	$ 1,250,000											///			subject to grant
Bridge 2030 Macquarie River	Powranna Rd	$ 1,922,000				IP	IP	IP	IP	IP			///			subject to grant
Bridge 3177 Macquarie River	Powranna Rd	$ 150,000	included above													
Bridge 3767, Un-named Creek	Royal George Rd	$ 100,000												/		
Bridge 3259, O'Connors Creek	Lake River Rd	$ 160,000			SC											
CAPITAL WORKS FOOTPATHS																
Arthur Street	Fairtlough 565 to Clarence 832	$ 110,000						/								
St George's Square	Smith Street to Tasman Avenue	$ 50,000													/	
Wellington Street	High 1323 to Swan 1425	$ 26,000						/								
George Street	Fairtlough 0 to End of Kerb 130	$ 24,000													/	
Stockmans Road	Logan Road 0 to End	$ 55,000			SC											
Bridge Street	Esplanade 0 to King 252	$ 70,000												/		
Wellington Street	JJ's to Archer	$ 30,000												/		
Fairtlough Street	Midlands Highway to Doctors	$ 24,000			/											
Callistemon Court	Arthur 0 to Banksia 100	$ 22,000				IP	SC									
Banksia Grove	Phillip 0 to end 100	$ 20,000				IP	SC									
Callistemon Court	Callistemon 110 to Banksia 190	$ 17,000				IP	SC									
Wellington Street, West side	Property No. 14 1091 to High 1201	$ 25,000												/		
Wellington Street, East side	To Swan Ave	$ 5,500									/					
Gatenby Street	No. 10 to Spencers Lane	$ 23,000						IP	SC							
Spencers Lane	Cressy Rd to Gatenby St	$ 18,000						IP	SC							

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POSITION / = FIRST WEEK POSITION / SECOND WEEK
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IMPROVEMENTS TO	LOCATION	ALLOC FUNDS		JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	Supervisor
CAPITAL WORKS BUILDINGS																
Hall Inprovements	Evandale	$ 20,000														
Carpet Replacement Units	Murray Street Evandale	$ 5,000														
Upgrade Unit	Murray Street Evandale															
Community Centre Toilet Upgrade	Evandale - Included in PBI															
Caravan Park Amenities Improvements	Longford - Included in PBI															
Town Hall Paint Exterior & Improvements	Longford	$ 25,000														
Office Improvements	Longford	$ 50,000														
Public Toilets - Baby Change	Longford - Included in PBI															
War Memorial Hall Floor Improvements	Longford	$ 50,000														
Sports Centre Renovations / Upgrade	Longford	$ 10,000														
Hall Acoustics Improvements	Longford	$ 15,000														
Depot Improvements	Longford / Campbell Town	$ 30,000														
Public Toilet Improvements	Rossarden	$ 3,000														
Public Toilet Replacement	Ross	$ 150,000														

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IMPROVEMENTS TO	LOCATION	ALLOC FUNDS		JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	Supervisor
CAPITAL WORKS RESERVES																
All areas	Street Trees and surrounds	$ 80,000													////	
Childcare turning head ?	Main Road Reserve	$ 2,000														
Dump Point	Recreation Ground	$ 8,000									/					
Fence	Falls Park	$ 20,000				/ 2016										
Heritage lighting	Russell Street	$ 25,000						/								
Top Dressing Ground	Recreation Ground	$ 10,000				SC										
Improvements	Recreation Ground	$ 20,000														
Raw water system	Recreation Ground	$ 5,000				SC										
Landscaping	Sports Centre	$ 20,000											/			
Stokes Park Area	Public Open Space	$ 80,000													/	
Landscaping/Beautification	Entrance	$ 50,000												/		
Interchange shed	Longford Recreation Ground	$ 10,000											/			
CAPITAL WORKS BUILDINGS																
Paint exterior	Avoca Hall	$ 20,000								/						
Paint exterior	Cressy Hall	$ 15,000								/						
Building Improvements	Cressy Recreation Ground	$ 25,000									/					
Cover roller & signage	Cressy Pool	$ 5,000					/									
Floodlight	Campbell Town Pool															
Restoration	Campbell Town Pump House															
Supper room improvements	Campbell Town Hall	$ 20,000											/			
Improvements	Campbell Town Library	$ 10,000										/				
Amenities Improvements	Campbell Town Recreation Ground	$ 600,000	TBA													
Replace Weather boards	Epping Forest Hall	$ 15,000										/				
Asbestos Removal Audit	All areas	$ 20,000						/								
Waste Transfer Station Improvements	All areas	$ 30,000														
Public Building Improvements	All areas	$ 120,000	ongoing													

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MAINTENANCE 6/01/2016

POSITION / = FIRST WEEK POSITION / SECOND WEEK

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IMPROVEMENTS TO	LOCATION		ALLOC	EXPEND.	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	Supervisor
RESERVES	Longford																
Mowing grass		Total Mowing	$ 50,550	$13,855	IP	IP	IP	IP	IP	IP							
Spraying weeds					IP	IP	IP	IP	IP	IP							
Pruning trees					IP	IP	IP	IP	IP	IP							
Collecting leaves					IP	IP	IP	IP	IP	IP							
Fertilising		All other Maintenance as listed	$ 78,190	$53,271	IP	IP	IP	IP	IP	IP							
RESERVES	Cressy																
Mowing grass		Total Mowing	$ 6,470	$2,219													
Spraying weeds					IP	IP	IP	IP	IP	IP							
Pruning trees					IP	IP	IP	IP	IP	IP							
Collecting leaves					IP	IP	IP	IP	IP	IP							
Fertilising		All other Maintenance as listed	$ 18,020	$13,442	IP	IP	IP	IP	IP	IP							
RESERVES	Perth																
Mowing grass		Total Mowing	$ 18,170	$5,952	IP	IP	IP	IP	IP	IP							
Spraying weeds					IP	IP	IP	IP	IP	IP							
Pruning trees					IP	IP	IP	IP	IP	IP							
Collecting leaves					IP	IP	IP	IP	IP	IP							
Fertilising		All other Maintenance as listed	$ 58,920	$31,623	IP	IP	IP	IP	IP	IP							
RESERVES	Evandale & Devon Hills																
Mowing grass		Total Mowing	$ 32,130	$13,916	IP	IP	IP	IP	IP	IP							
Spraying weeds					IP	IP	IP	IP	IP	IP							
Pruning trees					IP	IP	IP	IP	IP	IP							
Collecting leaves					IP	IP	IP	IP	IP	IP							
Fertilising		All other Maintenance as listed	$ 57,454	$47,893	IP	IP	IP	IP	IP	IP							
RESERVES	Campbell Town & Conara																
Mowing grass		Total Mowing	$ 54,250	$20,972	IP	IP	IP	IP	IP	IP							
Spraying weeds					IP	IP	IP	IP	IP	IP							
Pruning trees					IP	IP	IP	IP	IP	IP							
Collecting leaves					IP	IP	IP	IP	IP	IP							
Fertilising		All other Maintenance as listed	$ 51,290	$33,149	IP	IP	IP	IP	IP	IP							
RESERVES	Ross																
Mowing grass		Total Mowing	$ 38,690	$13,624	IP	IP	IP	IP	IP	IP							
Spraying weeds					IP	IP	IP	IP	IP	IP							
Pruning trees					IP	IP	IP	IP	IP	IP							
Collecting leaves					IP	IP	IP	IP	IP	IP							
Fertilising		All other Maintenance as listed	$ 38,800	$13,836	IP	IP	IP	IP	IP	IP							
RESERVES	Avoca																
All Maintenance		Total Mowing	$ 11,360	$3,639	IP	IP	IP	IP	IP	IP							
		All other Maintenance as listed	$ 6,900	$4,102	IP	IP	IP	IP	IP	IP							

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MAINTENANCE FUNCTION	LOCATION Northern Region	COST	COST	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
SEALED ROADS NORTH	**Total Expenditure 3 Dec**	**6-Jan Expend**	**Monthly Expend**												
Digging out failed sections	$35,615	$37,242	$1,627	IP	IP	IP	IP	IP	IP						
Edging and potholing	$34,594	$41,987	$7,393	IP	IP	IP	IP	IP	IP						
Shoulder (Maint tractor & blade)	$106,961	$107,594	$633	IP	IP	IP	IP	IP	IP						
Emergency maintenance	$2,344	$2,808	$464	IP	IP	IP	IP	IP	IP						
Footpaths	$10,275	$10,580	$305		IP	IP	IP	IP	IP						
Driveways / entrances & crossovers	$1,751	$1,991	$240	IP	IP	IP	IP	IP	IP						
Kerb and Gutter Repairs	$6,906	$8,198	$1,292	IP	IP	IP	IP	IP	IP						
Guideposts & safety railing	$7,556	$9,958	$2,402		IP	IP	IP	IP	IP						
Roadside drainage	$30,525	$32,211	$1,686	IP	IP	IP	IP	IP	IP						
Cleaning culverts	$21,641	$22,694	$1,053	IP	IP	IP	IP	IP	IP						
Slashing roadsides	$24,379	$79,870	$55,491	IP	IP	IP	IP	IP	IP						
Spraying roadsides	$5,074	$7,674	$2,600	IP	IP	IP	IP	IP	IP						
Tree trimming	$10,515	$11,339	$824	IP	IP	IP	IP	IP	IP						
Signs / Mobile and fixed	$25,763	$29,561	$3,798		IP	IP	IP	IP	IP						
GRAVEL ROADS NORTH	**Total Expenditure 3 Dec**	**6-Jan Expend**	**Monthly Expend**												
Grading	$84,621	$87,497	$2,876	IP	IP	IP	IP	IP	IP						
Guide posts	$287	$1,977	$1,690				IP	IP	IP						
Potholing	$500	$500	$0		IP	IP	IP	IP	IP						
Roadside drainage / Minor widening	$12,258	$12,258	$0	IP	IP	IP	IP	IP	IP						
Cleaning culverts	$2,202	$2,345	$143		IP	IP	IP	IP	IP						
Emergency maintenance	$143	$143	$0				IP	IP	IP						
Slashing roadsides	$13,193	$38,893	$25,700		IP	IP	IP	IP	IP						
Spraying roadsides	$1,463	$1,650	$187	IP	IP	IP	IP	IP	IP						
Tree Trimming	$1,498	$1,498	$0				IP	IP	IP						
Signs / Mobile and fixed	$220	$220	$0				IP	IP	IP						

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MAINTENANCE FUNCTION	LOCATION Southern Region	COST	PROGRESS COST	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
SEALED ROADS SOUTH	**Total Expenditure 3 Dec**	6-Jan Expend	Monthly Expend												
Digging out failed sections	$8,471	$9,097	$626	IP	IP	IP	IP	IP	IP						
Edging and potholing	$36,297	$51,342	$15,045	IP	IP	IP	IP	IP	IP						
Shoulder (Maint tractor & blade)	$105,837	$105,943	$106	IP	IP	IP	IP	IP	IP						
Emergency maintenance	$1,561	$1,696	$135	IP	IP	IP	IP	IP	IP						
Footpaths	$28	$28	$0			IP	IP	IP	IP						
Kerbs driveways & crossovers	$797	$797	$0			IP	IP	IP	IP						
Guideposts & safety railing	$4,091	$6,595	$2,504	IP	IP	IP	IP	IP	IP						
Roadside drainage	$26,673	$26,909	$236	IP	IP	IP	IP	IP	IP						
Cleaning culverts	$2,444	$2,587	$143	IP	IP	IP	IP	IP	IP						
Slashing roadsides	$33,929	$44,350	$10,421				IP	IP	IP						
Spraying roadsides & Streets	$4,357	$5,557	$1,200	IP	IP	IP	IP	IP	IP						
Tree Trimming	$17,164	$17,164	$0	IP	IP	IP	IP	IP	IP						
Signs / Mobile and fixed	$8,431	$9,216	$785	IP	IP	IP	IP	IP	IP						
GRAVEL ROADS SOUTH	**Total Expenditure 3 Dec**	6-Jan Expend	Monthly Expend												
Grading	$88,253	$88,253	$0	IP	IP	IP	IP	IP	IP						
Guide posts	$947	$2,625	$1,678	IP	IP	IP	IP	IP	IP						
Potholing	$617	$617	$0	IP	IP	IP	IP	IP	IP						
Roadside drainage	$5,960	$5,960	$0	IP	IP	IP	IP	IP	IP						
Cleaning culverts	$0	$143	$143												
Emergency maintenance	$735	$735	$0												
Slashing roadsides	$592	$592	$0			IP	IP	IP	IP						
Spraying roadsides	$2,657	$3,287	$630		IP	IP	IP	IP	IP						
Tree trimming	$264	$491	$227		IP	IP	IP	IP	IP						
Signs / Mobile and fixed	$821	$821	$0		IP	IP	IP	IP	IP						

	Total Expenditure Until 6 January	**Budget**
All Sealed Road Maintenance	$684,992	$ 1,474,760
All Gravel Road Maintenance	$250,782	$ 542,193
Emergency Maintenance, all roads	$5,382	$ 122,980

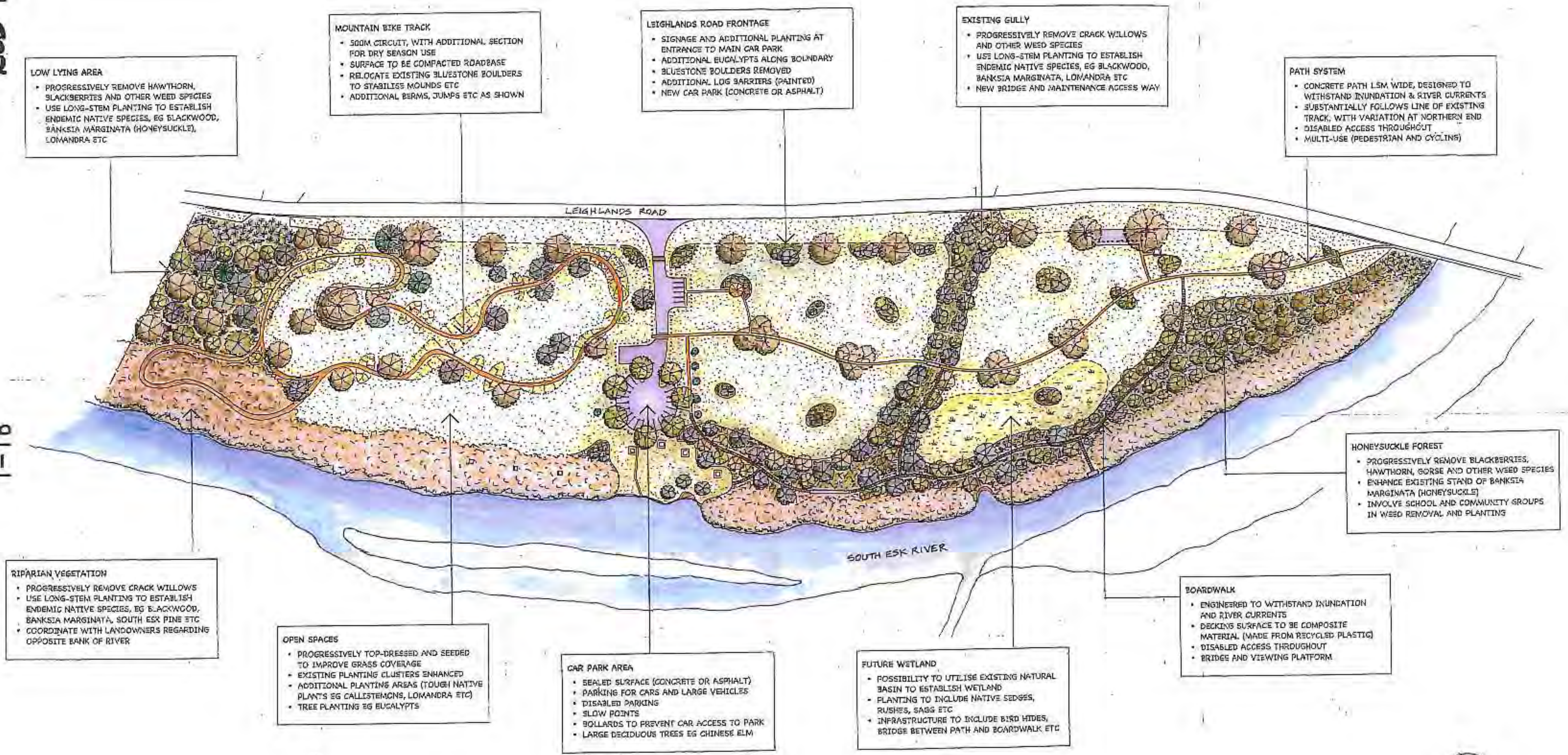
INFO 17

Resource Sharing Summary 1/7/15 to 30/6/16 As at 31/12/15	Units Billed	Amount Billed GST Exclusive $	Rate inclusive of Oncosts and Admin $
Launceston City Council			
Service Provided by NMC to LCC			
	-	-	
Total Services Provided by NMC to Launceston City Council	-	-	
Service Provided by Launceston City Council to NMC			
Wages and Oncosts			
Immunisation Services	61.25	4,333.75	70.76
Total Service Provided by MVC to NMC		4,333.75	
Net Income Flow		- 4,333.75	
Meander Valley Council			
Service Provided by NMC to MVC			
Wages and Oncosts			
Traffic Engineers Services	3.50	402.21	114.92
Total Services Provided by NMC to Meander Valley Council	3.50	402.21	
Service Provided by Meander Valley Council to NMC			
Wages and Oncosts			
Plumbing Inspector	466.10	18,644.00	40.00
Total Service Provided by MVC to NMC		18,644.00	
Net Income Flow		- 18,241.79	
Total Net		- 22,575.54	

Private Works and Council Funded Works for External Organisations	**Hours**	
Economic & Community Development Department		
Northern Midlands Business Association		
Promotion Centre Expenditure		
- Tourism Officer	36.00	Not Charged to Association Funded from Council Budget A/c 519035
Administration and Development		
- Economic and Community Development Manager	195.00	Not Charged to Association Funded from Council Budget A/c 500400
Works Department Private Works Carried Out	83.00	
	314.00	

ECD 1

1–16



HONEYSUCKLE BANKS - MASTER PLAN

DESIGNED/DRAWN: JEFF McCLINTOCK
FOR: NORTHERN MIDLANDS COUNCIL
DECEMBER 2015 SCALE 1:1000 (A1)

NORTHERN MIDLANDS COUNCIL

Honeysuckle Banks Master Plan
Proposed Implementation Schedule
December 23 2015

Short-medium term (not in priority order)	Estimated Cost (TBA)
Leighlands Road Frontage • Signage and additional planting at entrance to main car park • Additional eucalyptus along boundary • Bluestone boulders removed • Additional log barriers –painted	
Existing Gully • Progressively remove Crack Willows and other weed species • Use long-stem planting to establish endemic native species, eg. Blackwood, Banksia Marginata (Honeysuckle), Lomandra etc. • New bridge (shown as an oblong) and maintenance access way	
Path System • Concrete path 1.5m wide, designed to withstand inundation and river currents • Substantially follows line of existing track, with variation at northern end • Disabled access throughout • Multi-use (pedestrian and cycling)	
Honeysuckle Forest • Progressively remove Blackberries, Hawthorn, Gorse and other weed species • Enhance existing stand of Banksia Marginata (Honeysuckle) • Involve school and community groups in weed removal and planting	
Boardwalk • Engineered to withstand inundation and river currents • Decking surface to be composite material made from recycled plastic • Disabled access throughout • Requires construction of a bridge (shown as an oblong) • Construction of a viewing platform	
Car Park Area • Sealed surface (concrete or asphalt) • Parking for cars and large vehicles • Disabled parking • Slow points • Bollards to prevent car access to park • Large deciduous trees eg. Chinese Elm • New picnic tables and benches (shown as square shapes)	

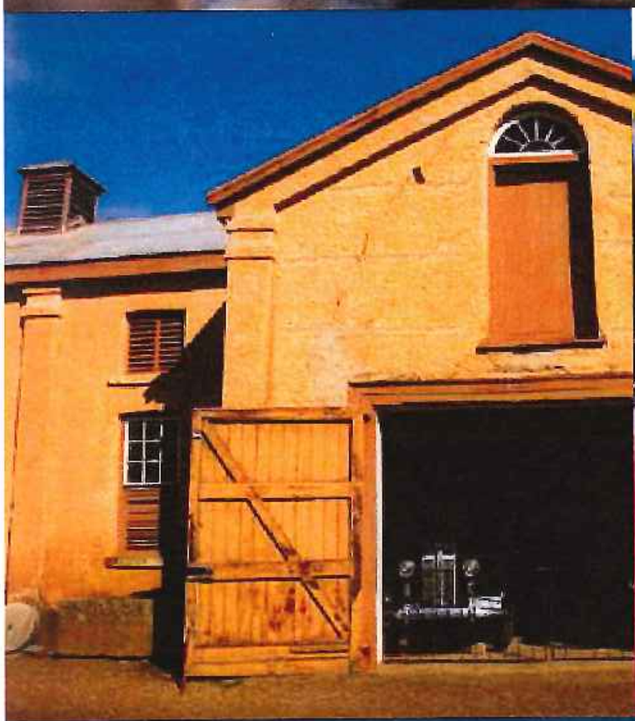
Longer term (not in order of priority)	Estimated Cost (TBA)
Future Wetland • Possibility to utilise existing natural basin to establish wetland • Planting to include native sedges, rushes, sagg etc. • Infrastructure to include bird hides, bridge between path and boardwalk etc.	
Mountain Bike Track • 500m circuit, with additional section for dry season use • Surface to be compacted roadbase • Relocate existing bluestone boulders to stabilise mounds etc. • Additional berms, jumps etc. as shown	
Low Lying Area • Progressively remove Hawthorn, Blackberries and other weed species • Use long-stem planting to establish endemic native species, eg. Blackwood, Banksia Marginata, Lomandra etc.	
Riparian Vegetation • Progressively remove Crack Willows • Use long-stem planting to establish endemic native species, eg. Blackwood, Banksia, Marginata, South Esk Pine, etc. • Coordinate with landowners regarding opposite bank of river	
Open Spaces • Progressively top-dressed and seeded to improve grass coverage • Existing planting clusters enhanced • Additional planting areas (tough native plants eg. Callistemons, Lomandra, etc) • Tree planting eg. Eucalyptus	

ECD 2

LONGFORD, TASMANIA

PLACE ACTIVATION PLAN

Creating a great place and destination



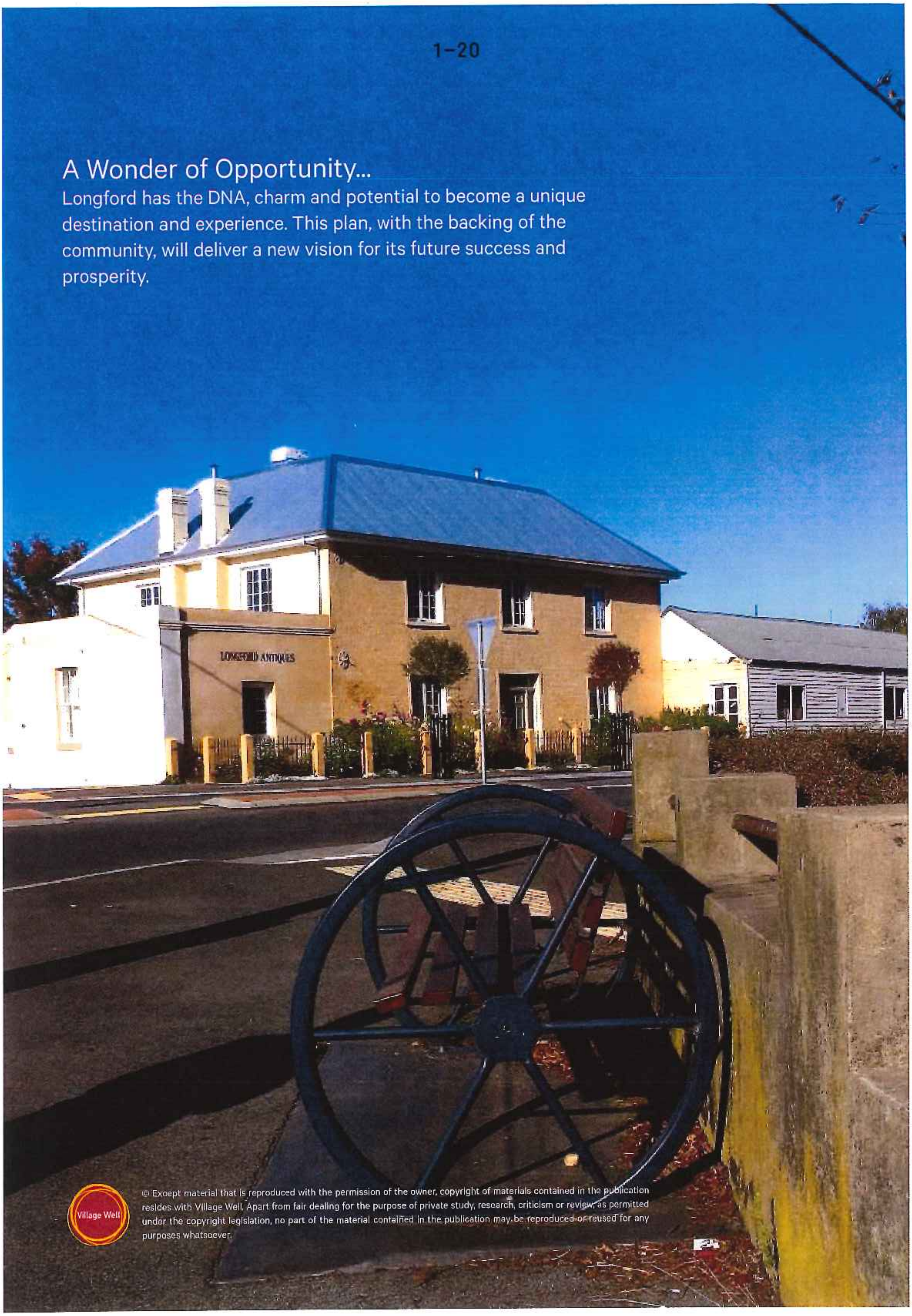
Village Well Level 1, 134 Flinders Street Melbourne Victoria 3000
T 03 9650 0080 info@villagewell.org www.villagewell.org

Prepared by Village Well for Northern Midlands Council 11/11/2015

Village Well

A Wonder of Opportunity...

Longford has the DNA, charm and potential to become a unique destination and experience. This plan, with the backing of the community, will deliver a new vision for its future success and prosperity.



CONTENTS

INTRODUCTION

Located in Northern Tasmania, a short drive south of Launceston, Longford is a well-established heritage town and agricultural service hub. A strong opportunity exists to capitalise on the historic architecture of the town and reinvigorate the original town centre as a local civic anchor as well as an attractive area for serving tourists. This place will become a new heart of Longford; a vibrant town centre with a refreshed identity, a place to be experienced, and a cherished community hub.

"Longford is only twenty minutes from Launceston, but has a wonderful rural focus, so different to the city, but so close."

Our Approach

Village Well's process involved working collaboratively with The Northern Midland's Council (Council), the Longford community, and Transport Planners from MRCagney to envision the best approach to reinvigorate Longford through a dynamic and integrated placemaking process.

Village Well facilitated two intensive visioning workshops and a walk of the town with community leaders to draw out local knowledge of the area, their expertise and shared experience in order to develop concepts to activate and position the town as a unique destination.

This report has been generated from the information gathered in the workshops and from Village Well's extensive experience in placemaking. The outcome of this process is as follows:

- An aspirational vision and set of guiding principles for Longford, with particular attention given to the main street.
- A summary of short, medium, and long term place activation ideas and directions, which are deliverable and affordable.
- Place governance models to maintain momentum and long term success.

It is intended that this report presents a high-level vision and plan for Council and the community to guide the ongoing activation of Longford.

What is Placemaking?

Great places embrace people with active public spaces, human scale elements and engaging points of difference. They are successful socially, environmentally, and economically because they put people first.

Placemaking, therefore, is the art and science of making authentic, vibrant and resilient places that are valued by their communities and admired by visitors. It is a holistic, multi-disciplinary approach to planning and developing places that involves understanding the culture and qualities of a place and the wisdom of its community.

With the collaboration between many stakeholders, the placemaking approach articulates a shared vision to ensure the 'place' is embraced by all.

Placemaking incorporates and influences other traditional areas of place development, including master planning, urban design, social and economic development, community engagement, landscaping, marketing and brand/logo development, retail mix, arts and culture and sustainable development.

It builds community goodwill, giving investors and businesses confidence, enabling innovative solutions and creating places that people love. People stay longer, spend more and care for the place more.

Central to the success of Longford will be a holistic placemaking management and strategy approach that puts people and place first.

Placemaking at Longford

Longford has the right "placemaking DNA", or "good bones", including its charming heritage architecture, rich colonial and racing history, parks and gardens, and proximity to Launceston, major tourist attractions, and the river.

How to use this document

This **Place Activation Plan** will become the 'place lens' for Longford and sets a new placemaking benchmark in order to brief all stakeholders and the larger community.

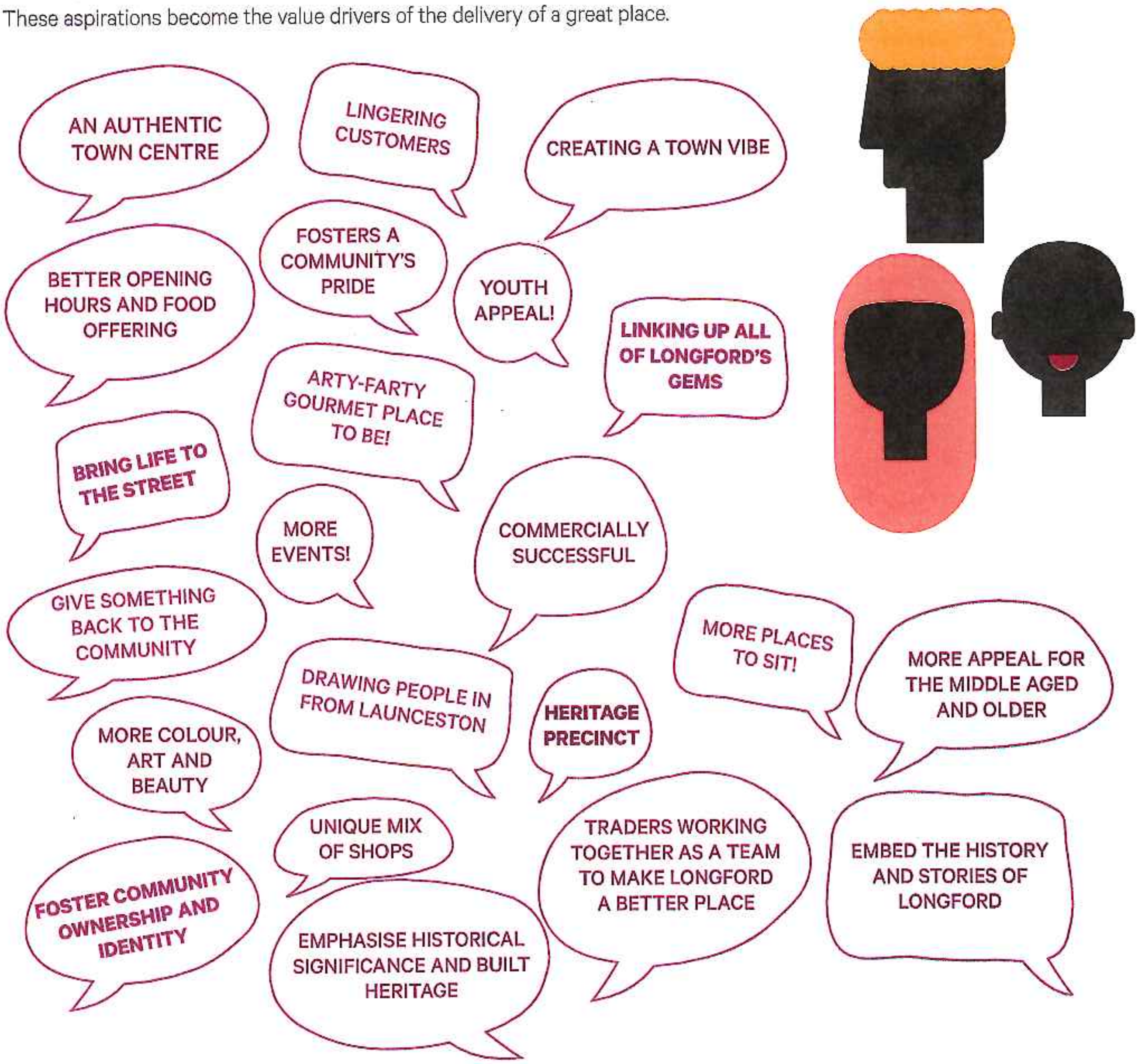
It is intended the plan will be used as a high-level guide to inform on the ground works, events, and any activity relating to the reinvigoration of Longford.

PART 1: WORKSHOP SUMMARY

This section provides a snapshot of the key findings from the Placemaking Workshops. They represent the thoughts, aspirations and ideas generated by the project team and have been used to assist in the development of Part 2: The Vision *and* Part 3: Place Activations.

1.1 Aspirations for Longford

These aspirations become the value drivers of the delivery of a great place.



1.2 Longford's Identity

These words and phrases become a source of inspiration for the design,

delivery and marketing of this special place.

1.3 Personality Exercise

The personality traits and values set the tone, positioning and overall experience of the centre in the future.

Longford will become:

Proud cheerful, beautiful, colourful

Energetic youthful, fun (Wow!)

Eccentric unique, individual, quirky, different, (Woof Woof!)

Involved dynamic, connected, interesting

Excited manic, busy

These values become the key drivers of the place experience. They should inform the future branding, signage and marketing of the place identity.

1.4 Top Opportunities and Challenges

These opportunities and challenges provide hints for potential changes.

OPPORTUNITIES

Reinvigorating and beautifying the town centre: adding street trees, showcasing heritage, displaying art, creating a place loved by locals and tourists alike, activating the street, supporting successful food and beverage, and boutique operators.

Strengthening and diversifying trade: creating a point of difference, supporting local retailers, vendors, artists, artisans and quirky enterprises.

New food experiences: providing casual and a refined mix of fresh, fast, healthy, local, easily accessible, quality food and excellent coffee from morning to night.

Collaborating: tapping into community networks, farmers and market organisations, and sporting clubs. Partnering Council and the community with retailers, local operators, businesses, artists, artisans, historians, and tourism boards.

Events: Increasing the weekly, monthly, seasonal and annual events such as markets, festivals, and races. Have a big event.

Improving the pedestrian experience: Connecting open spaces, increasing access to the river, and making the main street more appealing for foot traffic. Beautifying footpath, amenities, showcasing history, improving signage.

Drawing in visitors from Launceston: capitalising on Longford's proximity to Launceston, the airport, tourist routes, and position in the region. Better utilising existing sights and attractions to draw in weekenders and day trippers based in Launceston.

Embracing Longford's history: promoting and showcasing existing colonial and recent historical elements and incorporating these with the local palette to reaffirm Longford's identity.

CURRENT ISSUES

A fragmented main street: the town is lacking a heart, the commercial centre is split and the original town centre is in decline.

Launceston draws trade: locals are drawn to Launceston to spend their money and leisure time. Longford's leakage to Launceston needs to be blocked

Staying the course of decisions made: a perception that council is unable to commit and deliver on decisions.

Hours of opening: many businesses are closed evening and night, in particular there are few eating options open at this time, which is disappointing for locals and hinders tourism trade. A need for consistent hours.

Keeping relevance for younger generations: the perception of Longford as boring and lacking energy. A need for the place to be engaging for youth.

Communication between council and businesses: council and businesses based in the town centre need to collaborate to deliver on common goals for the benefit of the entire town.

Apathy: a number of community members feel a sense of hopelessness about the state of the town that they love. Rebuilding a sense of community pride is vital.

1.5 Ten Great Things - that make Longford special in the future:

1. **Visit the incredible World Heritage listed Woolmers and Brickendon;** the big ticket items on the outskirts of Longford are these existing gems, revealing a fascinating story locals are proud to share. Visitors are charmed by the genuine experience.
2. **Meet friends for coffee, breakfast or lunch;** the local roastery is rumoured to have the best coffee in Tasmania since an award winning barista moved to town. In the Heritage Precinct tables and chairs sprawl onto the footpath to make the most of the sunshine, this is the best place to sample delicious artisan foods or simple fresh eats.

TOP 5

3. **Visit the motoring museum;** Longford's motoring history has never been so accessible and appealing since the recent motor museum opened. Rev-heads and tourists alike pour over the stunning machines on display and become immersed in the stories of crashes, characters, and victories during Longford's Grand Prix and racing glory days.
4. **See great local artwork;** changing gallery window displays, revolving exhibitions and occasional cool arty pop-up stalls have become a feature of the heritage precinct that is becoming well known in Tasmania's art scene.

5. **Take the heritage walk;** in the Heritage Precinct and along the main street significant colonial buildings feature speakerboxes revealing a unique story at the push of a button. Along the way, murals, art and flowering rose bushes adorn the shady tree-lined streets.
6. **Enjoy a day out at the weekend markets selling everything from pies to pottery**

7. **Cycle, walk, or kayak along the river from Mill Dam to Longford, or out Woolmers Estate**
8. **See live music each weekend in the local bar**
9. **Visit the beautiful open gardens around town**
10. **Enjoy a fine dining experience in one of Longford's beautiful colonial buildings**

PART 2: PLACE VISION

The draft Place Vision, developed by Village Well in response to the workshop and place context research, captures what the place will mean to the broader community and how it will be experienced in terms of public spaces and related commercial and community activities.

2.1 Place Vision

LONGFORD

'Connecting our vibrant community and celebrating the gems of our history'

Longford has reawakened, reconnected and rediscovered itself, and outsiders have taken notice. Local pride, a sense of belonging, and strengthened connections are seen physically through artwork, murals, a history embraced, and the original town centre has been reclaimed. 'The Precinct' is a new social destination deeply connected to its community. Al fresco dining spills from its restaurants and cafes serving fresh food, while galleries regularly buzz with new exhibition openings. Active day and night and throughout the year, events such as markets, festivals and music programs keep the Precinct and the town energised.

Turning toward the river, the town has a new area for play, integrating the town's outlying gems into a single experience. Celebrating the convict, colonial, and motor racing heritage with contemporary culture and people, the retelling of the story of Longford has produced a newfound sense of local ownership and interaction. Apart from having excellent things to do, see, and eat, it is the combined experience overall that make Longford a memorable, cherished destination.

2.2 Guiding Place Principles

The Guiding Principles support the aspirational Place Vision, capturing the core values from the vision workshop. The Principles will help to steer decision making and focus placemaking efforts.

ACTIVE DAY AND NIGHT

The newly invigorated town centre provides a platform for music, art and activities, all which feature in a continually evolving program of events. New traders in the Heritage Precinct are selling locally produced food, antiques, art, local products, and the best coffee in Tasmania, day and night.

FOSTERING COMMUNITY PRIDE

Carrying the Longford story into the public arena, beautifying the town centre with art and softening the streetscape with greenery. Regular community-run events, murals, art galleries, decorations, and small details speak of the Longford story. Reinvigorated, beautified, activated Longford is a diverse, welcoming place embedded with identity locals are proud to own.

DIVERSITY

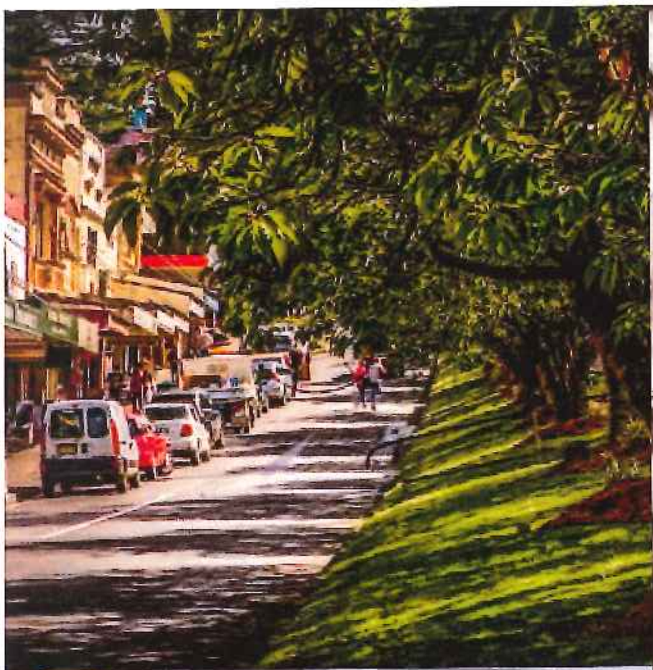
Longford's success lies in delivering diversity - a diversity of things to do, foods to eat, places to sit, people to watch, attractions to enjoy. The streetscape is various, broken up by trees, colour and public artwork. A range of events features festivals, markets, music, and fresh local produce is available through the changing seasons. Locals and visitors know there is something for everyone in Longford.

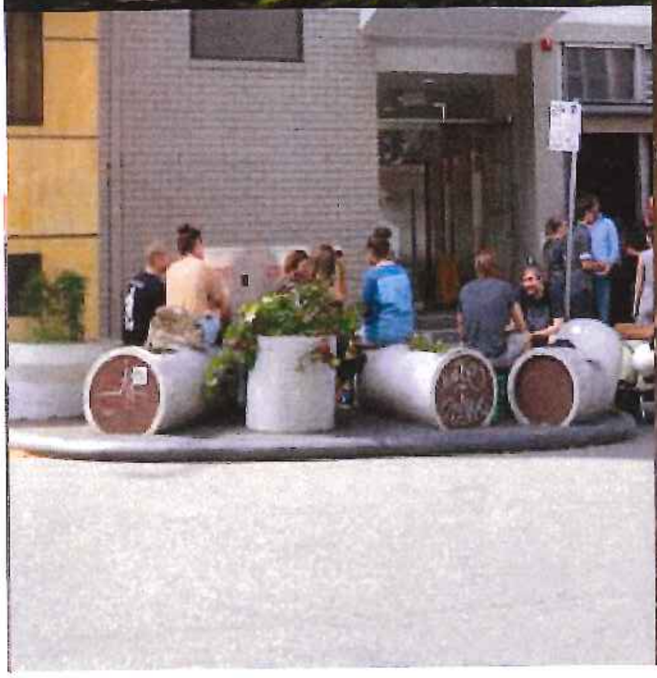
CONNECTED

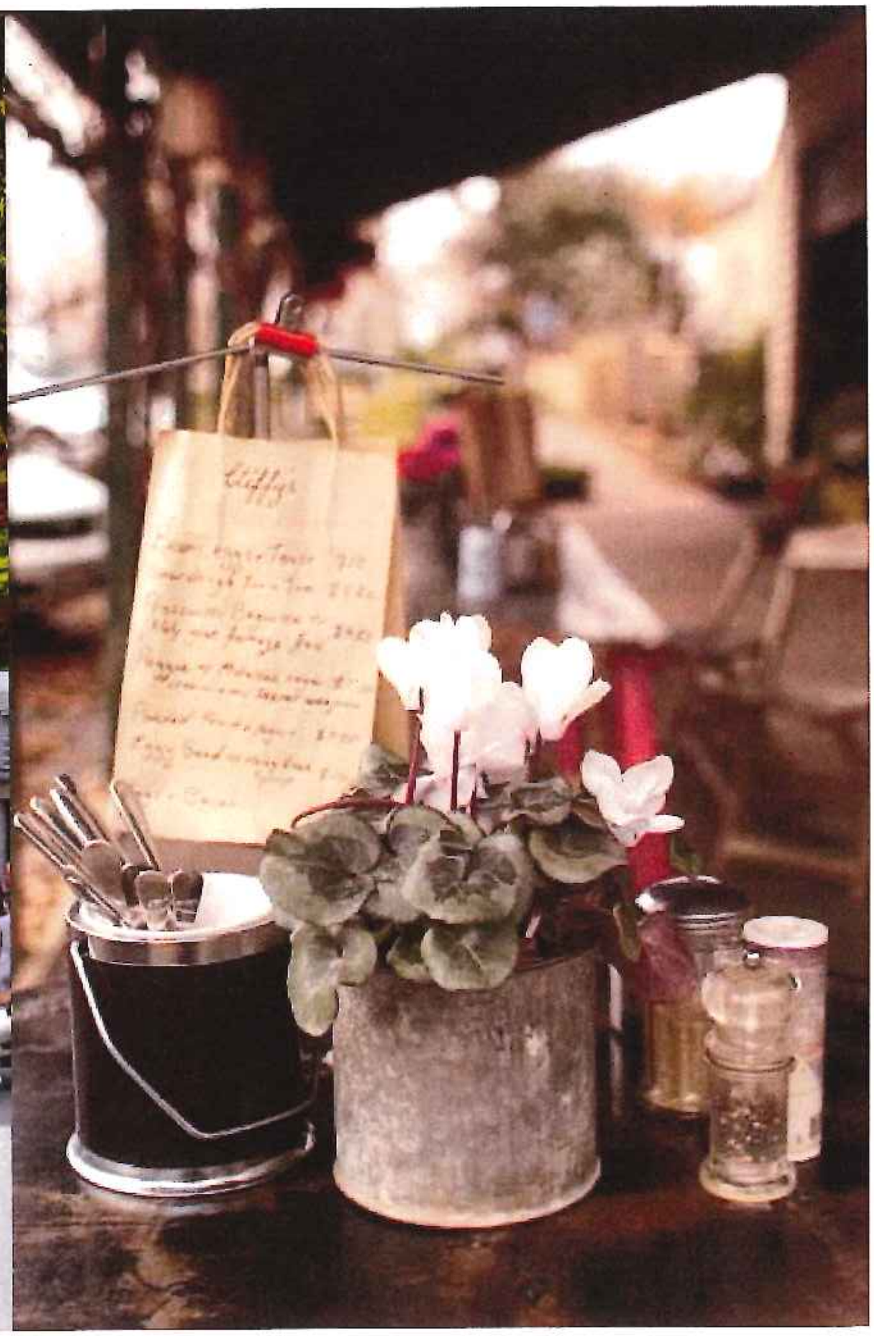
A deeper connection to place for locals, allowing visitors to connect with an authentic local way of life, and bringing together all that Longford has to offer into a single experience is crucial. Shade trees, places to sit and a more pleasurable pedestrian environment connect the town's elements. Local context is conveyed through signage, branding and art. New walking and cycling tracks connect the town with its outer gems - Brickendon, Woolmers, and the river.

PART 3: PLACE ACTIVATIONS

The following section provides detailed descriptions of the key place experiences and associated attributes and activities that were developed in the workshop. Three broad themes, Reposition, Reconnect, and Refresh, help to establish a new direction for Longford. The recommendations are divided into short, medium and long term initiatives, while some are highlighted as priority activations for their potential impact.





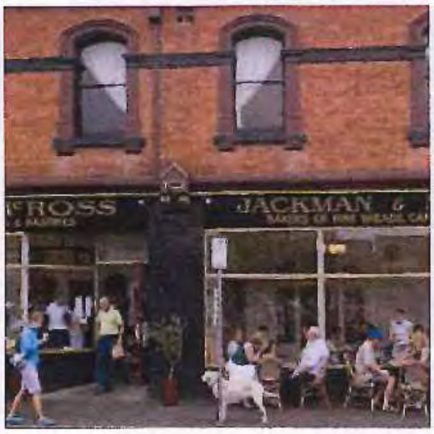


- REPOSITION -

THE HERITAGE PRECINCT

New Heritage Precinct: Original Town Centre

The unique point of difference in the repositioning of Longford is emphasising Longford itself; a history-laden, artistic, country place to meet, shop, discover and entertain. Rediscovering its village roots, Longford has revived the street for people, becoming a dynamic pedestrian-friendly town. Anchored by the colonial buildings surrounding heritage corner, which has become a vibrant retail hub, 'The Precinct' has become an active day and evening social destination for quality food, art and culture. The main street is now a welcoming strip for the foot traffic of shoppers, and the story of Longford is revealed along the way.


JACKMAN &

Short Term Activations - 0 to 12 months

- Utilise empty shop windows as temporary, revolving art galleries, showcasing local artwork for free.
- Commission a series of murals on blank walls between Union St. and High St.. Priority Murals should include on the side of the old Brown's Store in Wellington St, and Park Side Antiques on Archer St. PRIORITY PROJECT
- Invite young, local artists to create permanent Murals. Themes could include the infamous Lex Davison crash through the pub, a portrait of the late Rocky Tresise, and a series of quirky portraits of Longford's infamous characters and stories. Work with local historians to create a list of key people in Longford's history as inspirations for the murals.
- Additionally, dedicate some walls for annually changing murals, inviting Tasmania's best visual artists to showcase their work. Collaborate with artist bodies, UTAS Centre for the Arts, the City of Launceston team involved in the traffic light box art program, and curators of Brave Art Gallery.
- Organise a community blitz to beautify the street, involving the community, artists, and youth; essentially harnessing community skill, passion, talent, and a sense of ownership (see: http://www.communityblitz.org.au/).
- Further beautify the main street with hanging planter baskets, large potted plants, flower boxes and wheel barrows filled with planted flowers. Collaborate with local businesses for ongoing care.
- Collaborate with TasTafe and offer hospitality students free temporary food and beverage retail space in the Precinct.
- Partner with landlords and use vacant shops for temporary pop-up stores for newcomers with little initial capital.
- Install awnings that respect heritage character.
- Build a community long table in Christ Church gardens.
- Provide dog's water bowls and tie up posts in front of cafes, install doggie bag dispensers around town, create an off the leash area in the village green (Woof Woof!).

Medium Term Activations - 1 to 2 years

- Improve the food offering in the town centre by working with existing traders and incentivising new traders through competitive grant schemes, and free training on hospitality and visual merchandising. Investigate state grants, tourism funds and other grant award options. Emphasis should be on delivering excellent food and beverage, al fresco dining, increasing opening hours into the night, and local produce. PRIORITY PROJECT

Medium Term Activations cont...

- Plant deciduous street trees, shading the footpath in summer and letting the sun through in winter. *PRIORITY PROJECT*
- Mobilise the main street activation team to network with existing and potential future retailers to achieve a retail experience consistent with the vision.
- Conduct visual merchandising workshops involving council, traders, and landlords.
- Investigate methods for increasing the variety of accommodation options, including budget and backpacker accommodation.
- Dedicate floor space in the Precinct for art galleries.
- Convert section of the village green into Tasmania's first 'all-abilities' park and playgound.
- Additional retail options to introduce include: home wares store, collectors emporium, yoga studio, wine bar, gourmet butcher, trendy cafés, an excellent patisserie, deli, fresh fruit and veg retailer, clothing and craft shops.

Long Term Activations 2 to 4 years

- Implement a traffic management plan that includes traffic calming measures along the main street to improve the overall pedestrian experience. Street tree planting, changes to on-street parking and a network of pedestrian crossings and bicycle lanes, plus cycle-friendly infrastructure should be adopted. *PRIORITY PROJECT*
- Investigate creating a new motor racing museum hosted in multiple venues walking distance apart. It is recommended the museum is integrated into the existing urban fabric in the centre of town, adding to the pedestrian experience. Potential venues include the vacant Parkside Antiques, or next to the original Brown's Store and other vacant buildings nearby. Contact the national Automobile Museum of Tasmania to offer an alternative location for their museum. Source historically significant display cars from existing owners by collaborating with motor enthusiast clubs and locals, for example Wayne Double, owner of a 1962 Bruno Carosi replica Jaguar. Seek sponsorship from prominent motoring enthusiasts such as Lindsay Fox. Ensure interior and exterior of the museum compliments the heritage palette of Longford. *PRIORITY PROJECT*

Longford's Heritage Corner reimagined with an emphasised public realm

- RECONNECT -

RECONNECTING LONGFORD

Creating a unified experience: Stringing together Longford's gems

Reinvigorated Longford expresses an underlying sense of connection. Its history is exhibited in the public arena, while visible artwork and greenery convey contemporary culture and civic pride. The town is reconnected to the river, a new destination for leisure and play. The World Heritage and colonial elements have an improved relationship with Longford, yet it's the passage through the town that inspires wonderment; a journey of discovery, as fascinating stories are revealed on the way. This is a connected place. A place where locals are proud to linger, and visitors relish in the authentic village atmosphere.


FINE FOOD


ANTIQUARIAN

Short Term Activations - 0 to 12 months

- Build and manage a 'place experience hub' in the Heritage Precinct, promoting the town, events, and the best of its food and activities. This includes providing a community noticeboard, 'what's on' signage, and a place to meet and discuss the latest and greatest in Longford - connecting the town's community, and providing information to locals and visitors.
- Install more formal and informal seating along the main street in shaded and partially shaded spots.
- Invite food van operators to utilise Mill Dam and the Village Green on hot and sunny days.

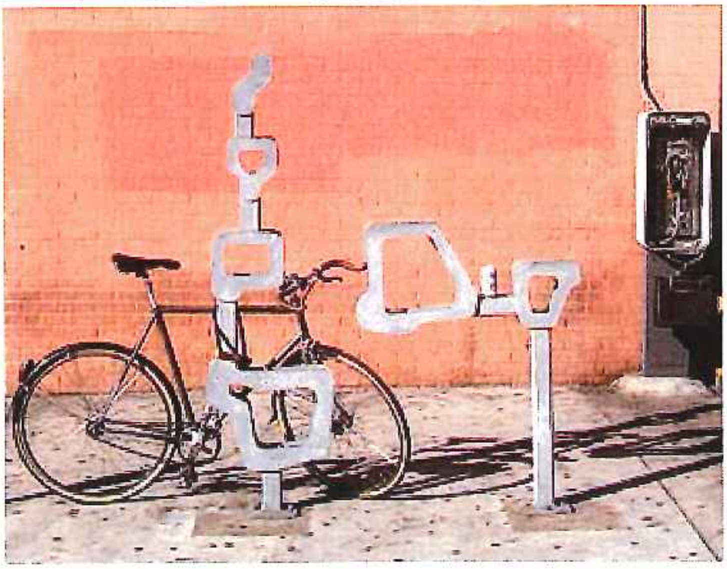
Medium Term Activations - 1 to 2 years

- Improve pedestrian and bicycle access to the river from the town, particularly on Lyttleton and Archer streets. Provide wayfinding maps with destination routes on interpretive signage. *PRIORITY PROJECT*
- Tap into the adventure tourism market and investigate options for kayak and canoe hire for day use between Mill Dam, Longford and Woolmers. The caravan park and Woolmers could partner, coordinating the hire, storage and pickup of kayakers/kayaks. *PRIORITY PROJECT*
- Connect to Launceston's tourism channels including kayaking, cycling and outdoor clubs and retailers.
- Create a heritage walk around town using wayfinding and utilising existing historical tourist information (see examples next page). *PRIORITY PROJECT*
- Install "U-Turn Round" (pictured next page) interpretation audio boxes next to historically significant buildings around town, each revealing a colourful story or significant event.
- Employ a branding agent to help build a cohesive identity for around town and a strengthened online presence.
- Install newly branded welcoming signage upon entry to Longford. New branding direction should also inform aesthetic of wayfinding signage. *PRIORITY PROJECT*
- Construct bicycle lanes to encourage cycling through the town centre and improving Longford's image as a weekend destination for cyclists.
- Investigate initiating affordable bicycle hire outlets - backpacker accommodation could be a source.
- Improve the permeability of Christ Church gardens by removing small sections of the hedge along Wellington St., and add seating under existing trees closer to the street.
- Construct a pedestrian crossing between the Village Green and Christ Church gardens. Investigate other areas where crossings will improve Longford's internal connectivity.

Long Term Activations - 2 to 4 years

- Create new backcountry walking, cycling and horse riding tracks along the river, to better connect the town with its outer gems - Brickendon, Woolmers, Mill Dam and the river. *PRIORITY PROJECT*

Examples of "U-Turn Round" audio devices embedded into sculptures



- REFRESH -

EVENTS

Active, Authentic, Inclusive: A place for everyone

Longford has transitioned into an active town. Large annual and seasonal events draw in Tasmanian and interstate visitors, while regular and weekly events draw in locals and northern Tasmanians from Launceston and neighbouring towns. Genuine, interesting and fun, Longford's events have become a key feature of its identity - charming and vibrant - providing locals and visitors alike with a variety of things to see and do. Whether you are a motoring enthusiast, artist, cyclist, foodie, tourist, history buff, weekender, or the outdoorsy type - there's something for everyone in Longford!

"Events and programming are the glue that makes a place great and come alive."

1-43

Regular Events

- Develop a weekly Saturday farmers and antiquities market, anchored around fresh, quality food and beverage, locally produced goods and kooky collectables. The Village Green and spots around heritage corner are suggested venues.
- Foster a live music scene, encouraging hotels to develop a weekly live music program. Learn from the Bridge Hotel, Castlemaine, Vic.
- Investigate weekly or monthly music performances in Christ Church using the antique organ as anchor for the regular event. Invite well established bands, including big acts, from a range of genres to play their music with a different take utilising the organ's distinctive sound. Collaborate with the UTAS Conservatorium of Music, The Republic Bar in Hobart, MONA and other organisations that form a crux in the Tasmanian live music scene to brand and build momentum around the event. Encourage talented local musicians to be involved and network.
- Encourage the expansion of ghost tours, which include evening meals at new restaurants.
- Investigate running regular genealogy and history classes at the library.

Seasonal Events

- Develop a program of seasonal food festivals that showcase the best regional and Northern Tasmanian produce throughout the year. Premium meats, wine, seasonal vegetables including potato varieties, dairy products, honey, abalone and rock lobster are some fresh foods that could serve as anchors.
- Host a food, wine and cheese festival over the tourist period, featuring Tasmania's best cheeses and liquors.

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Annual Events

- Expand the existing Festival of Roses and incorporate it into the Longford township, featuring additional events and flower displays in the town centre and surrounds. *PRIORITY PROJECT*
- Encourage the expansion of the Longford Revival motor show, with the aim to make it one of Australia's best motoring festivals. Investigate extending the event over a week, including closing off the main street for a revolving display of show vehicles leading up to the racing events on the weekend. Tastefully integrate the festival into the town centre, capitalising on the town's rejuvenated amenity, make the Motoring Museum the central hub of the event.
- Develop a weekend annual Colonial History Festival in the summer period. Ideas and themes include: closing the main street for market stalls; excellent food including colonial foods and cooking workshops; hosting a working blacksmith; pop-up actors in colonial dress including bushrangers, convicts, statesmen, and pioneering women that recite events and act out scenes in the street; evening projections of stories and convict characters featured on buildings; a series of Tasmanian Indigenous and colonial themed films screened in the Village Green; horse and cart tours; and energetic, traditional live music. (See examples of festivals in small heritage towns, e.g. SA History Festival, Hahndorf SA; Daylesford VIC; Mildura River Rockfest, VIC)
- Investigate a potential water sports festival and/or swimming and kayak race utilising a section of the river between Woolmers and Mill Dam.
- Collaborate with artist bodies and UTAS to host an annual art competition featuring Tasmania's finest up and coming artists.

PART 4: PLACE MANAGEMENT

Central to the progress and continued momentum of the project to achieve the Place Vision is the mobilisation of the Main Street Activation Team

4.1 Main Street Activation Team

The purpose of the Main Street Activation Team is to be the champion for change, ensuring the place experience of Longford reflects the vision and place story, and to consolidate the events management environment. This also includes actively developing relationships with internal and external groups to enhance the Longford experience and aesthetic. It is imperative that this leadership group be established and given the support and assistance to deliver the initiatives of the Place Activation Plan working with Council and other supporters and enablers of the plan.

Place Management Roles and Responsibilities

Council

- Appoint an Activation Plan Champion to coordinate and lead the implementation of the plan
- Implement hard infrastructure streetscape improvements in collaboration with the activation team and retailers/residents.
- Organise Council run events and simplifying any barriers for community events, including permit application processes.
- Supportng new ideas through a competitive grants and loan scheme. Open to the public, the grants would be focused on the delivery of businesses and events that contribute to positive place experience and provide opportunity for groups and organisations to try ideas. (Learn from Local government grants for placemaking http://www.moreland.vic.gov.au/about-us/community-awards-grants-and-funding/celebrating-place-grants-program/)

Leading in delivery

Main Street Activation Team

- Maintaining momentum, through regular meetings with the community and council to ensure the implementation of this report. Evaluate projects through their delivery.
- Liaising with all stakeholders, including retailers, event organisers, and council to implement place activation.
- Acting as a centralised figure for place advocacy for events and venues. The team will actively seek out external partners, community groups and organisations to attract events into the town centre.

Assisting in delivery

Retailers and residents

- Involved in on the ground actions.
- Informally spreading a positive message about the town, events, and things to do.
- Curating spaces in line with the vision.

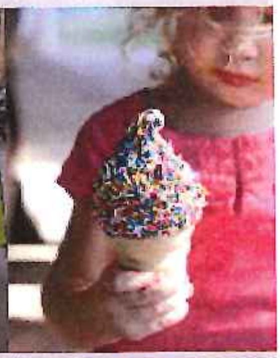
Longford Main Street Activation Team
Quick Wins Implementation Roadmap

Key actions	Time	Cost estimate $	Longford Main Street Activation Team Member	Details
Events: Community Main Street Makeover (beautifying, painting, cleaning, pop-ups, planting flowers, makeover shopfronts and empty shops)	One weekend - during the 2015-2016 Summer	5,000	James Cornes	
			Sue Anne Cornes	
			Julie Iles	
			Linus Grant	
			Karen Bell	
Heritage: heritage signage and wayfinding, heritage walk, historical information and gathering material for stories.	12 months - start Jan 2016	10,000+	Dee Alty	
			Margaret Stebbings	
			Terry Goldsworthy	
Arts: Local artist competition, public art gallery, exhibitions, artist workshops, artisan/ makers workshops, art in vacant shops, murals.	12 months - two years, start Jan 2016	30,000 - 50,000 +	Robert Henley	
			Annabelle Sandes	
			Philip Wolfhagen	To be invited
			David Lake	To be invited
			Michael McWilliams	To be invited

NB. The authors acknowledge funding has not yet been secured to enable the full implementation of the quick win implementation road map. Until the Activation Team can secure funding from Council and/or external funding sources and/or the private sector, the Activation Plan Champion will work with the Activation Team to implement initiatives achievable without cash contributions.

The Activation Plan is a working document and the AP team, with the endorsement of the AP Champion, can choose to develop implementation plans for any of the initiatives in the Place Activations (pages 12-26) at any time, and seek the resources required to implement the initiative(s)



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Hardware




Village Well Level 1, 134 Flinders Street Melbourne Victoria 3000
T 03 9650 0080 info@villagewell.org www.villagewell.org

GOV 6

18 December 2015

Mayor David Downie
Northern Midlands Council
PO Box 156
LONGFORD TAS 7301

Dear Mayor Downie

Funding for water and sewerage infrastructure upgrades

At the TasWater General Meeting held in November this year, those present were briefed on the likely cost of bringing all of Tasmania's water and sewerage infrastructure up to modern day standards.

In particular, it was highlighted that TasWater would need significant external financial assistance if we were to achieve the task within a ten year timeframe.

I am pleased to inform you that we are currently discussing this matter with the State Government, who recognize and understand the challenges we face.

The State Government has committed to working with us over the next period to seek to secure funding from the Federal Government.

Whilst early days, and our efforts to secure Federal Government funding may not ultimately prove successful, it is nonetheless pleasing that the State Government is working positively with us.

If successful we will see boil water alerts a thing of the past, and waste water treated to modern day standards, all in a far more reasonable time frame than would otherwise be the case.

To the extent that you can, it would be helpful if your Council can actively promote the importance of addressing the necessary investment in the State's water & sewerage infrastructure in appropriate forums.

Yours sincerely

Miles Hampton.

Miles Hampton
Chairman

Tasmanian Water & Sewerage Corporation Pty Ltd
GPO Box 1393 Hobart Tas 7001
Email: enquiries@taswater.com.au
Tel: 13 6992

ABN: 47 162 220 653

Local Government Association Tasmania

Gov 7

Call for Discussion Topics

For the

12 February 2016
General Meeting

Councils are invited to submit topics for discussion and debate

Topics can:

- **relate to matters of common concern to Councils**
- **allow for discussion and debate without commitment to a policy position**

Name of Council : ....

Contact person (name, title) ....

Phone: .... **Fax:** .... **Email:** ....

<u>Topic</u>:

....

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Background Information:

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Email to LGAT (fiona.madigan@lgat.tas.gov.au) by close of business, 21 January 2016

CORP 1

Northern Midlands Council Account Management Report

Income & Expenditure Summary for the Period Ended 30 December 2015 (50% of Year Completed)

Line Item Summary Totals	Operating Statement												
	Governance		Corporate Services		Economic & Community Dev		Planning & Development		Works		Total Operating Statement		%
	2015/16 Budget	2015/16 Actual	2015/16 Budget	2015/16 Actual	2015/16 Budget	2015/16 Actual	2015/16 Budget	2015/16 Actual	2015/16 Budget	2015/16 Actual	2015/16 Budget	2015/16 Actual	of Budget
Wages	274,159	161,351	546,051	290,170	475,658	206,868	585,054	277,438	1,507,265	667,620	3,388,187.00	1,603,447.00	47.32%
Material & Services Expenditure	407,873	276,572	387,410	246,371	198,908	147,581	503,178	192,607	3,139,694	1,380,067	4,637,063.00	2,243,196.00	48.38%
Depreciation Expenditure	47,360	23,720	53,040	26,520	69,030	34,470	16,620	8,280	4,507,580	2,253,380	4,693,630.00	2,346,370.00	49.99%
Government Levies & Charges	7,360	119	565,650	154,117	10,020	2,175	0	592	79,590	21,585	662,620.00	178,588.00	26.95%
Councillors Expenditure	187,332	97,239	0	0	0	0	0	0	0	0	187,332.00	97,239.00	51.91%
Other Expenditure	132,087	71,980	408,336	420,512	128,659	74,943	19,988	5,792	112,295	59,944	801,365.00	633,171.00	79.01%
Oncost	118,218	70,243	234,471	113,673	77,827	40,119	245,256	110,448	557,928	261,626	1,233,700.00	596,109.00	48.32%
Internal Plant Hire/Rental	19,290	9,580	17,810	10,218	18,760	10,125	67,320	25,978	829,490	436,079	952,670.00	491,980.00	51.64%
Internal Rental/Rates	300	0	590	0	20	0	0	0	11,250	0	12,160.00	0.00	0.00%
Other Internal Transfers Expenditure	0	8,233	6,479,598	3,222,398	18,000	10,008	0	0	26,550	13,350	6,524,148.00	3,253,989.00	49.88%
Oncosts Paid - Payroll	52,459	14,135	106,498	61,030	81,210	60,453	120,462	70,651	294,930	131,271	655,559.00	337,540.00	51.49%
Oncost Paid - Non Payroll	84,756	41,509	147,666	70,713	129,549	54,794	168,581	84,356	436,033	207,358	966,585.00	458,730.00	47.46%
Plant Expenditure Paid	11,150	7,422	4,920	2,602	20,650	7,964	25,620	11,184	596,080	264,270	658,420.00	293,442.00	44.57%
	1,342,344	782,103	8,952,040	4,618,324	1,228,291	649,500	1,752,079	787,326	12,098,685	5,696,550	25,373,439	12,533,803	49.40%
Rate Revenue	0	0	(8,749,507)	(8,596,616)	0	0	(22,531)	(22,644)	(674,013)	(670,105)	(9,446,051.00)	(9,289,365.00)	98.34%
Recurrent Grant Revenue	(2,000)	(1,600)	(1,811,916)	(654,793)	(252,166)	(124,551)	0	0	(2,303,320)	(632,795)	(4,369,402.00)	(1,413,739.00)	32.36%
Fees and Charges Revenue	0	(13,619)	(200,382)	(108,330)	(352,523)	(159,107)	(751,671)	(561,622)	(401,758)	(227,785)	(1,706,334.00)	(1,070,463.00)	62.73%
Interest Revenue	(227,000)	(100,552)	(45,000)	(35,674)	0	0	0	0	0	0	(272,000.00)	(136,226.00)	50.08%
Reimbursements Revenue	(2,600)	(1,165)	(39,018)	(8,520)	(7,926)	(11,777)	(26,440)	(16,000)	(12,914)	(30,066)	(88,898.00)	(67,528.00)	75.96%
Oncost Recoveries - Internal Tfer	(118,217)	(70,954)	(234,141)	(115,199)	(77,285)	(38,185)	(258,453)	(113,136)	(690,387)	(355,850)	(1,378,483.00)	(693,324.00)	50.30%
Plant Hire Income - Internal Tfer	(17,500)	(13,610)	(15,030)	(7,740)	(15,110)	(7,680)	(50,990)	(25,928)	(1,049,510)	(581,410)	(1,148,140.00)	(636,368.00)	55.43%
Other Internal Transfers Income	(33,641)	(16,841)	(100,725)	(10,115)	(541,687)	(275,087)	(654,296)	(334,023)	(5,233,799)	(2,598,418)	(6,564,148.00)	(3,234,484.00)	49.28%
Other Revenue	(707,923)	(401,079)	(7,701)	(957)	0	(10,038)	(2,298)	(15,000)	(63,767)	(51,149)	(781,689.00)	(478,223.00)	61.18%
	(1,108,881)	(619,420)	(11,203,420)	(9,537,944)	(1,246,697)	(626,425)	(1,766,679)	(1,088,353)	(10,429,468)	(5,147,578)	(25,755,145)	(17,019,720)	66.08%
Underlying (Surplus) / Deficit Before	233,463	162,683	(2,251,380)	(4,919,620)	(18,406)	23,075	(14,600)	(301,027)	1,669,217	548,972	(381,706)	(4,485,917)	
Gain on sale of Fixed Assets	0	(60,001)	0	0	0	0	0	0	0	0	0	(60,001)	
Loss on Sale of Fixed Assets	0	180,000	0	0	0	0	0	0	450,000	8,427	450,000	188,427	
Net Loss On Disposal of Fixed Assets	0	119,999	0	0	0	0	0	0	450,000	8,427	450,000	128,426	
Underlying (Surplus) / Deficit	233,463	282,682	(2,251,380)	(4,919,620)	(18,406)	23,075	(14,600)	(301,027)	2,119,217	557,399	68,294	(4,357,491)	
Capital Grant Revenue	0	0	0	0	0	0	0	0	(2,352,000)	(927,446)	(2,352,000)	(927,446)	
Subdivider Contributions	0	0	0	0	0	0	0	0	(350,000)	0	(350,000)	0	
	0	0	0	0	0	0	0	0	(2,702,000)	(927,446)	(2,702,000)	(927,446)	
Operating (Surplus) / Deficit	233,463	282,682	(2,251,380)	(4,919,620)	(18,406)	23,075	(14,600)	(301,027)	(582,783)	(370,047)	(2,633,706)	(5,284,937)	

NORTHERN MIDLANDS COUNCIL

Northern Midlands Council
Account Management Report
for year to December 2015

		Annual Budget	YTD Budget	YTD Actual	Budget Variance	% Annual Budget
Capital Expenditure - Governance						
Fleet, Plant & Equipment						
780006	Gov - Office Equipment Purchases	$2,000	$980	$2,635	-$635	132%
780029	Gov - Council Chambers Additional Flag pole	$0	$0	$8,170	-$8,170	0%
	Total Fleet, Plant & Equipment	**$2,000**	**$980**	**$10,806**	**-$8,806**	**540%**
	Total Capital Expenditure - Governance	**$2,000**	**$980**	**$10,806**	**-$8,806**	**540%**
	Grand Total	**$2,000**	**$980**	**$10,806**	**-$8,806**	**540%**

NORTHERN MIDLANDS COUNCIL

Northern Midlands Council
Account Management Report
for year to December 2015

		Annual Budget	YTD Budget	YTD Actual	Budget Variance	% Annual Budget
Capital Expenditure - Corporate Services						
Equipment & Buildings - Corporate Services						
700007	Fleet - F7 Pool Vehicle	$15,000	$7,500	$0	$15,000	0%
715300	Corp - Computer System Upgrade	$173,000	$86,480	$95,036	$77,964	55%
715310	Corp - Purchase Office Equipment	$2,000	$980	$0	$2,000	0%
720113	Corp - Office / Council Chambers Improvements	$50,000	$24,980	$3,529	$46,471	7%
Total Equipment & Buildings - Corporate Services		**$240,000**	**$119,940**	**$98,564**	**$141,436**	**41%**
Total Capital Expenditure - Corporate Services		**$240,000**	**$119,940**	**$98,564**	**$141,436**	**41%**
Grand Total		**$240,000**	**$119,940**	**$98,564**	**$141,436**	**41%**

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NORTHERN MIDLANDS COUNCIL

Northern Midlands Council
Account Management Report
for year to December 2015

		Annual Budget	YTD Budget	YTD Actual	Budget Variance	% Annual Budget
Capital Expenditure - Economic & Community Develop						
Equipment & Buildings						
707929	Evan - Aged Care Units Carpet Replacement	$5,000	$2,480	$0	$5,000	0%
750202	Ec & Comm Dev - Sports Centre Equipment Purchases / Improvements	$10,000	$5,020	$0	$10,000	0%
780025	Ec & Comm Dev - Purchase of Office Equipment	$2,000	$980	$0	$2,000	0%
	Total Equipment & Buildings	**$17,000**	**$8,480**	**$0**	**$17,000**	**0%**
Tourism/Economic Development						
780028	Tourism - Public WiFi, Touchscreens	$20,000	$9,980	$0	$20,000	0%
	Total Tourism/Economic Development	**$20,000**	**$9,980**	**$0**	**$20,000**	**0%**
Total Capital Expenditure - Economic & Communit		**$37,000**	**$18,460**	**$0**	**$37,000**	**0%**
	Grand Total	**$37,000**	**$18,460**	**$0**	**$37,000**	**0%**

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NORTHERN MIDLANDS COUNCIL

Northern Midlands Council
Account Management Report
for year to December 2015

		Annual Budget	YTD Budget	YTD Actual	Budget Variance	% Annual Budget
Capital Expenditure - Planning & Development						
Fleet, Plant & Equipment						
700027	Fleet - F27 Animal Control	$18,000	$9,000	$0	$18,000	0%
700182	Fleet - F182 Planner	$15,000	$7,500	$0	$15,000	0%
715330	Plan & Dev - Purchase of Office Equipment	$2,000	$980	$581	$1,419	29%
	Total Fleet, Plant & Equipment	**$35,000**	**$17,480**	**$581**	**$34,419**	**2%**
Total Capital Expenditure - Planning & Developme		**$35,000**	**$17,480**	**$581**	**$34,419**	**2%**
	Grand Total	**$35,000**	**$17,480**	**$581**	**$34,419**	**2%**

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Northern Midlands Council
Account Management Report
for year to December 2015

NORTHERN MIDLANDS COUNCIL

Capital Expenditure - Works Department

Fleet, Plant & Depot

		Annual Budget	YTD Budget	YTD Actual	Budget Variance	% Annual Budget
700001	Fleet - F1 Works Managers Vehicle	$20,000	$9,980	$0	$20,000	0%
700005	Fleet - F5 Works Supervisors Vehicle	$15,000	$7,500	$0	$15,000	0%
700011	Fleet - F11 Light Truck	$30,000	$15,000	$0	$30,000	0%
700023	Fleet - F23 Utility Litter & Garbage Collection	$20,000	$9,980	$19,819	$181	99%
700025	Fleet - F25 Utility Vehicle	$21,000	$10,500	$0	$21,000	0%
700030	Fleet - F30 Flocon	$200,000	$99,980	$0	$200,000	0%
700035	Fleet - F35 Street Sweeper	$350,000	$174,980	$0	$350,000	0%
700047	Fleet - F47 Grader & Roller	$300,000	$150,000	$464	$299,536	0%
700059	Fleet - F59 Forklift	$38,000	$18,980	$120	$37,880	0%
700063	Fleet - F63 Mower Reserves South	$40,000	$20,002	$50,478	-$10,478	126%
700064	Fleet - F64 Tractor	$66,000	$33,000	$0	$66,000	0%
700110	Fleet 110 - Mower Avoca Reserves	$0	$0	$568	-$568	0%
700179	Fleet - F179 Building Management and Maintenance	$38,000	$18,998	$38,002	-$2	100%
715320	Works - Purchase Small Plant	$20,000	$9,980	$4,865	$15,135	24%
715337	Works - CCTV Installation	$15,000	$7,500	$0	$15,000	0%
705338	Works - Office Equipment Purchases	$2,000	$980	$0	$2,000	0%
720200	Works - Longford Depot Improvements	$15,000	$7,500	$1,494	$13,506	10%
720201	Works - Ctown Depot Improvements	$15,000	$7,500	$10,611	$4,389	71%
720205	Lfd - Archive Storage at Works Depot	$0	$0	$2,426	-$2,426	0%
	Total Fleet, Plant & Depot	**$1,205,000**	**$602,360**	**$128,846**	**$1,076,154**	**11%**

Recreation

		Annual Budget	YTD Budget	YTD Actual	Budget Variance	% Annual Budget
707719	Ross - Cannon at War Memorial Restoration	$0	$0	$1,300	-$1,300	0%
707752	Lfd - Sports Centre Landscaping	$20,000	$9,980	$0	$20,000	0%
707774	Evan - Lamp Posts Main Street	$25,000	$12,520	$3,132	$21,868	13%
707792	Lfd - Recreation Ground Raw Water Watering System	$5,000	$2,480	$8,118	-$3,118	162%
707801	Rec - Private Power Poles All Areas	$15,000	$7,500	$5,137	$9,863	34%
707805	Ctown - War Memorial Oval Amenities Upgrade	$600,000	$300,000	$0	$600,000	0%
707814	Rec - Street Tree Program All Areas	$80,000	$39,980	$0	$80,000	0%
707824	Ctown - Pool Chlorine Weigh System Indicator	$0	$0	$1,476	-$1,476	0%
707825	Cry - Pool Chlorine Weigh System Indicator	$0	$0	$1,476	-$1,476	0%
707826	Ross - Pool Chlorine Weigh System Indicator	$0	$0	$1,476	-$1,476	0%
707835	Lfd - Recreation Ground Topdressing	$10,000	$5,020	$10,979	-$979	110%
707855	Lfd - Town Entrance Landscaping/Beautification	$50,000	$24,980	$225	$49,775	0%
707887	Lfd - St Georges Square Bike Park Redevelopment	$0	$0	$33	-$33	0%
707899	Various - Signage Projects	$45,000	$22,500	$18,612	$26,388	41%
707913	Cry - Recreation Ground Sewer Dump Point	$8,000	$3,980	$0	$8,000	0%
707923	Cry - Recreation Ground Building Improvements	$25,000	$12,520	$0	$25,000	0%
707924	Cry - Pool Roller cover and Signage	$5,000	$2,480	$0	$5,000	0%
707935	Cry - Main Road Reserve Childcare Turning Head	$2,000	$980	$0	$2,000	0%
707936	Evan - Falls Park Fence	$20,000	$9,980	$0	$20,000	0%
707937	Lfd - Rec Ground Scoreboard and Entrance Improve	$20,000	$9,980	$0	$20,000	0%
707938	Pth - Rec Ground Interchange Shed	$10,000	$5,020	$0	$10,000	0%
707939	Lfd - War Memorial Hall Room Soundproofing	$11,000	$5,498	$0	$11,000	0%

Northern Midlands Council

Account Management Report

for year to December 2015

		Annual Budget	YTD Budget	YTD Actual	Budget Variance	% Annual Budget
715255	Rec - Street Furniture & Playground Equip All Area	$50,000	$24,980	$7,526	$42,474	15%
Lfd - Village Green to Mill Dam Project						
707789	Lfd - Village Green to Mill Dam Project	$80,000	$39,980	$951	$79,049	1%
	Total Lfd - Village Green to Mill Dam Project	**$80,000**	**$39,980**	**$951**	**$79,049**	**1%**
	Total Recreation	**$1,081,000**	**$540,358**	**$60,440**	**$1,020,560**	**6%**
Buildings						
707871.1	Evan - War Memorial Hall Improvements - Carpark	$42,000	$21,000	$26,165	$15,835	62%
707877	All Areas - Bus Shelters / Playground Shade Structures	$40,000	$20,020	$1,885	$38,115	5%
707882	Ctown - Valentine Park Garden Beds	$0	$0	$17,913	-$17,913	0%
707902	Ctown - Pump House Restoration	$30,000	$15,000	$2,441	$27,559	8%
707920	Rec - Public Buildings Asbestos Removal	$20,000	$9,980	$6,185	$13,815	31%
707921	Avoca - Hall Exterior Painting	$20,000	$9,980	$0	$20,000	0%
707922	Cry - Hall Exterior Painting	$15,000	$7,500	$0	$15,000	0%
707925	Ctown - Hall Supper Room Improvements	$20,000	$9,980	$0	$20,000	0%
707926	Ctown - Library Improvements	$10,000	$5,020	$0	$10,000	0%
707927	Epping - Hall Weatherboard Replacement	$15,000	$7,500	$0	$15,000	0%
707928	Evan - War Memorial Hall Improvements	$20,000	$9,980	$1,545	$18,455	8%
707930	Lfd - Town Hall Exterior Painting	$25,000	$12,520	$0	$25,000	0%
707931	Lfd - War Memorial Hall Floor Improvements	$39,000	$19,500	$440	$38,560	1%
707932	Lfd - Town Hall Acoustic Improvements	$15,000	$7,500	$0	$15,000	0%
707933	Rossarden - Public Toilet Improvements	$3,000	$1,500	$0	$3,000	0%
707934	Ross - Public Toilet Replacement	$150,000	$75,000	$5,067	$144,933	3%
715350	Rec - Public Building Improvements	$120,000	$60,000	$0	$120,000	0%
	Total Buildings	**$584,000**	**$291,980**	**$61,642**	**$522,358**	**11%**
Waste Management						
712952	Waste - MGB Purchases	$25,000	$12,520	$0	$25,000	0%
728755	Waste - WTS Improvements	$30,000	$15,000	$4,065	$25,935	14%
	Total Waste Management	**$55,000**	**$27,520**	**$4,065**	**$50,935**	**7%**
Roads						
Ctown - Bond St Grant to High Reconstruction						
750156	Ctown - Bond St Grant to High Reconstruction K&G	$115,000	$57,520	$19,630	$95,370	17%
750156.1	Ctown - Bond St Grant to High Reconstruction Excavation	$0	$0	$20,635	-$20,635	0%
750156.2	Ctown - Bond St Grant to High Reconstruction Excavation	$0	$0	$23,212	-$23,212	0%
750156.3	Ctown - Bond St Grant to High Reconstruction Base	$0	$0	$12,482	-$12,482	0%
750156.4	Ctown - Bond St Grant to High Reconstruction Prep for Seal	$0	$0	$3,708	-$3,708	0%
750156.5	Ross - Bond St Reconstruction Grant to High Seal	$0	$0	$6,012	-$6,012	0%
750156.7	Ctown - Bond St Grant to High Reconstruction Naturestrips	$0	$0	$8,415	-$8,415	0%
750156.8	Ctown - Bond St Grant to High Reconstruction	$0	$0	$6,090	-$6,090	0%

Northern Midlands Council
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		Annual Budget	YTD Budget	YTD Actual	Budget Variance	% Annual Budget
	Driveways					
750156.9	Ctown - Bond St Grant to High Reconstruction Other	$0	$0	$4,988	-$4,988	0%
750156.91	Ctown - Bond St Grant to High Reconstruction Storm Water	$0	$0	$20,983	-$20,983	0%
	Total Ctown - Bond St Grant to High Reconstruction	**$115,000**	**$57,520**	**$126,156**	**-$11,156**	**110%**
Ctown - Glenelg St Ch 0.285 to Ch 0.640						
750493	Ctown - Glenelg St Ch 0.285 to Ch 0.640 K&G	$350,000	$174,980	$47,047	$302,953	13%
750493.1	Ctown - Glenelg St Ch 0.285 to Ch 0.640 Excavation	$0	$0	$56,621	-$56,621	0%
750493.2	Ctown - Glenelg St Ch 0.285 to Ch 0.640 Subbase	$0	$0	$53,716	-$53,716	0%
750493.3	Ctown - Glenelg St Ch 0.285 to Ch 0.640 Base	$0	$0	$14,950	-$14,950	0%
750493.6	Ctown - Glenelg St Ch 0.285 to Ch 0.640 Footpaths	$0	$0	$3,784	-$3,784	0%
750493.7	Ctown - Glenelg St Ch 0.285 to Ch 0.640 Naturestrips	$0	$0	$4,340	-$4,340	0%
750493.8	Ctown - Glenelg St Ch 0.285 to Ch 0.640 Driveways	$0	$0	$3,549	-$3,549	0%
750493.9	Ctown - Glenelg St Ch 0.285 to Ch 0.640 Other	$0	$0	$972	-$972	0%
750493.91	Ctown - Glenelg St Ch 0.285 to Ch 0.640 Stormwater	$0	$0	$19,208	-$19,208	0%
	Total Ctown - Glenelg St Ch 0.285 to Ch 0.640	**$350,000**	**$174,980**	**$204,186**	**$145,814**	**58%**
Cry - Delmont Rd Reconstruction Ch 1.800 to 2.485						
750361	Cry - Delmont Rd Reconstruction Ch 1.800 to 2.485	$160,000	$80,020	$38	$159,962	0%
750361.1	Cry - Delmont Rd Reconstruction Ch 1.800 to 2.485 Excavation	$0	$0	$20,329	-$20,329	0%
750361.2	Cry - Delmont Rd Reconstruction Ch 1.800 to 2.485 Subbase	$0	$0	$100,876	-$100,876	0%
750361.3	Cry - Delmont Rd Reconstruction Ch 1.800 to 2.485 Base	$0	$0	$101,575	-$101,575	0%
750361.4	Cry - Delmont Rd Reconstruction Ch 1.800 to 2.485 Prep for Seal	$0	$0	$9,572	-$9,572	0%
750361.8	Cry - Delmont Rd Reconstruction Ch 1.800 to 2.484 Driveways	$0	$0	$2,114	-$2,114	0%
750361.9	Cry - Delmont Rd Reconstruction Ch 1.800 to 2.485 Other	$0	$0	$23,596	-$23,596	0%
750361.91	Cry - Delmont Rd Reconstruction Ch 1.800 to 2.485 Other	$0	$0	$772	-$772	0%
	Total Cry - Delmont Rd Reconstruction Ch 1.800 to 2.485	**$160,000**	**$80,020**	**$258,872**	**-$98,872**	**162%**
Cty - Gatenby St Macquarie to Spencers Lane						
750460	Cry - Gatenby St Macquarie to Spencers Lane K&G	$20,000	$9,980	$7,120	$12,880	36%
750460.1	Cry - Gatenby St Macquarie to Spencers Lane Excavation	$0	$0	$8,605	-$8,605	0%
750460.2	Cry - Gatenby St Macquarie to Spencers Lane Subbase	$0	$0	$8,455	-$8,455	0%
750460.3	Cry - Gatenby St Macquarie to Spencers Lane Excavation	$0	$0	$6,353	-$6,353	0%
750460.4	Cry - Gatenby St Macquarie to Spencers Lane Prep for Seal	$0	$0	$2,535	-$2,535	0%
750460.5	Cry - Gatenby St Macquarie to Spencers Lane Seal	$0	$0	$4,788	-$4,788	0%
	Total Cty - Gatenby St Macquarie to Spencers Lane	**$20,000**	**$9,980**	**$37,855**	**-$17,855**	**189%**

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		Annual Budget	YTD Budget	YTD Actual	Budget Variance	% Annual Budget
Cry - Macquarie St, Main to Gatenby						
750784	Cry - Macquarie St, Main to Gatenby K & G	$60,000	$30,000	$14,025	$45,975	23%
750784.1	Cry - Macquarie St, Main to Gatenby Excavation	$0	$0	$12,891	-$12,891	0%
750784.2	Cry - Macquarie St, Main to Gatenby Subbase	$0	$0	$5,511	-$5,511	0%
750784.3	Cry - Macquarie St, Main to Gatenby Base	$0	$0	$10,226	-$10,226	0%
750784.4	Cry - Macquarie St, Main to Gatenby Prep for Seal	$0	$0	$2,984	-$2,984	0%
750784.5	Cry - Macquarie St, Main to Gatenby Seal	$0	$0	$8,000	-$8,000	0%
750784.6	Cry - Macquarie St, Main to Gatenby Footpath	$0	$0	$85	-$85	0%
750784.7	Cry - Macquarie St, Main to Gatenby Nature Strip	$0	$0	$1,440	-$1,440	0%
750784.8	Cry - Macquarie St, Main to Gatenby Driveways	$0	$0	$5,564	-$5,564	0%
750784.9	Cry - Macquarie St, Main to Gatenby Other	$0	$0	$1,816	-$1,816	0%
750784.91	Cry - Macquarie St, Main to Gatenby stormwater	$0	$0	$793	-$793	0%
	Total Cry - Macquarie St, Main to Gatenby	**$60,000**	**$30,000**	**$63,335**	**-$3,335**	**106%**
Evan - Logan Rd Verge Reconstruction No 48 to 58						
750718	Evan - Logan Road Varge Reconstruction No 48 to 58	$81,000	$40,500	$395	$80,605	0%
750718.1	Evan - Logan Road Verge Reconstruction No 48-58 Excavation	$0	$0	$222	-$222	0%
	Total Evan - Logan Rd Verge Reconstruction No 48 to 58	**$81,000**	**$40,500**	**$617**	**$80,383**	**1%**
Evan - Relbia Rd Ch 1.375 to 2.530						
751050.901	Edale - Relbia Rd Reconstruction Chn 1.375 to 2.530 Other		$0	$0	$0	0%
	Total Evan - Relbia Rd Ch 1.375 to 2.530		**$0**	**$0**	**$0**	**0%**
Pth - Fore St Construct Turning Head						
750446	Pth - Fore St Construct Turning Head	$56,000	$27,980	$5,528	$50,472	10%
750446.1	Pth - Fore St Construct Turning Head Excavation	$0	$0	$459	-$459	0%
750446.2	Pth - Fore St Construct Turning Head Subbase		$0	$0	$0	0%
750446.9	Pth - Fore St Construct Turning Head Other	$0	$0	$1,884	-$1,884	0%
750446.91	Pth - Fore St Construct Turning Head Other	$0	$0	$1,459	-$1,459	0%
	Total Pth - Fore St Construct Turning Head	**$56,000**	**$27,980**	**$9,329**	**$46,671**	**17%**
Ross Streetscape Improvements						
714846	Ross - Streetscape Improvements	$60,000	$30,000	$9,330	$50,670	16%
714846.24	Ross - Main St Project Footpath Female Factory to Old Pump Shed	$0	$0	$8,271	-$8,271	0%
	Total Ross Streetscape Improvements	**$60,000**	**$30,000**	**$17,601**	**$42,399**	**29%**
Resealing Program						
715005	Roads - Resealing All Areas	$640,000	$320,002	$0	$640,000	0%
715005.015	Ross - Reseal Bond Street Grant to High (Part Of)	$0	$0	$4,822	-$4,822	0%
	Total Resealing Program	**$640,000**	**$320,002**	**$4,822**	**$635,178**	**1%**
Resheeting Program						
715125	Southern - Resheeting	$200,000	$99,998	$29,625	$170,375	15%
715460	Roads Northern - Resheeting	$200,000	$99,998	$113,816	$86,184	57%

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		Annual Budget	YTD Budget	YTD Actual	Budget Variance	% Annual Budget
	Total Resheeting Program	**$400,000**	**$199,996**	**$143,441**	**$256,559**	**36%**
Black Spot Projects						
750401	Pth - Elizabeth / Main Street Instersection	$51,432	$25,716	$76,959	-$25,527	150%
	Total Black Spot Projects	**$51,432**	**$25,716**	**$76,959**	**-$25,527**	**150%**
Footpath Construction Program						
750037.6	Pth - Arthur St Fairtlough to Clarence Footpath	$110,000	$54,980	$254	$109,746	0%
750088.6	Pth - Banksia Grove Phillip to End Footpath	$20,000	$9,980	$20,298	-$298	101%
750176.6	Ctown - Bridge St Esplanade to King St Footpath	$70,000	$35,020	$0	$70,000	0%
750234.6	Pth - Callistemon Court Arthur to End of Bowl Footpath	$22,000	$11,020	$0	$22,000	0%
750433.6	Pth - Fairtlough St Highway to Doctors	$24,000	$12,000	$20,014	$3,986	83%
750460.6	Cry - Gatenby St No. 10 to Spencers Lane	$23,000	$11,480	$30,044	-$7,044	131%
750460.8	Cry - Gatenby St Macquarie to Spencers Lane Driveways	$0	$0	$12,609	-$12,609	0%
750460.9	Cry - Gatenby St Macquarie to Spencers Lane Other	$0	$0	$944	-$944	0%
750460.91	Cry - Gatenby St to Spencers Lane Stormwater	$0	$0	$2,162	-$2,162	0%
750473.6	Pth - George St Fairtlough to Clarence Footpath	$24,000	$12,000	$0	$24,000	0%
750517.6	Lfd - Goose Green Place Footpath Reconstruction	$0	$0	$8,405	-$8,405	0%
750549.6	Evan - High St Cambock to Barclay Footpath	$0	$0	$0	$0	0%
751017.6	Evan - Ploughmans Court Footpath	$9,000	$4,500	$0	$9,000	0%
751133.6	Evan - Shearers Court Stockmans to End Footpath	$11,000	$5,480	$0	$11,000	0%
751150.6	Cry - Spencers Lane Cressy Rd to Gatenby St Footpath	$18,000	$9,000	$75	$17,925	0%
751169.6	Evan - Stockmans Road Footpath	$55,000	$27,520	$26,900	$28,100	49%
751346.6	Lfd - Wellington Bakery to Archer St Footpath	$30,000	$15,000	$0	$30,000	0%
751351.6	Lfd - Wellington St No 74 to High St Footpath	$25,000	$12,520	$0	$25,000	0%
751352.6	Lfd - Wellington St High to Swan Footpath	$31,500	$15,720	$14,323	$17,177	45%
751353.6	Lfd - Wellington St Swan Ave to Pultney Footpath	$0	$0	$14,323	-$14,323	0%
751568.6	Lfd - St Georges Square Smith to Tasman Footpath	$50,000	$24,980	$0	$50,000	0%
751571.6	Pth - Callistemon Ct to Banksia Grove Walkway	$17,000	$8,480	$34,225	-$17,225	201%
751999.6	Evan - War Memorial Hall Reserve Footpath	$0	$0	$1,756	-$1,756	0%
	Total Footpath Construction Program	**$539,500**	**$269,680**	**$186,332**	**$353,168**	**35%**
Pth - Cromwell St Ch 0.073 to North						
750329	Pth Cromwell St Ch 0.073 (End of Kerb Southern End) to North K&G	$50,000	$24,980	$251	$49,749	1%
750329.1	Pth Cromwell St Ch 0.073 (End of Kerb Southern End) to North Excavation	$0	$0	$7,169	-$7,169	0%
750329.2	Pth Cromwell St Ch 0.073 (End of Kerb Southern End) to North Subbase	$0	$0	$8,356	-$8,356	0%
750329.3	Pth Cromwell St Ch 0.073 (End of Kerb Southern End) to North Base	$0	$0	$8,380	-$8,380	0%
750329.4	Pth Cromwell St Ch 0.073 (End of Kerb Southern End) to North Prep for Seal	$0	$0	$1,787	-$1,787	0%
750329.5	Pth Cromwell St Ch 0.073 (End of Kerb Southern End) to North Seal	$0	$0	$12,115	-$12,115	0%
750329.7	Pth Cromwell St Ch 0.073 (End of Kerb Southern End)		$0	$0	$0	0%

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		Annual Budget	YTD Budget	YTD Actual	Budget Variance	% Annual Budget
	to North Nature Strips					
750329.8	Pth Cromwell St Ch 0.073 (End of Kerb Southern End) to North Driveways	$0	$0	-$1,716	$1,716	0%
750329.9	Pth Cromwell St Ch 0.073 (End of Kerb Southern End) to North Other	$0	$0	$1,200	-$1,200	0%
750329.91	Pth Cromwell St Ch 0.073 to North Stormwater	$0	$0	$190	-$190	0%
	Total Pth - Cromwell St Ch 0.073 to North	**$50,000**	**$24,980**	**$37,731**	**$12,269**	**75%**
Lfd - Wilmores Lane Ch 1.295 to 4.280						
751400	Lfd - Wilmores Lane Reconstruction Ch 1.295 to 2.690	$300,000	$150,000	$98	$299,902	0%
751400.1	Lfd - Wilmores Lane Reconstruction Ch 1.295 to 2.690 Excavation	$0	$0	$289	-$289	0%
751400.9	Lfd - Wilmores Lane Reconstruction Ch 1.295 to 2.690 Other	$0	$0	$1,339	-$1,339	0%
751400.91	Lfd - Wilmores Lane Reconstruction Ch 1.295 to 2.960 Stormwater	$0	$0	$25,001	-$25,001	0%
751401	Lfd - Wilmores Lane Reconstruction Ch 2.690 to 4.280	$342,000	$171,000	$0	$342,000	0%
	Total Lfd - Wilmores Lane Ch 1.295 to 4.280	**$642,000**	**$321,000**	**$26,727**	**$615,273**	**4%**
Other Road Projects						
715470	Roads - Replacement of Crossovers All Areas	$0	$0	$885	-$885	0%
750364	Cry - Delmont Rd Reconstruction Ch 3.910 to 4.920	$230,000	$114,980	$0	$230,000	0%
750436	Pth - Fairtlough St Kerb Extension Arthur to Subdivision	$0	$0	$11,379	-$11,379	0%
750572	Pth - Hobart Road (from Relbia Rd to Strathroy Bridge)	$0	$0	$5,394	-$5,394	0%
750715	Evan - Logan Rd Traffic Islands outside Falls Park		$0	$0	$0	0%
750774	Ctown - Macquarie Rd Ch 32.940 to 33.865 Reconstruct	$200,000	$99,980	$0	$200,000	0%
751050.9	Evan - Relbia Road Guard Rail Installation Ch 1.450 to 1.730	$42,000	$21,000	$33,286	$8,714	79%
751197	Pth - Talisker St Midlands Hway Junction	$63,035	$31,517	$69,045	-$6,010	110%
751548	Ctown - Macquarie Rd Ch 33.865 to Ch 34.215 Reconstruct	$75,000	$37,500	$38	$74,962	0%
	Total Other Road Projects	**$610,035**	**$304,977**	**$120,028**	**$490,007**	**20%**
	Total Roads	**$3,834,967**	**$1,917,331**	**$1,313,992**	**$2,520,975**	**34%**
Bridges						
742030	Cry - Bridge 2030: Powranna Rd Macquarie River	$1,922,000	$960,974	$1,296,827	$625,173	67%
743177	Cry - Bridge 3177: Powranna Rd Macquarie River	$150,000	$75,000	$0	$150,000	0%
743259	Cry - Bridge 3259: Lake River Rd Dabool Rivulet	$140,400	$70,200	$145,828	-$5,428	104%
743767	Avoca - Bridge 3767: Royal George Rd, Unnamed Crk	$100,000	$50,020	$0	$100,000	0%
747350	Cry - Bridge 7350: Cressy Rd, Lake River	$1,250,000	$624,980	$102	$1,249,898	0%
	Total Bridges	**$3,562,400**	**$1,781,174**	**$1,442,756**	**$2,119,644**	**40%**
Urban Stormwater Drainage						
738565	Pth - Stormwater West Perth Catchment Survey	$0	$0	$10,243	-$10,243	0%
788576	Lfd - Stormwater Detention Basin Paton Street	$73,485	$36,741	$74,553	-$1,068	101%
788588	Ctown - Stormwater Glenelg Street	$0	$0	$1,125	-$1,125	0%

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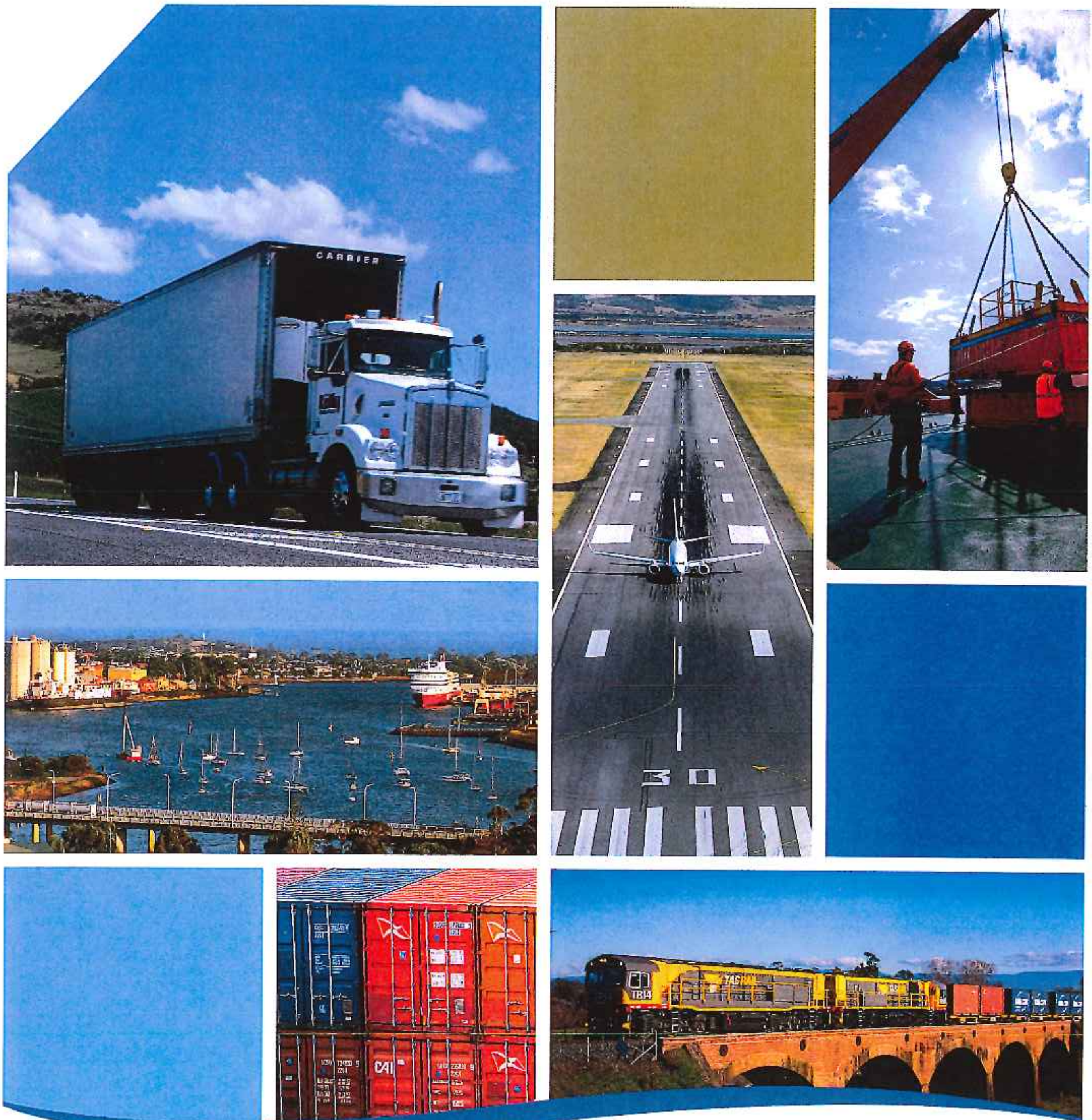
		Annual Budget	YTD Budget	YTD Actual	Budget Variance	% Annual Budget
788594	Lfd - Flood Levee Pump Testing Site South Esk	$10,000	$5,020	$11,644	-$1,644	116%
788597	Pth - Frederick St Stormwater	$150,000	$75,000	$6,857	$143,143	5%
788598	Pth - Stormwater Cromwell St	$0	$0	$144	-$144	0%
788601	Evan - Stormwater Translink Upgrade	$200,000	$100,004	$125,435	$74,565	63%
788605	Storm Water Management Plans	$50,000	$24,980	$8,387	$41,613	17%
	Total Urban Stormwater Drainage	**$483,485**	**$241,745**	**$238,388**	**$245,097**	**49%**
	Total Capital Expenditure - Works Department	**$10,805,852**	**$5,402,468**	**$3,250,129**	**$7,555,723**	**30%**
	Grand Total	**$10,805,852**	**$5,402,468**	**$3,250,129**	**$7,555,723**	**30%**

P+D 2

Document for public consultation
November 2015

Draft Tasmanian Integrated Freight Strategy



Tasmanian Government

Infrastructure Tasmania

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Message from the Minister for Infrastructure

The Tasmanian Government prioritised the development of an Integrated Freight Strategy as an important step to address barriers to productivity and job-creation in Tasmania.

The delivery of this Strategy by the newly-created Infrastructure Tasmania is a milestone in coordinated infrastructure planning to guide future investments that optimise our economy's competitive strengths.

Infrastructure Tasmania has engaged widely with infrastructure providers, freight carriers (land and sea), growers and producers in developing this draft Strategy. While the issues raised by stakeholders through this consultation have been broad and varied, the need for the efficient and cost-effective movement of products to market is a common theme.

A contemporary, integrated freight strategy for an island state ideally must include a range of complementary components that require management, monitoring and facilitation to maximise the benefits and capacity to get Tasmanian products to market. The need for efficient access to food and other goods is increasingly important in Tasmania as our population and visitor numbers grow with our economy.

It is essential that appropriate infrastructure is in place to support the freight task. A key goal of the Tasmanian Government is to make sure that the component pieces work together to provide a capability for integrated freight movements both across and out of the state.

Getting this Strategy right will provide industry and business with confidence to invest in new property, plant and equipment and to innovate, whether that be trialling different crops to enter new markets, or building greater capacity ships to ply Bass Strait.

Sustainable, long-term market demand and clear Government policy settings will enable the private sector to invest its own capital.

An efficient Bass Strait freight service, a safe and reliable road network, a robust rail system and development of an under-utilised airfreight capacity are core elements of a freight strategy that can meet the needs of Tasmanian producers, shippers and consumers alike.

Tasmania's reputation for premium, high value products and produce is envied around the world. Our state's rich natural resources and our ability to grow, manufacture and consistently deliver is a testament to the productivity and ingenuity of all Tasmanian companies and individuals in all parts of the supply chain.

The Tasmanian Government has set aggressive growth targets for population, agricultural output and visitor numbers, and it is vital that we have the best possible infrastructure in place to meet those goals. Access to new markets and investments in irrigation, agriculture, aquaculture and our more traditional resource industries are changing the freight landscape in our state.

The Australian Government's extension of the Tasmanian Freight Equalisation Scheme from January 2016, will make exporting our products more competitive and has been met with a positive reaction by the market, including strong interest in new shipping services, re-tonnaging of existing services and the entry of bulk and boutique airfreight options to move product to and from the state.

The *Tasmanian Integrated Freight Strategy* will underpin the anticipated growth in the freight task and the Tasmanian Government will continue to work with industry to refine requirements and address future needs.

I encourage all Tasmanians with an interest in an efficient freight sector to read this Strategy and provide input into the content and recommendations.

Rene Hidding
Minister for Infrastructure

Your feedback

The Tasmanian Government is seeking broad public feedback on the content and recommendations of this *Draft Tasmanian Integrated Freight Strategy.* Through Infrastructure Tasmania, the Tasmanian Government will also consult directly with key stakeholders, including businesses, service and infrastructure providers, peak industry bodies and local government.

The draft Strategy identifies 33 key policy positions and actions, across four key areas. The Government is seeking feedback on the draft Strategy generally, and with particular emphases on key actions and the phasing of individual recommendations.

Submissions should be provided by Friday, 29 January 2016 and can be made by:

Email
freightstrategy@stategrowth.tas.gov.au

Mail
Tasmanian Integrated Freight Strategy
c/- Infrastructure Tasmania
GPO Box 536
Hobart TAS 7001

Please note that submissions may be released publicly unless clearly marked as confidential. A summary of feedback received will be released as part of the final *Tasmanian Integrated Freight Strategy.*

Supporting information

The draft Strategy is underpinned by a series of information papers and reports, which provide additional information on the operation of Tasmania's freight system.

Information papers

1. An overview of Tasmania's freight system
2. Tasmanian freight supply chains
3. Tasmania's major ports and intermodal connections
4. Tasmanian sea freight
5. Land transport infrastructure
6. Container growth and capacity, Bass Strait

Key reports

- *Final report of the Freight Logistics Coordination Team (December 2013)*
- *Tasmanian Supply Chains and Tasmanian Shipping and Ports, Aurecon (2013)*
- *Tasmanian Empty Container Movements Study, Aurecon (2013)*
- *Tasmanian Freight Infrastructure Systems, Juturna (2013)*
- *Tasmanian Freight Survey: Data summary 2013*

All information sheets and reports are available at: www.stategrowth.tas.gov.au/home/about_us/infrastructure

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Executive summary

The Tasmanian Government recognises the critical relationship between a responsive freight system and economic activity and business growth. The Government is focused on improving Tasmania's freight system for the benefit of the whole community, which in turn helps to drive a strong economy.

Meeting our freight challenges

Tasmania's freight system underpins business and economic growth in the state. It is a key part of realising the outcomes of the Government's investment in sectors such as agriculture and aquaculture, and capitalising on the growing national and international demand for Tasmanian products. A reliable freight system is critical to our businesses retaining markets and accessing new ones.

The Tasmanian Government owns most of the state's major freight infrastructure across our roads, rail network and ports. It also operates rail and sea freight services. This provides an opportunity for the Government to influence the coordination of freight planning and investment.

By targeting investment and differentiating infrastructure standards based on demand, Tasmania can build the economies of scale required to support high quality freight infrastructure. Investment in freight infrastructure must be planned and coordinated, and duplication of investment, within and between modes, avoided.

While the 2016 summer season is likely to present a significant challenge in meeting demand for Bass Strait services, the arrival of the first of a number of planned, new freight ships for Bass Strait will ensure capacity meets increasing demand from late 2016 onwards.

Bass Strait shipping

Bass Strait is a direct or indirect part of nearly all Tasmanian supply chains and is proportionally the single largest transport cost in the supply chain of a typical Tasmanian business. The cost of shipping freight and the type of services offered therefore exerts a significant influence on business costs and the potential for business growth into new products and markets.

Our Bass Strait freight market is characterised by high frequency, daily services that are relatively expensive for operators and customers alike, when compared to longer distance sea freight routes.

Container demand currently exceeds effective operating capacity during seasonal peaks on Bass Strait. Forecast container volumes indicate additional investment in vessel capacity is required to meet export and import demand.

The Tasmanian Government is committed to supporting the best possible outcomes for Tasmanian shippers. Maintaining at least existing levels of competition in Bass Strait shipping, increasing total and seasonal container capacity, and ensuring the long-term continuation of the Tasmanian Freight Equalisation Scheme (TFES) assistance to cover eligible goods destined for international markets, are key objectives.

In a commercially-driven market, private sector solutions to shipping capacity and service needs is the first and preferred response. The Government supports planned investment in larger vessels by the two existing private operators.

In relation to TT-Line, the Government is focused on growing passenger numbers, while maintaining the existing proportion of lane metres dedicated to freight. This policy has been highly successful, with an 8 per cent growth in passenger numbers in 2014-15. It has also provided additional freight capacity as part of expanded day sailings.

A changing seascape

Proposed and potential market and regulatory changes will significantly alter the Bass Strait containerised freight market.

These changes include cost and service changes associated with the introduction of new vessels; the impact of a privatised Port of Melbourne on shipping costs and the decisions of shippers; and the impact of future coastal shipping reforms.

In the context of these changes, the Government will significantly increase its monitoring and facilitation role in relation to all aspects of Bass Strait container shipping.

This will include working with industry to provide transparent information to the market on shipping needs; identifying capacity and service gaps; and continuing to advocate for regulatory changes that expand service choice for Tasmanian shippers.

The Tasmanian Government is committed to the re-establishment of direct international shipping services to Tasmania as a competitive alternative to more expensive transhipment options through the Port of Melbourne.

This commitment saw the signing of a non-binding MOU with Swire Shipping as the preferred operator of a service. In March 2015, the Australian Government announced an extension to TFES to cover international export freight transhipped through Melbourne.

This extension materially changed the strategic context of the MOU by addressing the freight cost disadvantage faced by eligible shippers transhipping to international destinations, and the MOU expired with the mutual agreement of both parties.

Swire Shipping since confirmed it will commence a new container shipping service into Hobart on a fully commercial basis, beginning in November 2015.

Air freight opportunities

The Tasmanian Government is continuing to work with carriers and airport owners to assess capacity and identify opportunities to move larger quantities of freight by air.

Pricing and facilities are critical but significant opportunities exist to expand existing airfreight capacity, particularly in moving high value, premium products to market. Increased domestic connections to overseas forwarders and direct flights to export markets are important issues for growers and producers.

A range of airport infrastructure developments have excited private sector airfreight interest, including extension of the Hobart International Airport runway, terminal upgrades and associated expansion of air freight service industries around both the Launceston and Hobart Airport precincts.

Strategic ports

Ports are fixed, long-term assets that are expensive to provide and maintain. The location and operation of ports influences the cost and efficiency of freight supply chains.

By volume, 99 per cent of freight into and out of Tasmania is moved by sea, making ports a central point for the exchange of goods, and the focus for land freight connections.

TasPorts' *30-Year Port Plan* establishes the framework for ongoing investment and prioritisation of port infrastructure spending, supported by a broader understanding of the issues and opportunities facing the future planning of Tasmania's port network. The Plan is a key input to this draft Strategy.

The Tasmanian Government continues to engage with the Victorian Government on the impact of a privatised Port of Melbourne for Tasmania. While some concessions have been won through advocacy with the Victorian Government, the risk of inflation in lease costs for Tasmanian stakeholders at the Port of Melbourne will require ongoing attention.

Tasmania's land freight corridor

Tasmania's land freight network is extensive across road and rail. Meeting the needs of current and future freight users will require more targeted freight investment within and between modes and improved coordination of investment priorities between the Australian and Tasmanian Governments through their respective Infrastructure bodies.

Delivering a clear investment framework for Tasmania's key freight corridor between Burnie and Hobart is a priority.

The land freight network across road and rail is extensive. Both networks have undergone significant upgrades in recent years and that investment will continue. Ongoing challenges remain in ensuring that suitable funding is provided to maintain this premier freight corridor; heavy vehicle productivity, user and safety requirements remain a priority.

Expectations are that the present 65 per cent of the state's land freight task travelling on this corridor will continue to grow.

The Tasmanian Government will prioritise major freight related investment in support of that growth. It will deliver the highest road freight infrastructure standards, including investment in support of major changes to heavy vehicle productivity. Investment in rail will focus on safety and reliability.

Tasmania's rail network, which is owned and operated by TasRail, has benefited from significant public investment. This investment has delivered a safe and reliable rail network, which now provides a competitive alternative to road transport.

The mining sector, in particular, is set to benefit from this investment in rail infrastructure on the west coast where the industry has traditionally relied upon rail for the transport of ore for export from the Port of Burnie.

Freight system planning

Addressing Tasmania's freight challenges requires a coordinated and inclusive approach. The establishment of Infrastructure Tasmania is significant for improved infrastructure planning in Tasmania, providing, an independent body to oversight, and advise on, major infrastructure policies, proposals and evaluation methodologies.

The Tasmanian Government will continue to work with industry to deliver effective and sustainable freight system outcomes. Large-scale privatisation of publicly-owned freight infrastructure is currently not supported by the Government.

However, the Government will work with business and the private sector to identify partnered investment opportunities in specific freight assets, services or in support of a discrete freight task.

Structure of this Strategy

This draft Strategy identifies issues, opportunities and actions across four themes – shipping services, ports, land transport and strategic freight planning.

These themes address the key elements of Tasmania's freight system.

Guiding freight system objective

The Tasmanian Government supports the freight system objective identified by the industry-led Freight Logistics Coordination Team as an appropriate basis to guide a *Tasmanian Integrated Freight Strategy.* This objective was developed through collaborative discussions with industry.

The Team identified that our freight system should:

- provide services that are commercially sustainable, and which deliver competitive and sustainable prices to users over the long-term
- reflect the current and future needs of customers, and the broader community
- maximise supply chain efficiency and quality, with a continued focus on productivity improvement
- support safe, reliable and secure freight service provision
- ensure freight service provision operates within an efficient and certain regulatory environment.

In pursuing this objective, the Government has identified the following supporting principles.

- Greater aggregation of freight volumes on core freight networks will support higher standard infrastructure which enhances productivity and safety.
- Freight investment needs to be targeted, based on demand, and focused on key corridors and intermodal points.
- Where possible, a competitive market for freight services should be promoted, supporting choice and lower costs for users.
- Freight capacity and services should be provided on a commercial-basis, and primarily by the market. Government has a role in facilitating whole of system outcomes for the benefit of Tasmanian businesses, and closely monitoring capacity and service-based needs across modes.

The final *Tasmanian Integrated Freight Strategy* will be supported by a rolling action plan to be led by Infrastructure Tasmania. The Government has identified priority actions for implementation over the next two years. These actions are summarised at the end of each chapter. The outcomes of these actions will inform the identification and prioritisation of future actions.

The Strategy will be reviewed every five years, or more frequently if required, as well as in response to major changes in freight demand, investment, and broader market and regulatory frameworks.

Key actions, *Draft Tasmanian Integrated Freight Strategy*

The Tasmanian Government has identified the following priority actions, as at November 2015, to be progressed immediately in anticipation of the final Strategy.

The full set of recommendations identified within this draft Strategy, including policy positions and priority actions, is included in Appendix 1.

Support service choice and competition across Bass Strait	Timeframe
Provide accessible and transparent information on the operation of the Bass Strait container market, including container demand and capacity	March 2016/ ongoing
Support and facilitate attracting a dedicated national and international air freight service to and from Tasmania	ongoing
Assess opportunities to reduce the volume of empty containers crossing Bass Strait	ongoing
Continued advocacy to the Australian Government in relation to the long-term continuation of existing TFES arrangements, and expanded coastal trading opportunities for Tasmanian shippers	ongoing
Promote efficient freight gateways	
Complete a commercial and market analysis informing future planning for domestic containers at Burnie	December 2016
Identify final options to replace the mineral concentrates ship loader at Burnie Port	April 2016
Develop a *Western Tasmanian Export Corridor Plan* to improve supply chain efficiency and productivity for key bulk export sectors	June 2016
Develop a bulk freight port investment prioritisation plan	June 2017
Enhance existing high-standard, responsive land freight connections	
Finalise a Tasmanian Land Freight Network	April 2016
Deliver a *Burnie to Hobart Freight Corridor Strategy*	December 2016
Deliver a new *Tasmanian Rail Access Framework*	December 2016
Deliver a single, integrated freight system	
Develop a dedicated and consolidated web-presence on Tasmania's freight system, covering all modes, major activities and key information	March 2016/ ongoing
Complete a fifth *Tasmanian Freight Survey*	October 2016
Formal alignment of planning and investment undertaken by TasRail, TasPorts, TT-Line and the Department of State Growth (road delivery agency) with the Integrated Tasmanian Freight Strategy	by 2017
Develop a standard project evaluation methodology for major publicly-funded freight infrastructure investment	March 2016

Chapter 1 – Supporting competition and service choice across Bass Strait and beyond

Growth in Tasmania's economy is underpinned by sea freight capacity that is affordable for Tasmanian producers and sustainable for shipping operators.

The movement of freight across Bass Strait, whether by sea or air, is part of a longer and often complex supply chain from producer to end market. While most Tasmanian supply chains have developed around a 'make and ship' model, different commodities have different transport and handling requirements, and Tasmanian businesses pay a range of freight prices based on product, volume and regularity of shipments.

The Port of Melbourne is a container hub for international services and for coastal services to other domestic markets. It is the focus for nearly all container movements into and out of Tasmania. Bulk carriers move large volumes directly between Tasmania and domestic ports across Australia and direct to international markets.

Coastal shipping regulations affect cost and service options for shippers and may, in conjunction with an extended Tasmanian Freight Equalisation Scheme, result in new services between Tasmania and other Australian ports.

Key observations

- Over 99 per cent of freight by volume leaving and arriving in Tasmania is transported by sea.
- Interstate container shipping plays a more significant role in Tasmania's freight system compared to other states and territories. The majority of Tasmania's container trade is with domestic markets.
- Bass Strait container freight services are provided by Toll-ANL, SeaRoad Shipping and TT-Line. Each provides an overnight service between Devonport and Burnie ports and the Port of Melbourne, with differing service options, although trailered freight has developed as the key logistic preference for many producers, particularly for perishables.
- Major container commodities include agricultural products, retail goods, industrial products and empty containers.
- Increasing demand for fresh and perishable products and the need for speed to market is impacting significantly on the capacity of preferred modes and service delivery models.
- A small number of large freight users account for a high proportion of Tasmania's container and bulk export freight task.
- The majority of Tasmania's container movements are through the Port of Melbourne.

1.1 Cost competitive and sustainable Bass Strait shipping services

Container shipping is proportionally the single largest transport cost in the supply chain of most Tasmanian businesses, accounting for up to 65 per cent of a domestic shipper's supply chain costs.

Indicative container freight rates across Bass Strait show that prices can vary from between $600 to $1 200 per Twenty Foot Equivalent Unit (TEU). Volume, seasonality and service needs influence cost, with low volume, highly seasonal or time-sensitive shippers paying more than larger volume, regular shippers.

Bass Strait operates as a short sea trade, with high frequency, daily services. It is a potentially more expensive model to both provide and use. Fixed costs (fuel, wages) for operators are high.

Service competition within the Bass Strait container market is critical, ensuring Tasmanian businesses have a choice of shipping operator, and some options in terms of transport costs and sailing schedule. The current number of operators is likely the minimum required to ensure there is sufficient competitive tension in the market to the benefit of Tasmanian businesses. Over the long term, relative market share across operators is also important.

1.1.1 Tasmanian Freight Equalisation Scheme and coastal trading review

The Tasmanian Freight Equalisation Scheme (TFES) is a major benefit to reducing freight rates for eligible shippers. The TFES is an Australian Government-funded freight scheme, and is provided on the basis that the cost of shipping across Bass Strait is higher than road transport equivalent distances.

In early 2015, the Australian Government announced a four year, $203 million extension to the TFES, providing additional assistance for non-bulk goods transhipped to an international destination. From 1 January 2016, eligible freight transhipped to international markets will receive assistance of $700 per TEU, with goods shipped from King Island and the Furneaux Group attracting additional loadings, to reflect the Bass Strait Islands' higher freight costs.

An estimated 35 000 extra TEUs per year will be eligible for assistance under the expanded scheme and this is expected to increase over time.

The Tasmanian Government strongly advocated for, and supports, this extension, as one that will drive further growth in Tasmania's major industries, and provide opportunities for smaller businesses to develop and expand into new markets.

The TFES does not apply to bulk trade which comprises two thirds of Tasmania's sea freight by volume. Some Tasmanian freight users have indicated that the current coastal trading regulatory arrangements have increased cost and reduced competition in moving bulk products. In particular, the cost and administrative complexity of including Australian coastal trading routes in international voyages is seen as an impediment to greater service choice and potentially lower freight costs.

The Tasmanian Government is representing the interests of the Tasmanian community and economy through the Australian Government's reform of national coastal trading laws.

Through this process the Government has sought recognition of Tasmania's reliance on coastal shipping and outcomes that support increasingly cost-competitive and sustainable shipping services for Tasmanian businesses. This includes arrangements that support a sustainable and reliable fleet of vessels engaged in Tasmania's coastal trade and the inclusion of Australian coastal trading routes in international voyages.

1.1.2 Complexity of the Bass Strait container market

Bass Strait operates as a complex, commercially-driven market. The following changes have the potential to affect service choice and delivery on Bass Strait, such as the:

- extent to which planned private sector capacity increases will impact container prices, services offered or freight volumes across operators
- potential for shippers to make better use of under-utilised sailings (for example, weekends and day sailings)
- impact of a privatised Port of Melbourne on shipping costs and the capital investment decisions of shippers

- potential for expanded domestic and international service choice for shippers as a result of direct international shipping services to Tasmania, and broader coastal shipping reforms
- market stimulus effect of the recently announced extension to TFES to cover eligible non-bulk goods destined for international markets.

1.2 Meeting future Bass Strait container and trailer demand

Unlike the bulk freight market where producers negotiate service and price directly with shipping companies on a market-to-market basis, the Bass Strait container and trailer freight market is served by regular, scheduled services, provided by three operators.

All operators provide a high frequency, overnight service to/from the Port of Melbourne. These services are now built into nearly all Tasmanian freight supply chains, both import and export, under a make-and-ship model, which sees minimal warehousing of product within Tasmania. It also supports just-in-time delivery.

While service frequency is broadly consistent across the three Bass Strait operators, there are differences in service offerings.

Toll and SeaRoad Shipping predominantly move containers, including larger baseload cargoes. Freight delivery cut-off times are mid-afternoon. TT-Line provides a roll-on, roll-off service for trailers only, with a later freight delivery cut-off time of 7:00 pm (Table 1).

These differences are sufficient to influence the decision-making of some businesses. There is a preference amongst businesses moving fresh/perishable freight to use TT-Line. There are also advantages for freight forwarders in maximising the use of their equipment, as a result of the later freight cut-off time of TT-Line and the speed of departure of that equipment from the destination dock.

Table 1: Summary of Bass Strait container services

	Toll	SeaRoad Shipping	TT-Line
Port	Burnie	Devonport	Devonport
Vessels	MV Tasmanian Achiever MV Victorian Reliance	MV SeaRoad Tamar MV SeaRoad Mersey	Spirit of Tasmania I Spirit of Tasmania II
Frequency	6 nights per week	6 nights per week	7 nights per week
Cargo delivery cut off/ departure times (Tasmania)	Cargo delivery: 2:00 pm – 3:30 pm Departure: 5:00 pm (4:00 pm Saturday)	Cargo delivery: 3:30 pm (1:00 pm Saturday) Departure: 4:00 pm	Cargo delivery: 7:00 pm Departure: 7:30 pm
Arrival (Port of Melbourne)	7:00 am	8:00 am	6:00 am
Capacity (one-way)	500 TEU plus general freight	180 to 260 TEU plus trailers	144 TEU
Market share (TEU %)	55	25	20

Source: Aurecon; TasPorts

1.2.1 Peak period capacity

Seasonal shipping peaks exist – between September and early December for imports, driven by the retail sector, and February to June for exports, driven largely by agriculture. During these periods, average utilisation for exports is 88 per cent and 86 per cent for imports, which is above the target effective operating capacity of 85 per cent utilisation (Figure 1).

While recent growth in Tasmania's total freight task has been just under 2 per cent, growth in full containers and trailers has been higher – around 3.4 per cent for exports and 2.3 per cent for imports. Over the past financial year, trailerised freight grew by almost 7 per cent, the majority within the export market.

This seasonal capacity constraint remains a challenge for a freight strategy. However, given the commitment of private sector shippers to invest in additional tonnage, and the fact that these investments must be supported by year-round demand, the Government is confident that this challenge will be met without the need for a public subsidised solution.

Businesses and freight forwarders continue to show a preference to use Monday to Friday evening services. While these services appear to better suit most supply chain needs, it further concentrates freight flows. During weekdays and periods of high demand, operators closely manage space to assist in the movement of freight, including perishable and/or time critical products. However, demand on some days does exceed capacity and not all freight can be moved on the preferred day.

1.2.2 New domestic container capacity

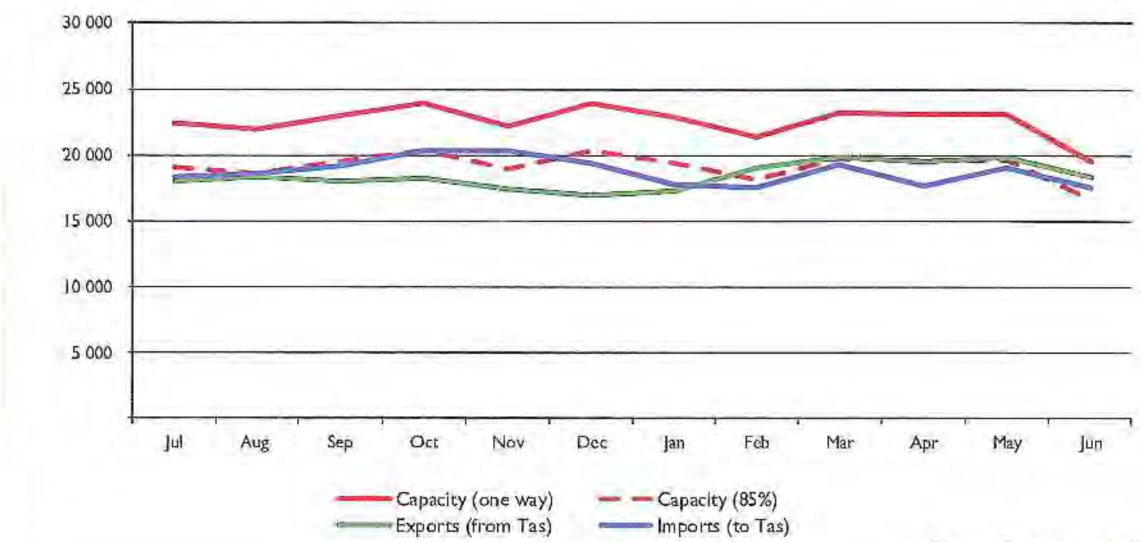
Both SeaRoad Shipping and Toll have announced plans to replace their existing Bass Strait vessels, increasing capacity at the same time. SeaRoad Shipping will be the first to introduce a larger vessel, replacing the SeaRoad Mersey with a purpose-built 436 TEU vessel, by late 2016, increasing the company's total container capacity by almost 50 per cent.

A second vessel, to replace the SeaRoad Tamar, is planned to come on line as soon as possible thereafter but will be dependent upon market demand and take-up.

SeaRoad Shipping is hopeful that this could translate to a second vessel being in service two to three years after delivery of its first vessel. Toll has indicated it will introduce two new vessels of about 700 TEU capacity each, with arrival expected in mid-2018 and both vessels operational within that year.

New vessel configurations will see both shipping companies able to extend departure times from the port allowing for later loadings for producers and easier and quicker access to destination ports.

Figure 1.Monthly demand and capacity, Bass Strait, 2014-15 (TEU)



Source: Department of State Growth

This will be of significant benefit to those with critical deadlines for market access or distribution.

The introduction of new vessels by SeaRoad Shipping and Toll will provide much-needed additional capacity into the container and trailer freight market.

At a higher growth rate of 3 per cent, this will meet demand for at least the next 10 years (Figure 2). A lower growth rate of 2 per cent will see adequate seasonal capacity into the early 2030s.

Given strong growth in agricultural investment, particularly in irrigation infrastructure, and ambitious agricultural production targets, it will be important to closely monitor volume growth against existing and future freight capacity.

In a commercially-driven market, a private sector solution to shipping capacity and service needs is the first and preferred response. The Tasmanian Government supports planned investment in larger vessels by the two existing private operators. TT-Line has also agreed with the Government's request to maintain its freight capacity at 2015 levels and the company will explore opportunities to strengthen alignment with the time-sensitive market.

The Tasmanian Government has taken a policy position on the Spirits of Tasmania to focus the company on growing passenger numbers, while maintaining the existing proportion of lane metres dedicated to freight.

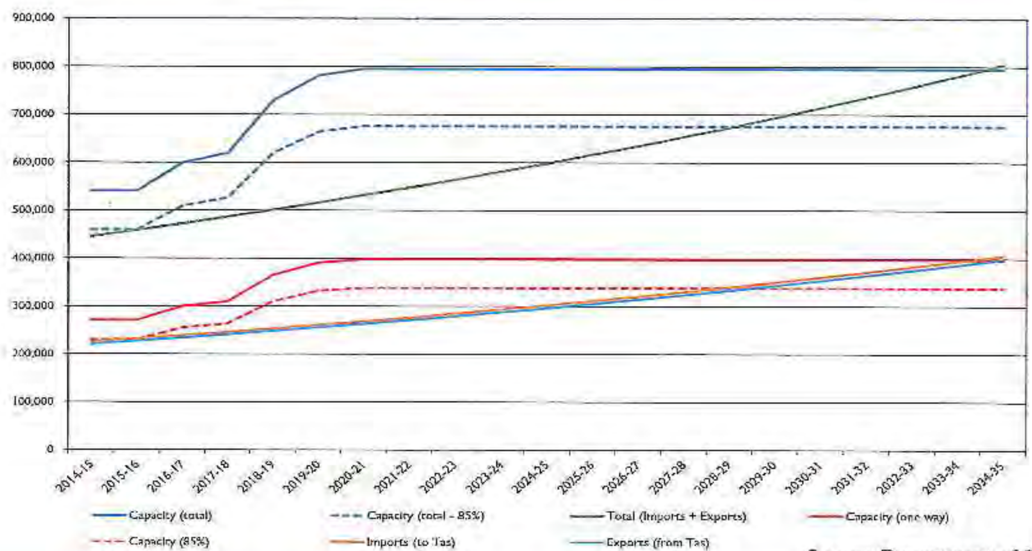
This strategy has proven highly successful with passenger numbers up 8 per cent over the 2014-15 year. Forward bookings are also 17 per cent higher as a result of a major refurbishment of both vessels, lower average fare prices and an increase in scheduled day sailings. The 50 per cent increase in day sailings for 2015-16 over those scheduled two years previously will also enable greater total freight capacity, weighted towards the summer seasonal peaks for time-sensitive freight, despite the established preference for the industry to utilise night sailings.

It is important to recognise that if forced to provide ships to cater for peak seasonal demand there would be insufficient year-round load to generate the revenue and profit necessary to justify a longer-term commitment to re-tonnaging. This would have a significant downside impact on those involved in the shipping industry and those relying upon it. It is critical for a stable, commercially sustainable freight market that a balance is achieved between future growth in demand and available capacity.

A cohesive and transparent view on the operation of the Bass Strait container market is required, supporting a statewide position on outcomes that benefit shippers, and the early identification of issues.

The Government will significantly increase its monitoring and facilitation role in relation to all aspects of Bass Strait container shipping.

Figure 2. Forecast container growth and capacity, Bass Strait, 2014-15 to 2034-35



Source: Department of State Growth

This will include providing transparent information to the market on shipping needs; identifying capacity and service gaps; and continuing to advocate for regulatory changes that expand service choice for Tasmanian shippers.

Greater supply chain flexibility and forward planning of peak freight movements, including within sectors, will assist in managing capacity. Reforms to Australia's coastal shipping framework would also support improved service and cost options for Tasmanian shippers, including for key markets in Sydney and Brisbane.

1.3 Supporting the movement of time-sensitive freight into domestic and international markets

Time-sensitive freight describes commodities that need to move through the freight system quickly, an objective often related to the availability of a premium price. While there are different definitions as to what constitutes time-sensitive freight, for the purposes of this draft Strategy, time-sensitive freight is identified below.

- **Fresh or perishable freight.** Moving product quickly to market to preserve shelf-life, and transport under temperature controlled conditions (for example, refrigerated trailers) to maintain quality, are key factors. Example products include fruit and vegetables (fresh and frozen), fish, livestock, meat, milk products, butter and cheese.
- **Time-sensitive supply chains.** This includes freight that needs to move quickly to meet scheduled delivery time slots, or to maximise the use of transport equipment (for example, enabling a trailer to offload product in the morning and return full on the same day).

Time-sensitive freight export volumes are highest from February to June, with agriculture the major component of the market. Some higher value products, such as cherries, move product outside this peak and can also experience capacity issues.

Recent expansion in the salmon industry and investment in fruit and berries are examples of time-sensitive freight sectors experiencing significant growth. An increase in volumes across a broad range of products is expected as a result of the state's investment in major irrigation schemes, and the stimulus effect of the recent TFES extension.

Through AgriGrowth Tasmania, the Tasmanian Government is working directly with business to identify new growth opportunities, including in premium and value-added food production, and within key Asian markets.

1.3.1 Improved information on the size and service needs of time-sensitive freight

A number of existing business operations have expressed a wish for greater capacity on Bass Strait to provide surety of freight capacity to move higher volumes of product reliably to market. Some of these hope for an early availability of extra capacity to support business expansion plans.

Tasmanian exporters of time-sensitive freight show a strong market preference to ship product to Melbourne using TT-Line. TT-Line's later freight cut-off time and trailer-only freight, which translates to shorter wharf clearance times at port, provide benefits to users.

Data on freight volumes and / or value by key sector exists, however, there is no agreed, aggregated data on the size and value of the time-sensitive freight market. This is key to better understanding capacity and service needs within this market.

The Tasmanian Government recognises there is a particular issue around Bass Strait container and trailer capacity, including for seasonal peaks and within the time-sensitive freight market, with capacity limitations expected to peak in the 2015-16 export season. The Government has and will continue to engage directly with the time-sensitive freight market to clearly identify its capacity and service needs.

The Government will also work with stakeholders and peak bodies to better quantify the size of the time-sensitive market. As the owner of TT-Line, the Government will consider opportunities to even more strongly align this service with the time-sensitive freight market.

Time-sensitive freight supply chains are often characterised by just-in-time deliveries, which make forward planning of required capacity, difficult. Despite this, the ability to improve forward planning of container volumes within and across sectors must also be part of the response.

The Tasmanian Government has raised with a number of freight industry stakeholders the potential for the introduction of a slot-reservation system. Such a system, similar to that which commonly operates in the rail, road and air freight industries, would enable the market to prioritise freight allocations to overcome seasonal capacity constraints.

While weather, ripening and harvesting are key factors in the timing and demand for freight space, the Government will continue to work with industry on market based freight opportunities and capacity solutions that can provide greater surety for product to reach the market place.

1.4 Recognising short term capacity concerns

The most recent 2015 summer season saw significant challenges in ensuring that fresh and perishable cargo volumes and loads left the island at the time required by producers to meet the market. At least one high value export crop did not yield its full potential due to weather.

While almost all such freight cleared the wharf, there is a commonly expressed view among growers and carriers that increased volumes over the upcoming year will test the capacity of Bass Strait services. All sectors have forecast higher outputs and yields during the growing season with some businesses advising that their expansion plans will be at least partly determined by the availability of extra Bass Strait freight capacity.

1.4.1 Improved supply chain management

The Government has held discussions with all Bass Strait shipping services to ascertain capacity and processes for handling increased load during the peak growing season in 2016. While TT-Line has constrained capacity, it will perform a triaging function to ensure that fresh and perishable freight has priority in that period.

Increased daytime passenger sailings have been scheduled by TT-Line but this action has been taken to meet the demand of significantly increased passenger demand. There will be opportunities on crossings to carry freight, but the priority will be passenger vehicles.

Some freight forwarders have already acknowledged that the finite capacity for trailers at the present time means that fresh produce must go by alternative means if it is to reach market at optimum yield price.

Consultations with customers have seen a willingness to consider shifting some volumes of fresh produce away from a preference to use trailers to use refrigerated containers on both SeaRoad Shipping and Toll. This has involved discussions about time-sensitivity in terms of market delivery with appropriate freight hedging issues being considered to ensure all freight can reach market.

1.4.2 Additional capacity responses

SeaRoad Shipping has indicated a willingness to consider additional sailings over the period, to provide a seven day a week service – it presently operates six days a week.

Toll believes that it will have capacity for increased numbers of northbound containerised goods during this period, and will seek to address the needs of customers to achieve market targets and deadlines.

The re-tonnaging of SeaRoad Shipping prior to the ensuing summer growing season will ease peak demand and increase SeaRoad Shipping's trailer capacity from the present 22 to 70 trailers, and its overall capacity by 50 per cent to 436 TEUs.

The commencement of a direct shipping service from Hobart by Swire Shipping will also potentially ease pressure on Bass Strait. Visiting Hobart every nine days the service has connections to Melbourne, Sydney and Brisbane.

It will also connect to global destinations through Swire's Singapore-based network. The service brings new opportunities for southern exporters and those wishing to ship to the eastern seaboard of the country.

While freight volumes carried are lower, air freight has the potential to deliver expanded services that meet the demand of higher-value, time-sensitive niche products. Freight that can be transferred to air will free up some additional sea capacity.

In addition, the proposed introduction of a dedicated international airfreight service operating from Hobart Airport from February 2016 could ease the Bass Strait reliance initially by some 150 tonnes per week. This could particularly assist in the movement of high value, time critical freight and will free up space for other perishable products travelling by ship across Bass Strait.

1.5 Understanding whether different service models could meet business' shipping needs

Tasmania's container freight task comprises a diverse range of goods, from seafood, fruit and vegetables, to minerals, smelted metals and paper. Many supply chains require or benefit from the existing high-frequency services across Bass Strait, however, not all do.

Analysis of representative container supply chains for Bass Strait undertaken by Aurecon, based on service need and price shows the following information.

- Fresh and perishable products (around 28 per cent or 64 000 TEU outbound) are time-sensitive rather than price-sensitive. For this part of the market, maintaining shelf-life through faster transit times and cool supply chain management; connections to interstate/ international transfer and delivery to customer/distribution centres can be key drivers for service need.
- Low inventory products (around 23 per cent or 52 000 TEU outbound) make use of existing Bass Strait container services to move products consistently through the supply chain, avoiding warehousing within Tasmania and reducing inventory costs. For high volume-low inventory supply chains, producers may be able to negotiate prices.
- Low cost products (around 13 per cent or 30 000 TEU outbound) do not necessarily need the frequency of existing freight services and could use a lower priced service option. Low cost export products connecting with international services in Melbourne are not currently TFES-assisted. The current supply chain is high cost.

Analysis suggests that Tasmania's current freight volumes are unlikely to support a low-frequency, low-cost domestic container service across Bass Strait. Any future service would need to differentiate itself from existing services.

For example, by servicing a particular section of the market, or by offering a direct service to other mainland Australian ports where an established freight task exists, and alternative land transport costs are higher. Future growth in the container market may see the commercial viability of any service change.

The option of a coastal voyage as part of an international service may benefit Tasmanian exporters requiring a low frequency, low cost domestic shipping option, without a major impact on existing Bass Strait shippers. Under current coastal shipping regulations, this is an expensive option for both operators and shippers.

Future changes to Australian shipping driven by the extension to TFES and possible changes to coastal trading regulations may provide greater incentives for international shipping lines to call at Tasmanian ports. Shipping lines have recently shown interest in providing new services to Tasmania on a commercial basis.

The Tasmanian Government committed to re-establish a direct international shipping service for Tasmanian exporters as a competitive alternative to the more expensive trans-shipment options through the Port of Melbourne.

Following an Expression of Interest process, the Tasmanian Government signed a non-binding Memorandum of Understanding (MOU) with Swire Shipping as the preferred operator of the service. In March 2015, the Australian Government announced an extension of the Tasmanian Freight Equalisation Scheme to include international export freight transhipped through Melbourne.

This extension materially changed the strategic context of the MOU as it addressed the freight cost disadvantage of eligible goods exported internationally via any Australian mainland port. The MOU was therefore allowed to expire with the mutual agreement of both parties.

Swire Shipping subsequently announced it would commence a new container shipping service into Hobart on a fully commercial basis, offering pricing and logistical advantages for new and existing customers in Tasmania's south.

The Mediterranean Shipping Company (MSC) has also introduced a domestic and international container service into Bell Bay, connecting to New Zealand via Sydney, Brisbane and Noumea.

The Tasmanian Government will continue to work with companies interested in providing shipping services to Tasmania to ensure the best outcome for Tasmanian shippers.

1.6 Monitoring empty container volumes and movements

Empty containers represent 32 per cent of outbound and 17 per cent of inbound containers. In 2014-15, around 108 283 empty containers were shipped to and from Tasmania, which represented a decrease on previous years.

Aurecon estimated the direct cost to freight users of repositioning an empty container between Melbourne and Tasmania is $300, or around $34 million overall cost within Tasmania's freight system in 2014-15.

While there are a large number of empty containers in Tasmania's freight system, accessing the right container can be difficult. New international services to Tasmania provide an opportunity for cost-effective relocation of containers into Tasmania.

The use and management of empty containers is influenced by business needs and the activities of shipping operators and freight forwarders. There is evidence that larger shippers with control of their own supply chains have implemented solutions for their businesses.

The Freight Logistics Coordination Team identified a number of market-based solutions to address empty container movements, including the use of international containers to transport domestic freight, and the use of refrigerated containers to pack dry freight.

Examples of market-based solutions to address the cost of empty container movements exist.

Zinc ingots produced at Nyrstar's Lutana plant are packed into domestic containers at a consolidation point in Hobart for shipment to Melbourne. In Melbourne the ingots are transported to a warehouse and repackaged into an international container and transferred to an export berth.

The Tasmanian Government will continue to work with shippers in identifying market-based solutions to reduce empty container movements.

1.7 Increasing the proportion of freight carried by air

Airfreight is characterised by goods requiring speed to market, for example, high value, perishable products such as abalone, crayfish, salmon, meats, cut flowers and berries.

Air freight is also important in accessing niche or more distant markets where the availability of consistent speed to market may lead to larger commitments from customers on the basis of a quicker supply chain. While currently representing less than 2 per cent of Tasmania's total outbound freight market, air is an important freight mode and one with significant opportunity for an island state.

Many of Tasmania's high value perishable food products depend strongly on effective airfreight solutions to access domestic and international markets. Airfreight provides increased speed to market for supermarket shelf ready products, which can in turn generate jobs as more product is processed in Tasmania. For example, more distant markets such as Brisbane and Perth, which are of interest to Tasmanian producers, are not well served for time-sensitive perishable products under existing sea and road logistics solutions.

A 2014 report by the Australian Bureau of Agricultural and Resource Economics (ABARES) into Australia's airfreight food exports identified Tasmania as the strongest growth jurisdiction in Australia's airfreight food supply chain, based on volume, with strong growth prospects for future exports.

Between 2006 and 2012, Tasmania's air freight exports to international markets increased from 5 000 tonnes to 11 000 tonnes. Further growth is expected, associated with increased investment in key airfreight products such as seafood, meat, fruit, vegetables and dairy.

As increasing demand and favourable trade agreements make international markets more appealing (particularly Asian markets) the Tasmanian Government is seeking to achieve the best outcome for international exporters by optimising speed to market solutions and airfreight capacity.

Coordination is required, across government and industry to align services with growth markets for passenger and produce.

The Tasmanian Government's vision to grow the value of agriculture tenfold to a $10 billion industry by 2050 will require increased sea and air freight capacity. The Government's investment in expanded irrigation to increase the production of premium, value-added foods as well as capitalising on opportunities to access new markets, are important steps toward achieving this goal.

For premium foods with a limited shelf life, direct airfreight services would enable access to new interstate and international markets previously out of reach, and bolster the value of Tasmania's brand and products by ensuring produce arrives in top condition and as fast as possible.

The Tasmanian Government's *Access 2020 – Five Year Air and Sea Access Strategy 2015-2020* is primarily concerned with passenger movements, but includes airfreight as a core access deliverable. The *Access 2020 Strategy* identifies immediate actions in support of air freight solutions, including dedicated flights and greater utilisation of passenger aircraft cargo space.

Airfreight is a key component in the revenue of a passenger aircraft, and a strong freight load can be an important contributor to the viability of a passenger service. The ability to increase Tasmania's outbound freight services aids the development of additional passenger capacity, which in turn supports Tasmania's economic, tourism and social development targets.

There is a limited range of airfreight data available. Although the uplift data is held by individual operators, is it not available in an aggregated form to airports or government. Operators indicate capacity constraints in the short summer peak but underutilisation of cargo space on passenger aircraft departing Tasmania at non-peak times.

This raises a risk to Tasmania's competiveness and airlines being able to operate the aircraft with greater return on invested capital in other markets. Forecast increased output from Tasmania in future peak periods highlights the requirement to increase utilisation of passenger jet cargo space as a solution for both domestic and international exports.

1.7.1 Supply chain challenges to the increased use of airfreight

As an island state, less than 2 per cent of produce being moved by air is well below average. Unlike sea freight, airfreight does not attract financial support under TFES. This is likely to have had an influence on the development and current operation of Tasmania's freight market and existing supply chain arrangements.

In 2014 report, ABARES identified airfreight as accounting for one third of the value of Tasmania's international food exports, but noted that much of this freight is moved by sea and road to Melbourne's Tullamarine Airport. This adds between 10 and 36 hours of transportation time to the export supply chain. Connections and competing availability for international flights is an ongoing issue, although international air capacity from Melbourne has improved.

Qantas Freight, Virgin Cargo, Toll Air Express, Jetstar, Vortex, AAE, Sharp Airlines and a small number of other providers currently provide airfreight to and from Tasmania. Freight forwarders are integral in the utilisation and use of available airfreight services, as well as being a stakeholder in efforts to boost airfreight capacity and aggregate loads.

Both Qantas Freight and Toll Air Express operate overnight freighter services to Melbourne. Airfreight service provider mix is expected to change if international airlines begin operating to Hobart Airport, and as Virgin Australia launches its Virgin Freight business unit, or other operators enter the market.

Up until September 30, 2015 Toll acted as sales and cargo handling agent for Virgin Australia. Since that time and following the formation of its own Freight Division, Virgin Australia handles and carries all of its freight in the cargo hold of their regular passenger transport aircraft.

A 2015 Deloitte Access Economic study found that Tasmania's airfreight sector and associated services levels are seen by some exporters of perishable agricultural produce as a major constraint to development and future export potential.

Facilities such as larger cool stores and freight hub facilities at key airports are matters to be resolved and both Launceston and Hobart Airport are willing to evaluate and implement airfreight facility investments to grow and diversify their core business as well as creating greater, statewide beneficial, economic trade zones and logistics facilities.

The capacity to increase airfreight capacity and to attract new operators is a detailed process but can happen much more quickly compared to increasing sea capacity.

Detailed business cases and demand commitments are required to demonstrate sustainable and viable demand. Tasmania is currently in this position with a range of airfreight providers and this activity is a key component of the *Draft Tasmanian Integrated Freight Strategy* as well as the *Access 2020 Strategy*.

1.7.2 Efficient airfreight gateways

Government, industry and the airports are in a consultative process to match effective airfreight solutions with growing freight demand and specific destination and speed to market export requirements. Hobart and Launceston are the key airfreight gateways for Tasmania.

Three years ago Launceston Airport completed a $6 million upgrade of its southern freight apron, providing capacity for round the clock movements on three bays, each accommodating freighter aircraft with a maximum take-off weight of 80 000 kg, the equivalent to a fully loaded B737-300 freighter.

While seasonal constraints are experienced on the capacity of current services, Launceston Airport is able to accommodate significant growth in airfreight services.

Launceston Airport, in conjunction with the Northern Midlands Council and Northern Tasmania Development, and other interested parties (such as TasRail), is evaluating the opportunity to establish an intermodal freight hub at Western Junction.

The location of the airport in proximity to Tasmania's major Burnie to Hobart freight corridor, together with the Translink Business and Logistics Park (and its associated warehousing and refrigeration facilities) offers potential for the development of an intermodal freight hub.

A freight demand analysis has been commissioned and will be underway prior to December 2015, leading to the development of a Master Plan for the 'Launceston Gateway' Freight hub.

Hobart Airport is undertaking a $40 million runway extension, which will increase runway length by 500 metres to 2 720 metres. This will allow aircraft to depart Hobart Airport with heavier payloads, and travel longer distances. It will provide new opportunities in passenger and freight segments with wide-body aircraft being able to fly direct to Asia.

The runway extension also opens up a range of Antarctic gateway opportunities.

The runway extension enables many economic opportunities for Tasmania and is an important part of the Airport's infrastructure plans. In conjunction with Hobart's port facilities, Antarctic and Southern Ocean research institutes and experienced Antarctic Sector suppliers and contractors, the runway extension will significantly improve Hobart's ability to attract non-Australian Antarctic programs to operate from Hobart.

Hobart Airport is investigating additional supporting infrastructure requirements from potential operators, for example, warehousing requirements, larger cool stores and freight hub facilities. Should they be required, it is intended that these types of infrastructure will be developed in co-operation with key partners.

The current growth in demand and production of high value perishable goods provides a good opportunity to revisit the role airfreight should play, and how it can increase value and improve time to market for Tasmanian producers. Longer-term supply chain development to grow Tasmania's airfreight systems is required.

The Tasmanian Government is engaged in discussions with international air service operator to identify opportunities for direct air service between Tasmania and a key Asian hub that will provide freight capacity. These discussions build on significant recent interest from the Chinese market in Tasmania and Tasmanian produce.

It will be important for the Government to continue to work with stakeholders to ensure that facilities and infrastructure is in place at airports to meet the needs of producers in relation to cooling / chilling, and any certification that may be required.

1.8 Maintaining essential freight links to the Bass Strait Islands

As island communities, the Bass Strait islands of King, Flinders and Cape Barren depend on access to regular and reliable shipping services. Cost effective transport connections with both domestic and overseas markets are crucial if primary producers and other businesses on the Islands are to remain competitive.

The Tasmanian Government recognises the importance of regular shipping services to the Bass Strait Islands. The Government believes that a genuine market exists where a long-term, sustainable commercial service can be established for King and the Furneaux Island at no long-term cost to taxpayers.

The Government has worked consistently with Island communities and shipping operators to overcome sea freight challenges and maintain long-term shipping services for business and the community, and will continue to do so in the future.

The Bass Strait Islands are geographically isolated with a comparatively low-volume freight task. Freight exports largely consist of livestock, agricultural and dairy products, while imports include fuel, fertiliser, other farming inputs and general cargo. The freight task is subject to seasonal peaks, with spikes occurring in October to November and February to March.

Shipping services are currently provided to King and Flinders Islands on a commercial basis. A Tasmanian Government subsidy exists to support regular freight services to Cape Barren Island. TasPorts manage port facilities at Grassy on King Island, and at Lady Barron on Flinders Island.

Imminent changes in the broader Bass Strait shipping market will have implications for the King Island service.

Since 2001, SeaRoad Shipping has provided general cargo and livestock shipping services to King Island using its vessel the SeaRoad Mersey. SeaRoad Shipping plans to replace the Mersey in late 2016 with a new vessel, which will be too large to dock at King Island.

Current and prospective Bass Strait Island shipping operators have expressed interest in providing services to King Island on a commercial basis. The Tasmanian Government is confident that a suitable alternative shipping solution will be delivered and will take necessary action to facilitate a market based solution.

As no complete market solutions have yet presented themselves, the Government will shortly commence a market testing process to facilitate a long term commercially sustainable King Island shipping service.

The Government will continue to work with all key parties to facilitate a long term commercially sustainable service. It is crucial, however, that the transition to new shipping arrangements is managed without undue disruption or disadvantage to the King Island community.

Strategic response

In supporting a competitive Bass Strait freight market that meets current and future freight growth, the following are key policy recommendations and actions.

Policy positions

1.1 Private sector solutions to shipping capacity and service needs are the first and preferred response to capacity needs on Bass Strait. The Tasmanian Government supports planned investment in larger vessels by the two existing private operators.

1.2 Service competition within the Bass Strait container market is critical. The Government supports a no-lessening of Bass Strait shipping competition that seeks to maintain at least two major private sector domestic container operators.

1.3 The Government has established a tourism strategy for TT-Line that will maintain existing freight capacity. Opportunities to strengthen alignment with the time-sensitive market will be explored.

1.4 The long-term continuation of existing TFES arrangements, including the recent extension of the TFES to goods destined for international markets is essential to reducing the freight rate of eligible shippers.

1.5 The Government supports balanced reforms to coastal trading regulations that will deliver cost competitive and expanded service choice to Tasmanian shippers.

Actions the Tasmanian Government will undertake

- Facilitate market-based solutions to Bass Strait container shipping needs, including the provision of transparent information to the market on shipping needs; identification of capacity and service gaps; and continued advocacy for regulatory changes that expand service choice for Tasmanian shippers.
- Monitor container volumes with and across commodity sectors, to inform overall capacity and specific service needs.
- Assess opportunities to reduce the volume of empty containers crossing Bass Strait.
- Continued advocacy to the Australian Government to:
  - secure the long-term continuation of existing TFES arrangements, including to transhipped freight
  - maximise service choice to Tasmanian shippers as a result of any changes to the Australian Government's coastal trading framework
- Support intermodal competition from air freight by working with targeted international airlines to develop a business case for one or more direct flights per week from Hobart to a key Asian hub.

Chapter 2 – Efficient freight gateways

By volume, 99 per cent of freight into and out of Tasmania is moved by sea, making ports a central point for the exchange of goods, and the focus for land freight connections.

As fixed, long-term assets, ports are expensive to provide, but maintenance and operational costs are comparatively low.

- Port charges influence sea freight costs.
- Port location affects transport distances to and from production and manufacturing centres and markets.
- Channel depth and tides influence ship size and access.
- Port infrastructure, services and landside space affect the efficiency of freight movements and the type of activities a port can support.

Tasmania has four major publicly-owned ports at Burnie, Devonport, Bell Bay and Hobart. Container and bulk freight activity is focused on the three northern ports, with freight volumes highest at Burnie Port. With the exception of the Brighton Hub, all Tasmania's major intermodal facilities are located at a port.

In 2006, Tasmania's ports were amalgamated under the state-owned company, TasPorts.

Key observations

- In 2013-14, 12.6 million tonnes of freight moved through Tasmania's publicly-owned ports, with an additional 2.4 million tonnes per annum moved through the privately owned Port Latta.
- Bulk freight accounts for almost two thirds of total port volumes, and containers just over a third.
- Total bulk freight tonnages are highest at Bell Bay.
- The state's major bulk freight sectors are mining, mineral processing and forestry.
- Burnie is Tasmania's largest port, handling over 4 million tonnes of freight, including the largest container volumes at 54 per cent of total TEU.
- Burnie and Devonport are Tasmania's main container ports, moving 242 136 and 199 146 TEU in 2013-14, respectively.
- Future growth in port throughput is forecast to be manageable, with TasPorts forecasting long-term freight volumes to be only slightly above a 2008 peak, by 2043.

2.1 Targeting greater aggregation and a more efficient use of port assets

Tasmania's port throughput is distributed across four major ports. Volumes are focused on the three northern ports, and are highest for both container and bulk freight at Burnie and Devonport ports.

Tasmania's ports were historically developed to support individual regions and key industrial customers. This has led to some duplication of infrastructure across ports, and to the development of specialised functions at individual ports. Despite some calls for port rationalisation, investments by shipping companies and customer supply chains built around existing infrastructure is significant.

However, reducing duplication where possible is important. Between 2010 and 2020, TasPorts estimated $300 million in capital and maintenance would be required across Tasmania's four major ports.

To date, capital and maintenance expenditure since 2010 has been over $120 million. Annual port maintenance and renewal expenditure increased from $4 million in 2007 to around $10 million in 2010 and increased further to $17 million in 2013 due to funding of a five year community asset maintenance program.

Freight volumes are a key driver of port efficiency. They also support economies of scale in infrastructure provision. In some cases, freight activities are not transferable or easily aggregated at a single port; for others, opportunities exist.

Across Tasmania's port system, the Tasmanian Government will:

- identify opportunities to aggregate freight volumes and activities in a way that maximises each port's comparative advantages
- maximise use of existing port infrastructure
- evaluate the role of key port assets in the context of forecast freight growth and customer needs.

TasPorts recently released its 30-year plan for Tasmania's ports system. This plan will form the framework to move forward on a range of key port initiatives for Tasmania.

2.2 Future arrangements to support Tasmania's domestic container task

In 2013-14, Tasmania's total container throughput was 451 304 TEU, with forecast growth of around 3 per cent per year. Burnie and Devonport ports account for 92 per cent of all container movements.

Container freight services are provided under long-term lease arrangements at Burnie Port by Toll-ANL (market share around 55 per cent) and at Devonport Port by SeaRoad Shipping (market share around 25 per cent) and TT-Line (market share around 20 per cent).

Container volumes at Burnie and Devonport ports have increased over the past decade, largely at the expense of volumes through Bell Bay.

This trend reflects a range of factors.

- Shipping service options. Three operators provide high frequency services out of Burnie and Devonport, including TT-Line's passenger ferries whose services are particularly suited to the movement of time-sensitive freight.
- Changing freight demand. Container-based and time-sensitive freight (for example, agriculture) is focused in the north-west. Agricultural produce from the north-east travels to the north-west for processing. The majority of inbound retail freight is destined for Launceston and Hobart.
- Market decisions, including the freight contracts and decisions of individual freight users.
- Long-term legacy tenancy arrangements have incentivised individual domestic shipping lines to operate out of Burnie and Devonport ports.
- Burnie and Devonport ports have a shorter sailing time to the Port of Melbourne.
- The introduction of TT-Line's Spirit of Tasmania vessels in 2002, which saw a market-shift to Devonport based on overnight, trailer-based freight.

2.2.1 Container capacity at Tasmania's major ports

Container terminals require sufficient landside space for storage, loading and unloading. Access for larger ships may also be required over the longer term. Container capacity at Burnie and Devonport ports will be 590 000 TEU per annum at the conclusion of the Burnie Port Optimisation project in 2015. Based on forecast growth of 3 per cent per annum, this capacity will be reached in around 2022.

There is currently sufficient landside container capacity in the northern ports to accommodate growth close to 780 000 TEU per annum.

Catering for future container volumes beyond this point will require larger-scale investment in port development. Where and how this investment is provided has been the subject of debate.

Additional landside space is available at Burnie and Devonport ports for increased terminal capacity, at a relatively low cost. Burnie and Devonport ports are located in close proximity to each other.

Based on existing freight flows and supply chains, it is unlikely that a shift in container activity from one port to the other would have an impact on land transport networks or significantly add to the cost and complexity of connecting supply chains.

Additional capacity also exists at Bell Bay.

2.2.2 A primary domestic container port

The Freight Logistics Coordination Team identified Burnie Port as the preferred location for long-term consolidation of Tasmania's domestic container task, based on potential for deep water expansion, ability to develop at comparatively lower cost and alignment with land transport networks. $12 million is currently being invested at the Port to improve container capacity and efficiency. Long-term, staged upgrades can accommodate 750 000 TEU, which would meet Tasmania's total container demand for the next thirty years.

In contrast, the port of Devonport has river basin constraints that limit the size and number of larger ships the port can accommodate. Rail access is limited to the western side, with container terminals located on the eastern side.

The Government recognises the need to provide long-term clarity on future planning for Tasmania's domestic container task. It accepts Burnie Port as the logical location for Tasmania's primary container port, and will now work closely with TasPorts, shipping operators and shippers to investigate this as an option, post-2025.

In moving toward a primary domestic container port over the medium-term, the Government will have an overriding focus on the impact any change will have on market competition and costs, for both shippers and operators.

The Government will be guided by the following key considerations.

- Market competition and cost. The existing number of service providers across Bass Strait is the minimum required to deliver competitive tension into the market. Any investment must maintain at least this level of competition. Providing space for a second domestic container operator at Burnie and reviewing, over the medium term, existing lease arrangements at both ports to ensure market-based competition can be maintained at a single port, are key issues.
- Infrastructure outcomes. Considering savings to government associated with moving to a single container port; the ability of the Government to deliver a higher standard infrastructure response at a single location; and land transport outcomes.
- Transparent identification of infrastructure costs and constraints at Burnie and Devonport ports. Burnie Port has adequate space for expansion, through reconfiguration and small-scale reclamation. Devonport Port is constrained by adjacent urban development but has additional landside space within the existing port footprint to support additional development for containers. The river's turning basin, which limits the number of larger ships the port can support, is the more significant impediment.
- A long-term, staged and demand-driven approach that incrementally responds to higher container volumes.

In taking this approach, the Tasmanian Government will target investment at other major ports to meet specific freight needs over general freight growth, avoiding further public investment in duplicated functions.

2.3 Planning for the needs of bulk freight customers

Approximately 9 million tonnes of bulk freight passes through Tasmanian ports each year, accounting for around two thirds of total port throughput. Major commodities include mineral concentrates and ores, cement, petroleum, logs and woodchips.

Bulk facilities operate at Bell Bay, Burnie, Devonport, Hobart and Port Latta. Bell Bay is Tasmania's largest public bulk freight port. Together, the privately owned facilities at Port Latta and Risdon move around 3.6 million tonnes a year, which is just over one third of the state's total bulk task.

Commodity-based specialisation is a feature of Tasmania's ports, and this has largely been driven by bulk freight. Bulk freight accounts for a high proportion of throughput at individual ports.

- Around 61 per cent of throughput at Bell Bay Port has an origin or destination in the adjacent Bell Bay Industrial Estate. A further 30 per cent of throughput is forestry freight associated with adjacent processing facilities.
- Cement from Railton accounts for just over a third of throughput at Devonport Port.
- Around 72 per cent of throughput at Hobart Port is freight moved over Nyrstar's private wharf at Lutana.

Bulk freight tends to be high tonnage, unpackaged and requires point-to-point transport (for example, from mine or processing plant to port). Bulk shipping services are often provided by direct charter, on a longer service rotation. Dedicated bulk shipping services in Tasmania include mineral exports from Burnie, cement via Devonport, and petroleum products into Self's Point (Hobart), Bell Bay and Devonport.

2.3.1 Critical infrastructure – options to replace Tasmania's bulk shiploader

Tasmania's only minerals concentrate shiploader is located at Burnie Port. The facility is owned by TasRail, and includes a loader, wagon tippler, conveyance system and storage shed. The shiploader handles up to 500 000 tonnes of mineral concentrates a year and primarily serves bulk mineral customers from the West Coast.

As the only multi-user asset of its kind in the state, the shiploader is a critical part of mining supply chains. The existing shiploader is close to life-expired and requires replacement over the short-term. As part of the *Western Tasmania Export Corridor Plan*, the Tasmanian Government will work with TasPorts and TasRail to investigate future arrangements to replace this key piece of freight infrastructure.

Individual ports have developed as natural gateways for specific bulk freight tasks, with significant investment made to support long-established bulk freight activities. Planning for the needs of bulk freight users must recognise existing port synergies, and support an appropriate level of port specialisation.

Opportunities for aggregation of like activities across ports remains important, and reducing duplication where possible. A review of shiploading infrastructure across all major ports, together with product storage needs and ship access considerations, would also form part of a bulk port prioritisation plan.

2.3.2 Supporting access for larger vessels at Burnie Port

The Tasmanian Government is currently developing a *Western Tasmania Export Corridor Plan*. The Plan will consider freight demand, supply chain and infrastructure issues and opportunities, and system wide improvements to support key bulk export tasks from Western Tasmania.

As the Region's key export port, port infrastructure and shipping services at Burnie Port is a focus of the Plan. Existing and future arrangements to support freight demand will inform recommendations on final options at the port.

The bulk freight task associated with the extraction and transport of the state's rich mineral deposits on the North West and West Coasts also raises issues of scale and capacity. There is the potential need for significant dredging work at Burnie Port to allow for greater capacity bulk ships to efficiently transport ore from the state to export markets. The size of vessels necessary to achieve this improved efficiency, are presently not capable of accessing the Port. This type of major port infrastructure work provides opportunities for strategic co-investment with commercial customers.

2.4 Commercial frameworks are a key part of port planning

Ports operate under detailed commercial frameworks, which regulate the cost of using and accessing port infrastructure and services. For example, leases over terminals and infrastructure, and activity-based charges levied by port authorities.

TasPorts publishes an annual schedule of port charges. Aurecon identified port charges as a small proportion of a business' total costs in moving freight across Bass Strait. Despite this, a small number of Tasmanian businesses have identified port charges as high compared to other Australian ports.

Private companies own or have long-term leases over land and infrastructure at each of Tasmania's major ports. This includes private wharves owned by Bell Bay Aluminium and Forico at Bell Bay, and Nyrstar in Hobart, and major container terminal leases exist at Devonport and Burnie ports.

The commercial arrangements governing a port can significantly influence long-term planning, service competition, costs to users and the location of activities.

The Tasmanian Government will work with TasPorts and key stakeholders to align commercial arrangements with long-term port outcomes.

2.5 Understanding the implications of a second container port in Victoria

The Port of Melbourne is Australia's largest maritime hub for containerised, automotive and general cargo. It is a critical link in the supply chain of Tasmanian businesses, with around 98 per cent of Tasmania's inbound and outbound container freight processed through the Port.

Tasmania represents around 25 per cent of total freight demand through the Port of Melbourne.

Capacity constraints, and an expectation that Victorian ports will in the future need to cater for larger ships, are driving plans to develop a second container port near Melbourne.

However, the timing and location for development of the second port have not yet been determined. Previous locations have included the existing deep water port at Hastings, and a new port at Bay West. The Victorian Government has now indicated it will seek advice on the preferred timing and future location of the second port from Infrastructure Victoria.

Depending on the future location of a second port, land freight costs for some Tasmanian shippers will increase. A container logistics study undertaken by the Port of Melbourne Corporation suggests that 86 per cent of Tasmanian imports to Victoria are destined for locations spread across metropolitan Melbourne, with relatively active areas both east and west of the central business district.

In the more immediate term, the Victorian Government is proceeding with plans to privatise operations at the existing Port of Melbourne under a medium-term (50-70 year) lease arrangement. The port lease will be offered to the market in late 2015 or early 2016, subject to the successful passage this year of supporting legislation by the Victorian Parliament.

The Tasmanian Government has been engaging with the Victorian Government at the highest levels to ensure the interests of Tasmanian businesses are protected as part of the privatisation process.

Port users and other stakeholders have raised serious concerns that privatisation will result in higher costs. Of particular concern for Tasmanian shippers is that both Toll and SeaRoad Shipping's existing leases at the Port expire in 2017, and will shortly be subject to renegotiation.

As part of the privatisation process, the Victorian Government intends to introduce a broad economic regulatory framework for port tariffs, which will include capped price increases of no greater than CPI for 15 years, starting from 2016.

Currently, there are no plans to directly regulate the rents that the new port operator can charge its tenants. However, the Victorian Government has indicated that the Victorian Essential Services Commission will undertake periodic reviews to ensure that the new operator is not misusing its market power in setting rents.

The Victorian Government has also announced that the operator will be required to offer market standard rent reviews to its tenants, which will include independent arbitration provisions. The Tasmanian Government continues to closely monitor the implementation of regulatory measures to ensure Tasmania's interests are adequately protected.

Strategic response

In delivering an improved port system, the following are key policy recommendations and actions.

Policy positions

2.1 Burnie Port is the logical location for prioritising long-term public sector investment for domestic container growth, but further work is needed to understand commercial and market benefits.

2.2 Individual ports have developed as natural gateways for specific bulk freight tasks, supporting investment by shipping companies and Tasmanian businesses. Reducing duplication where possible is important.

2.3 Access to the Port of Melbourne at fair and reasonable prices is critical for Tasmanian shippers. The location of Victoria's second container port is important, land freight costs for some Tasmanian shippers may increase. Private sector participation in port investment, where practical, is encouraged.

Actions the Tasmanian Government will undertake

- Assess the benefits of a single domestic container port at Burnie, examining supply chain, commercial and market outcomes for shippers, operators and the port manager.
- Develop a bulk freight port investment prioritisation plan.
- Development of a *Western Tasmanian Export Corridor Plan* to improve supply chain efficiency and productivity for key export sectors.
- Finalise a minerals concentrate shiploader replacement option as part of the *Western Tasmania Export Corridor Plan.*
- Continue to engage with the Victorian Government on port privatisation and future port planning in Victoria to ensure Tasmania's interests are fully considered.

Chapter 3 – High standard, responsive land freight connections

Tasmania's land transport network facilitates freight movement to and from key export and intermodal points, industrial and population centres, and regions. The network is extensive, with nearly all major freight corridors operating as parallel road and rail networks. The cost of maintaining this infrastructure, much of which is ageing and substitutable, is high for Tasmania.

Current and future freight volumes are forecast to remain highest on the road network, and focused on the Burnie to Hobart corridor. Based on freight volumes and strategic linkages, this corridor is the state's premier freight corridor.

Rail is important in meeting the needs of key bulk customers, but also carries an intermodal task.

From a user's perspective, Tasmania's road and rail networks are efficient, with few capacity or travel time constraints. The rail network offers a commercially competitive alternative to road, particularly for bulk and higher-volume tasks where there is efficient proximity to a railhead. This is evidenced by the contract to transport bauxite from Conara to Bell Bay.

Future upgrades to Tasmania's land transport network will require higher-standard infrastructure that meets changing vehicle productivity, user and safety requirements. At the same time, public funding for transport infrastructure will become more constrained and competitive.

Key observations

- In 2011-12, Tasmania's total land freight task was 23 million tonnes.
- Road carries the highest volumes at 20 million tonnes or 82 per cent net tonne kilometres, compared to just over 2.3 million tonnes or 18 per cent of net tonne kilometres for rail.
- Key commodities include construction inputs, agriculture, cement, forestry and consumer goods.
- Tasmania's land freight task is forecast to increase to 38 million tonnes by 2035. The agricultural sector is a key driver of future freight growth.
- The National Land Transport Network carries the highest freight volumes, with freight volumes highest between Burnie and Hobart.
- By 2035, the Bass Highway, between Launceston and Devonport, is forecast to carry the highest freight volumes of any land transport section.

3.1 Providing certainty on future freight investment across Tasmania's land freight network

The majority of Tasmania's land freight task is carried on road. Total and proportional freight volumes on rail are lower, but vary across lines.

Tasmania has a parallel road and rail connection between Burnie and Hobart, partially to Devonport Port (western side) and to Bell Bay. It also has parallel networks, where rail serves a specific freight task, on the West Coast and to Fingal.

Decisions on how road and rail should develop or interact affect investment and funding. Infrastructure Australia has sought clarification on the Tasmanian Government's objectives for its parallel road and rail networks, particularly between Burnie and Hobart. The Freight Logistics Coordination Team also identified this as a key issue in its final advisory report.

Road is the preferred mode for freight transport in Tasmania, where movements are generally over short distances. Road is also the preferred mode for time-critical freight. Point-to-point bulk freight movements for which rail has an advantage are limited in Tasmania.

Road freight networks operate under a system of user pays from heavy vehicles, and contributions are regularly reviewed at a national level. Nationally, road transport is moving toward even higher productivity vehicles, which will require major road upgrades over the long term.

Tasmania's rail network operates under an open access framework, which regulates the cost of access to the rail network for train service operators. TasRail charges for the provision of train services and for some specific infrastructure upgrades.

The Australian and Tasmanian Governments provide the majority of funding for land transport infrastructure, particularly for major capital projects. The cost of delivering and maintaining this infrastructure is high. For example, the replacement value of the state road network is just under seven billion dollars. Capital investment in renewal of this asset has exceeded depreciation in only two of the last ten years.

Clarifying future investment priorities across road and rail, including on the key Burnie to Hobart freight corridor, is a priority for government.

3.2 Delivering a single, high-standard, contestable interstate freight corridor

By tonnage, traffic volumes, and strategic land use connections, the road and rail networks between Burnie and Hobart are Tasmania's most significant freight corridor. The corridor connects major ports at Burnie and Devonport, key population and industrial centres, and major intermodal hubs at Brighton and Burnie Port.

65 per cent of Tasmania's land freight task travels on this corridor for at least part of its journey, and most major freight origins and destinations are located within 30 kilometres of the corridor. It is Tasmania's key corridor for the movement of containerized freight.

The Burnie to Hobart freight corridor is listed as an early stage project on Infrastructure Australia's *Infrastructure Priority List*. Infrastructure Australia is currently updating this list, and the Tasmanian Government is seeking retention of the corridor as part of this process.

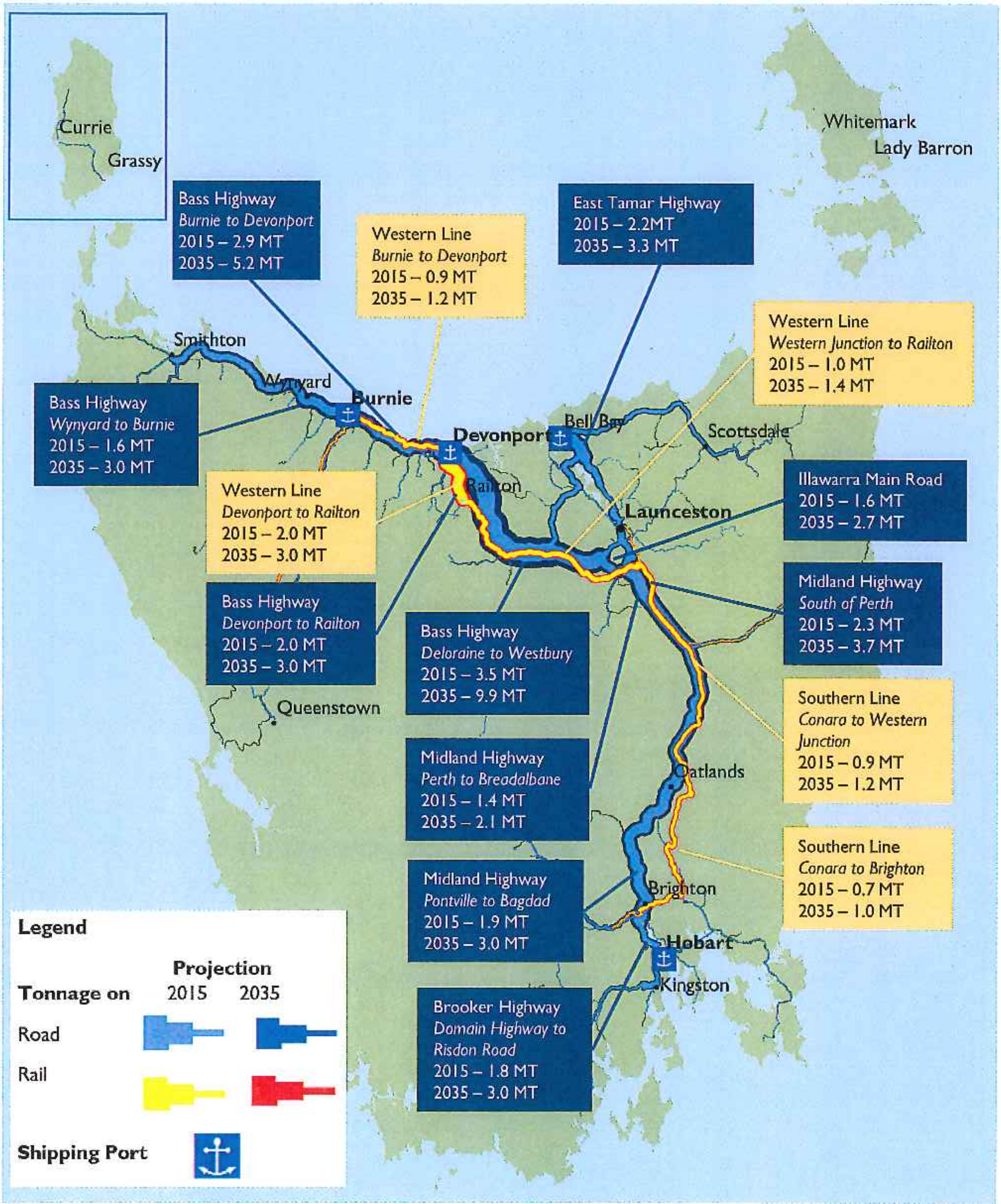
The Burnie to Hobart freight corridor operates as a parallel road and rail route. Significant public investment has been made in both networks to improve both efficiency and safety, with further investment required.

3.2.1 Land transport freight growth and contestability

Over the long term, freight volumes will continue to increase and remain highest on this corridor (Figure 3), with the highest volumes on road.

Rail freight across the corridor includes both bulk and intermodal, and includes – as with the road network – tasks that use only part of the corridor. The highest volume rail task on the corridor is the bulk cement task between Devonport and Railton, which operates as a closed loop system from factory to port. Two customers account for 60 per cent of rail's intermodal task.

Figure 3. Forecast freight volumes, Tasmanian land transport network



Source: Tasmanian Freight Survey 2012, Department of State Growth

Under general freight growth, an analysis of freight volumes across commodities indicates around 1.1 million tonnes of the current intermodal road freight task on this corridor could be contestable by rail (Figure 4). This figure does not consider emerging, and potentially significant bulk freight tasks, or the feasibility or desirability of a switch to rail for individual businesses.

It is noted that TasRail recently released a report on the role of rail, which considers both statewide freight contestability and the broader benefits of rail as a transport mode. This report is based on a different freight contestability methodology and considers future growth to 2019 only.

3.2.2 Long-term corridor planning

The Burnie to Hobart rail corridor has formed the focus of rail investment, with significant funding committed to track and rolling stock upgrades. Under certain circumstances, deferred investment or maintenance can be an outcome of a parallel network.

This means the proportion of freight carried on one mode increases to a point where investment or maintenance in the second mode, can be reduced or postponed.

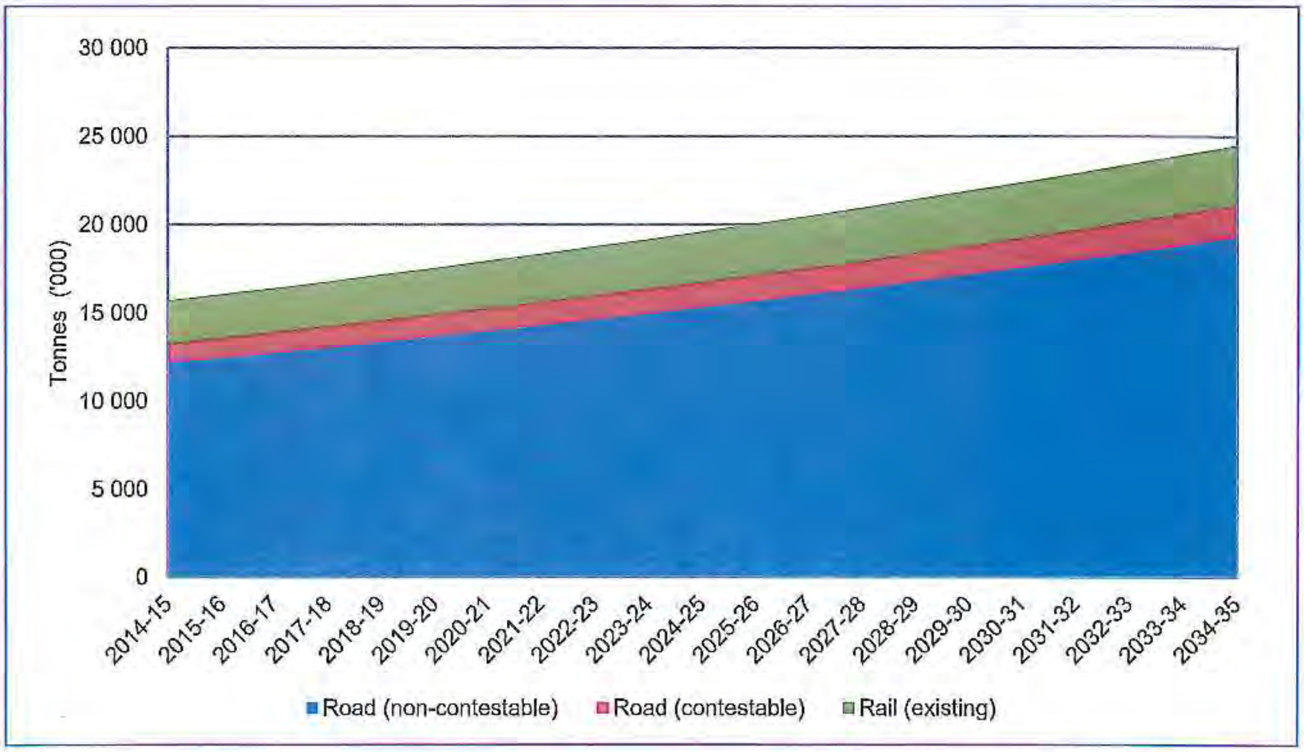
Along the Burnie to Hobart corridor, current and forecast freight and general traffic volumes on road are high, with the volume of freight carried on rail unlikely to have a significant impact on required road funding.

The Tasmanian Government has identified Burnie to Hobart as Tasmania's premier freight corridor, and will develop this corridor to deliver the highest standard freight infrastructure and service levels.

Future planning on the Burnie to Hobart corridor will be demand-driven, mode-neutral and outcome-based. Investment will be made in the context of an integrated freight corridor.

The Government will deliver a *Burnie to Hobart Freight Corridor Strategy* to guide future planning and investment.

Figure 4. Forecast and contestable freight tonnages, Burnie to Hobart, 2014-15 to 2034-35



Source: Department of State Growth, TasRail

The Strategy will:

- identify a single, integrated package of investment priorities for road and rail based on freight demand, corridor and system outcomes
- prioritise major freight-related investment in support of general freight growth
- confirm required road and rail infrastructure standards and service levels
- plan for the highest road freight infrastructure standards across the State Road Network, including in support of major step changes in heavy vehicle productivity
- focus rail investment to support a safe, reliable and sustainable rail network
- consider broader and alternative mechanisms to support freight users to meet their supply chain needs.

3.3 Providing direction on the future role of rail

Rail has attracted significant attention over the past decade, moving from a privately-owned business characterised by under-investment, to a Tasmanian Government-owned entity that has attracted higher levels of funding to deliver renewed infrastructure and rolling stock. A current Legislative Council inquiry into the financial sustainability of TasRail is a recent example of interest in the performance and future funding of rail.

Rail's share of Tasmania's land freight task is around 22 per cent of net tonne kilometres. This is higher on some individual lines. The existing customer base is small, with a few large bulk freight customers accounting for a high proportion of total volumes.

3.3.1 Rail task and investment

Tasmania's rail task is spread across three corridors – Burnie to Hobart, Melba Flats to Burnie, and Fingal to Conara. The section of railway between Devonport and Railton carries high volumes for a single customer, and comprises around 50 per cent of rail's total freight volumes. The Bell Bay line is currently used for a mining task and forestry trial.

A future increase in tonnages on this line is expected as a result of the redevelopment of the George Town railhead, together with opportunities associated with the reintroduction of international shipping services to Bell Bay.

Tasmania's rail network is managed by TasRail, which operates as a vertically integrated 'above rail' (train services) and 'below rail' (rail network) business. Under this business model, TasRail as the network operator charges users of the network for services provided. In 2014-15 network access fees of around \$3.3 million were paid by TasRail's above rail business for the use of rail infrastructure.

Both the Australian and Tasmanian Governments have made major investments in the rail network to improve reliability and safety. \$205 million was committed by the Australian Government to below rail projects as part of the Rail Rescue Package and 2007 election infrastructure commitments.

A further \$120 million has been committed as part of the new Infrastructure Investment Program. The Tasmanian Government also makes regular contributions to rail network maintenance through annual operating grants. A combined investment of \$96.5 million has been made on new locomotives and wagon fleets.

3.3.2 Future rail investment and supporting pricing framework

Investment in Tasmania's rail infrastructure and rolling stock has significantly improved safety and reliability across the network. As part of an integrated freight system, the ability of rail to provide a commercially competitive alternative to road, including for key bulk tasks, is a key objective and one that is now possible as a result of the major improvements made to the network and services.

Following significant investment, it is now appropriate to evaluate the broader competitive and system outcomes associated with this investment to clearly inform the role rail can play in Tasmania's freight system. As Tasmania's premier freight corridor, the focus of this evaluation will be the Burnie to Hobart corridor, with future investment in rail considered as part of long-term planning on this corridor.

The Government will also update the existing *Tasmanian Rail Access Framework*, which expires in December 2016, and formalise transparent arrangements for private sector contributions for specific rail investments.

3.4 Supporting freight growth and access on regional freight routes

Many businesses rely on regional freight networks to move product to / from processing centres and export points. Regional networks are particularly important to the agricultural, forestry, mining and construction sectors.

Over the long-term, regional freight volumes are forecast to remain highest on the East Tamar Highway, north of the Batman Bridge and the Bass Highway west of Burnie. These roads are the priority for future freight-related regional road investment.

3.4.1 Regional road and rail access needs

Many parts of Tasmania's road network have restricted access or at risk of reduced access in the near future for high productivity (including Higher Mass Limit) and oversize and overmass (OSOM) vehicles, based largely on deficient bridge structures. An inability to access, or easily access, the road network impacts both general freight productivity, and increases the regulatory complexity of land development.

Many infrastructure improvements beneficial to heavy vehicles, including improved pavement strength and extended shoulder and lane width, can be delivered cost-effectively and efficiently through routine maintenance supported by small-scale upgrades.

The Government will work with the Department of State Growth to ensure freight improvements are built into capital programs, developing infrastructure to a uniform standard, consistent with transparent service levels.

Access for higher productivity vehicles will be considered as part of a state framework, supported by some flexibility at the corridor level to meet local and task-based needs.

Allocation of resources will respond to statewide economic growth priorities.

Rail infrastructure improvements on regional lines will focus on reliability and safety. Under current volumes and customer profiles, there is no identifiable need to invest for travel time savings.

3.4.2 Supporting regional economic development

The Tasmanian Government recognises the relationship between regional freight networks and regional economic development. A number of mines proposed across Tasmania, for example, will rely on regional road and rail connections to move product to market. The agricultural and aquaculture sectors also have a strong reliance on regional roads.

For major or specific, new freight tasks, the Government will work with businesses to understand their freight needs, and maximise alignment between these needs and existing freight infrastructure networks.

Investment in support of a new freight task, outside the National Land Freight Network, should consider broader statewide and regional economic development outcomes, and the potential to partner with industry to deliver any additional investment.

3.5 Achieving greater alignment between transport hubs, industrial areas and major freight routes

Industrial areas are major generators of freight. For example, the Bell Bay Industrial Estate and Glenorchy industrial areas account for 60 per cent and 40 per cent of freight originating in or destined for their respective regions.

Across all three regions, industrial areas account for a high proportion of the freight task

- Bell Bay Industrial Estate has a number of high tonnage industries and is the largest freight generating industrial area in the state. Around 1 million tonnes of the state task originates within Bell Bay and a further 1.8 million tonnes travels to the area. Another 1.5 million tonnes is handled within Bell Bay, moving between port and industry sites without using the land freight network.
- Glenorchy is a focus for manufacturing and processing in the south of the state with just under 0.6 million tonnes travelling to the area and around 0.9 million moving out. Further significant tonnages move through industries adjacent to Nyrstar's wharf at Lutana.
- Several locations are dominated by single, large freight-generating industries. For example, Norske Skog at Boyer, and Cement Australia at Railton.

The Brighton Hub is a purpose-built road-rail hub located on the Burnie to Hobart freight corridor. It has played a key role in opening up large areas of industrial land, close to Hobart, with direct access to high-standard road and rail networks.

The co-location of intermodal hubs with major industrial or freight-generating activities has the potential to support localised freight aggregation and maximise access to, and use of, key freight corridors and modes.

With the exception of the Brighton Hub, all of Tasmania's intermodal hubs are located at a port – Burnie, Devonport and Bell Bay ports.

Figure 5 shows the location of major industrial and freight-generating areas in relation to the Burnie to Hobart freight corridor.

The Government will work with local government and the private sector to encourage consolidation of industrial and freight-generating activities in locations with good access to the strategic freight network, particularly the Burnie to Hobart freight corridor.

The Tasmanian Government will also work with local government to ensure planning frameworks support and reinforce key freight networks and assets. It is anticipated that this will include a uniform zoning approach to major freight corridors.

3.6 An agreed statewide land freight network, delivering planning and investment certainty

The Tasmanian Government has developed a Tasmanian Land Freight Network (Table 2 and Figure 6), based primarily on current and forecast freight demand, and network function. The Network identifies target freight outcomes across corridors, and infrastructure standards that are appropriate to the freight task.

Tasmanian Land Freight Network – key elements

- **Burnie to Hobart as Tasmania's premier interstate freight corridor.** This corridor is the priority for freight investment, including major capital upgrades. Short to medium-term investment will be focused on addressing deficiencies on the road network, reflecting freight volumes carried. The road corridor will be developed to Tasmania's highest freight infrastructure standards, including incremental upgrades to meet long-term, step-changes in vehicle productivity in Tasmania.
- **Principal freight routes.** These recognise the Bass Highway (west of Burnie) and East Tamar Highway as strategic freight corridors, forecast to carry the highest freight volumes outside the Burnie to Hobart corridor. The routes connect to major freight-generating areas between Smithon and Burnie, where agriculture is a major driver of future freight growth, and the Bell Bay Industrial Estate, a key bulk freight hub.
- **Key regional freight connections**, supporting the movement of freight from regional areas to processing and export ports. Generally, these corridors carry specific bulk freight tasks, including mining and forestry. The focus is on incremental upgrade of existing infrastructure to deliver improved freight access, productivity and safety outcomes over time.
- **Industrial and last mile access roads**, providing key local connections to major ports, industrial, processing and distribution centres. These roads are often local-government owned.

The Network is linked to the Government's freight investment priorities. The Network will be reviewed every five years, as well as in response to major changes in the freight system affecting freight volumes on individual links, to ensure the Network remains contemporary.

It is supported by specific modal planning undertaken by both the Department of State Growth and TasRail, including in relation to infrastructure standards and service levels for users.

Figure 5. Major freight generating areas, Tasmania

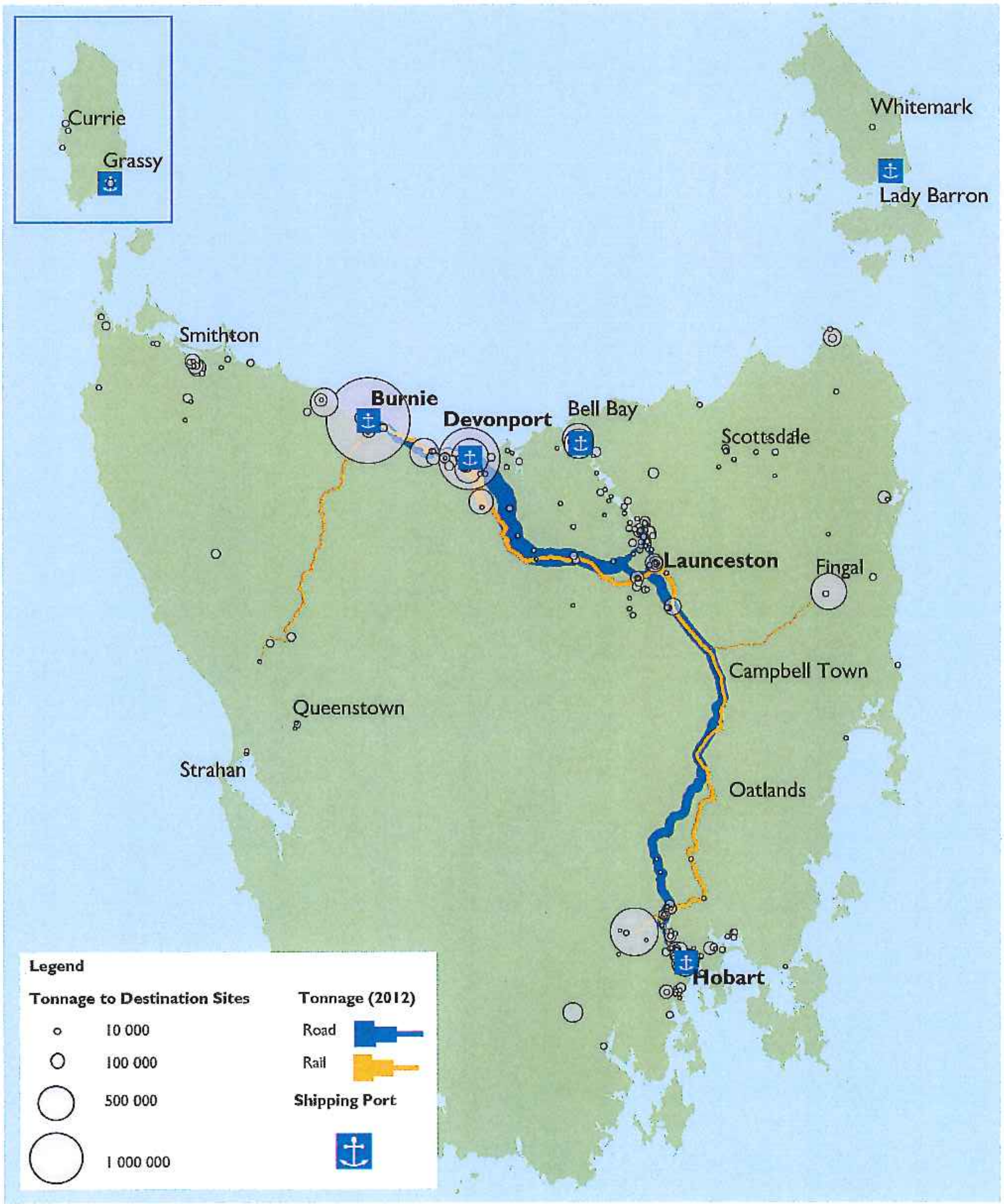
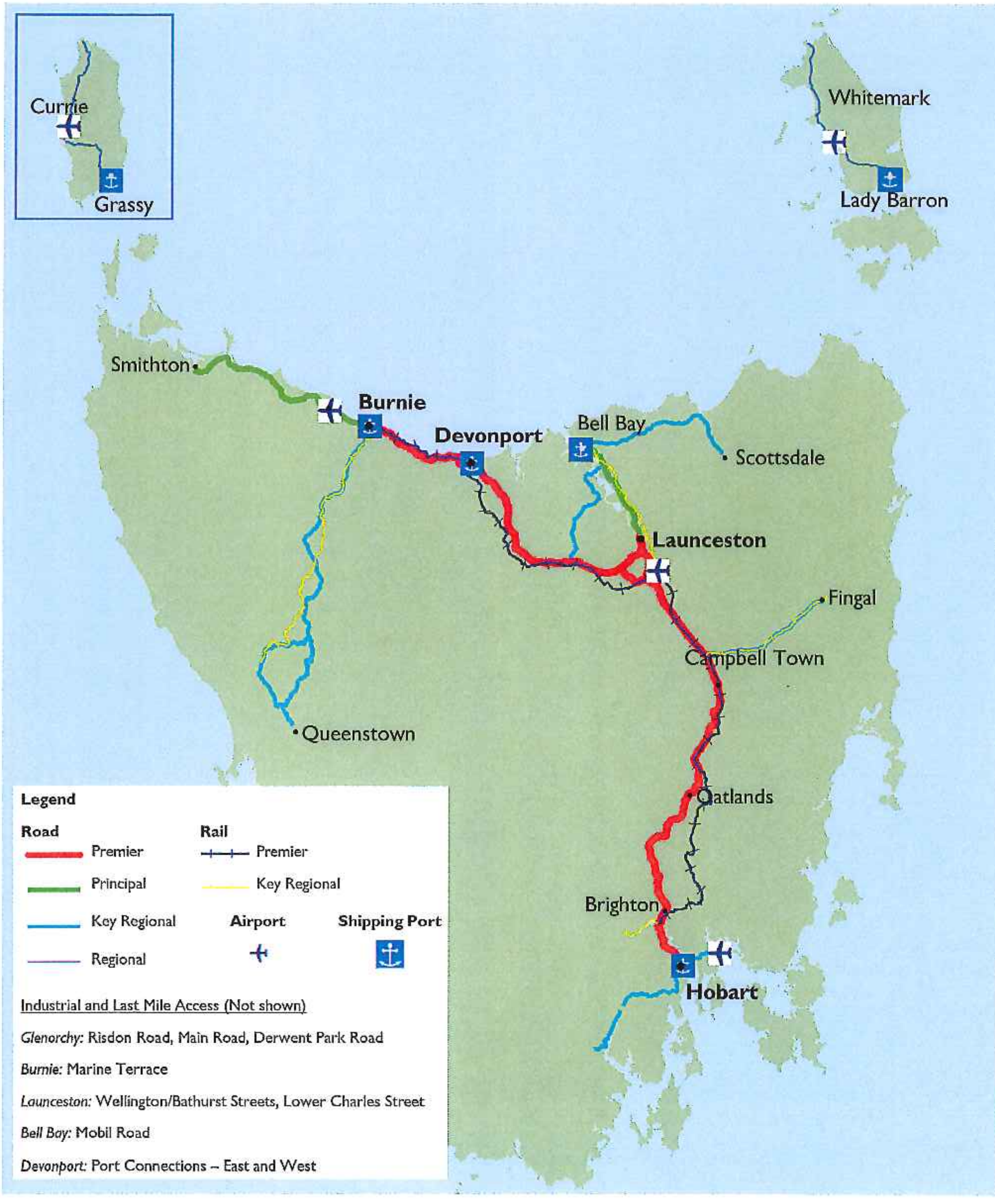


Table 2. Tasmanian Land Freight Network

Freight category	Outcomes	Investment principles
Premier interstate freight corridor Burnie to Hobart freight corridor	Priority for investment to support general freight growth and major step changes in vehicle productivity. Highest standard road freight productivity and efficiency, including: • high level of service in terms of vehicle operating costs • pre-approved higher productivity vehicle routes, supporting more productive freight movements • pre-approved access for specified oversize/over-mass vehicles. Alternative options to meet freight needs examined, across modes. Improved safety and reliability on the rail network.	Road Priority network for investment. Projects that address major freight infrastructure deficiencies. Infrastructure standards that cater for major step changes in heavy vehicle productivity. Upgrades to provide as of right access for specified classes of higher productivity vehicles; retain access controls for others. Delivery of heavy vehicle standards built into capital programs. Rail Target remaining safety and reliability deficiencies. Consolidate investment around current funding. Demand-driven investment, directly assessed against road capacity.
Principal bulk freight routes Bass Highway (west of Burnie) East Tamar Highway	Efficient, high-standard freight connections to export points and the Burnie to Hobart corridor, including: • pre-approved higher productivity vehicle routes, supporting more productive freight movements. • pre-approved access for specified oversize/over-mass vehicles.	Road Priority network for investment after premier interstate corridor. Heavy vehicle standards (B-Double) delivered as part of routine capital and maintenance. Long-term network maintenance in support of a major bulk freight task. Upgrades to provide as of right access for specified classes of higher productivity vehicles; retain access controls for others.

Freight category	Outcomes	Investment principles
Key regional freight connections Frankford-Birralee corridor Murchison-Ridgley Highways Bridport Main Road Huon Highway Esk Main Road Bell Bay, Fingal, Derwent Valley and Melba rail lines	Safe, efficient regional freight networks, including: • general access for standard higher productivity vehicles only; larger vehicles remain subject to access controls • oversize/ over-mass vehicles on gazetted routes with access controls.	Road Prioritise maintenance and small-scale upgrades in support of moderate freight growth. Targeted investment to remove significant constraints. Consider non-infrastructure solutions. Some vehicles prohibited under certain conditions. Rail Demand-driven investment, directly assessed against road capacity.
Industrial and last mile access roads Burnie (Marine Terrace) Devonport (to east and west port) Bell Bay (Mobil Road) Launceston (Bathurst, Wellington, Lower Charles Streets) Glenorchy (Risdon, Main and Derwent Park Roads) Hobart (Davey and Macquarie Streets)	Local freight roads that are planned, protected and developed as part of a statewide freight system.	Appropriate land use planning provisions to protect road function. Prioritisation of local infrastructure investment to these roads.

Figure 6. Tasmanian land freight network



Strategic response

In delivering a strategic, responsive and financially sustainable land freight system, the following are key policy recommendations and actions.

Policy positions

3.1. The Tasmanian Government is committed to a defined land freight network. The network will be reviewed every five years, and in response to major changes in demand, to ensure the network remains contemporary.

The Tasmanian Land Freight Network is proposed as follows:

- premier interstate freight corridor – Burnie to Hobart
- principal bulk freight routes – East Tamar Highway, Bass Highway (west of Burnie)
- key regional freight connections – Frankford-Birralee-Batman corridor; Murchison-Ridgley Highways, Esk Main Road, Huon Highway, Bridport Main Road; Bell Bay, Fingal, Derwent Valley and Melba rail lines
- industrial and last mile access roads – Burnie (Marine Tce); Devonport (east and west port connections); Bell Bay (Mobil Road); Launceston (Bathurst, Wellington, Lower Charles Streets); Glenorchy (Risdon, Main and Derwent Park Roads); Hobart (Macquarie and Davey Streets).

3.2 Major freight-related investment will be prioritised in support of general freight growth between Burnie and Hobart, delivering the highest standard freight productivity and efficiency outcomes on this key freight corridor.

3.3 Investment in freight infrastructure will be clearly linked to freight demand and function across all modes and assets, supported by a clear identification of the infrastructure standards required to support the freight task.

3.4 Appropriate partnerships will be sought with the private sector to invest in new freight tasks, particularly where investment is required outside the strategic freight network.

3.5 Work with local government to encourage consolidation of industrial activities in locations with good access to the strategic freight network, particularly the Burnie to Hobart corridor.

Actions the Tasmanian Government will undertake

- Finalise a Tasmanian Land Freight Network.
- Develop a *Burnie to Hobart Freight Corridor Strategy.*
- Deliver a new *Tasmanian Rail Access Framework.*

Chapter 4 – Delivering a single, integrated freight system

Freight infrastructure is expensive to maintain and provide. Investment decisions are long-term and need to be supported by adequate freight demand.

The Tasmanian Government owns the majority of Tasmania's freight networks, and also provides supporting rail and sea freight services. The private sector provides road, sea and air freight and logistics services. Private infrastructure investment exists in niche parts of the freight system.

Tasmania's freight system is used by freight users who make freight transport decisions based on their own business needs – balancing service and cost. Tasmanian freight transport supply chains are typically multi-modal with Bass Strait a key part of the supply chain for most freight users.

While there is broad alignment in the planning and activities of major freight infrastructure providers and users operating within the Tasmanian freight transport system, there is opportunity for further improvement.

Collaboration between freight users, service providers and government is central to effective freight outcomes. This is underpinned by current and accessible information on how Tasmania's freight system is used.

Key observations

- In 2011-12, Tasmania's total land freight task was 23 million tonnes and the sea freight task was 13 million tonnes.
- General freight growth is forecast at 1.7 per cent, with higher growth in the agricultural sector (4 per cent) and in the container market (3 per cent).
- There is a significant uplift in trailerisation as the most effective mode of transport for speed to market, particularly in the fresh/perishable sectors
- Land freight volumes are highest on the road network. Port throughput is focused on the three northern ports.
- The Tasmanian Government owns all major land transport infrastructure, managed through TasPorts, TasRail, and the Department of State Growth (road).
- Infrastructure Tasmania will provide a coordinated approach to the planning and delivery of major infrastructure in Tasmania.
- The Tasmanian Government undertakes a triennial freight survey, providing comprehensive, business-derived freight data across Tasmania's land transport network.

4.1 Aligning objectives, planning and investment across freight infrastructure and service providers

The Tasmanian Government owns nearly all major freight infrastructure in Tasmania, across ports, road and rail as well as providing sea and rail freight services. The Government is committed to retaining ownership of these key public assets.

The Government manages its freight assets through four entities – TasPorts, TT-Line, TasRail and the Department of State Growth – each of which has responsibility to plan and manage specific freight infrastructure and modes.

With the exception of the Department of State Growth (roads), all operate as independent government-owned businesses, with associated strategic planning and public financial reporting responsibilities.

Tasmania's public infrastructure and service providers play a major role in the operation of Tasmania's freight system. The strategic plans of each are a key part of freight system planning, and can significantly influence planning and investment outcomes.

Coordination across the strategic planning activities of these businesses is critical to meeting freight objectives. Customers and key stakeholders must be involved, and relevant business and freight-related information made publicly accessible.

The Tasmanian Government will seek to better coordinate the objectives of its infrastructure and service providers, working to:

- align business objectives, strategic plans and investment strategies with the *Tasmanian Integrated Freight Strategy*
- develop agreed and transparent strategic and project planning processes, based on common freight demand assumptions and a clearly articulated strategic freight network.

4.2 Establishment of Infrastructure Tasmania to lead best practice project evaluation and prioritisation

Infrastructure, and the way it is planned, provided, used and maintained, is one of the key levers the Tasmanian Government has to increase productivity and economic growth and meet its freight policy objectives.

In May 2015, the Government established Infrastructure Tasmania to lead best practice in the planning, evaluation and prioritisation of economic infrastructure in Tasmania.

The creation of Infrastructure Tasmania represents a significant step forward for infrastructure planning in Tasmania, providing for the first time, an independent body to oversight, and advise on, major infrastructure policies, proposals and evaluation methodologies.

Key responsibilities of Infrastructure Tasmania include:

- development of a project pipeline and common project assessment methodology
- coordination of all major funding submissions to the Australian and Tasmanian Governments, including across and within sectors
- provision of independent advice on the benefits or need for specific infrastructure proposals, including the detailed review of major projects.

Infrastructure Tasmania recently released its forward work program for 2015-2016.

Key initiatives include:

- release of a prioritised infrastructure project pipeline and supporting assessment methodology (a Tasmanian Infrastructure Priority List will be delivered by March 2016)
- release of the *Tasmanian Integrated Freight Strategy*
- assessment and review of past reports on a potential Hobart light rail system, with recommendations on priority and future use of the rail corridor
- a detailed assessment and report on the design and funding requirements for a new Bridgewater Bridge
- oversight and monitoring of infrastructure investment on the Midland Highway.

4.2.1 A focus on transparent, coordinated project evaluation

Improving the justification and evaluation of major infrastructure projects has been a focus of recent national infrastructure funding programs.

Infrastructure Australia has led recent thinking on the evaluation of major infrastructure projects, including the development of detailed project assessment templates and supporting economic analysis for use by states.

The Tasmanian Government supports the intent and broad methodology outlined by Infrastructure Australia. It also acknowledges the need for statewide coordination of major funding submissions.

Infrastructure Tasmania will work with infrastructure and service providers to develop a standardised project assessment methodology for publicly-funded freight infrastructure projects, consistent with national standards.

The methodology will:

- include strategic and operational justification for a project
- use common freight data, assumptions and forecasts
- use best practice methodology for the assessment of social and environmental externalities
- be based on a core benefit-cost ratio approach (the extent to which wider economic benefits can be meaningfully quantified will continue to be explored).

The methodology will be used for all major publicly-funded capital upgrade projects over $5 million. All project evaluations and assessments will be made public.

4.3 Providing accessible freight data to inform public and private sector freight planning

Freight planning must be established on a strong evidence base. This is particularly the case as governments and the private sector seek to maximise – and justify – the outcomes of their infrastructure investment. The Freight Logistics Coordination Team highlighted the importance of information to effective freight planning.

Access to up-to-date, publicly accessible freight data and adoption of agreed freight assumptions (for example, container and industry sector growth rates) will ensure government, infrastructure providers, business and the private sector are working off a common freight planning platform.

The Tasmanian Government's Tasmanian Freight Survey[1] has underpinned major capital investment for over a decade, forming a key component of major infrastructure funding bids across road and rail.

The Survey captures detailed freight movements across Tasmania's road and rail networks based on information direct from businesses. Figure 7 provides an example output from the most recent 2011-12 survey, showing freight flows across the north-west region based on volume, route, commodity and vehicle type.

The Tasmanian Government recently commenced its fifth Tasmanian Freight Survey.

The Freight Logistics Coordination Team identified gaps in publicly available information about Tasmania's freight system.

It recommended the development of a publicly accessible online freight model to understand the impact of future changes in the freight system, to inform decision making and to establish a common information base across government and industry.

1. www.stategrowth.tas.gov.au/infrastructure/freight/survey

Figure 7. Example freight flow map, Tasmanian Freight Survey 2011-12

Source: Tasmanian Freight Survey 2012, Department of State Growth

As a starting point, the Tasmanian Government will develop a dedicated web-based presence for freight, providing transparent information and data to industry and the public.

A wide range of information will be provided in one location, and is expected to include:

- general information on Tasmania's freight system, its development and use
- investment commitments, project assessment and prioritisation
- project assessments and analysis
- strategic plans of public infrastructure providers.

4.4 Working with industry to meet Tasmania's freight challenges

The effective delivery of the *Tasmanian Integrated Freight Strategy* requires a partnership approach between business and government. Each has a significant stake in Tasmania's freight system and can significantly influence outcomes.

The Tasmanian Government will continue to work with industry, including major Tasmanian freight users to better understand the issues facing Tasmania's freight system and opportunities for improvement. In engaging with industry, the Government will focus on:

- progressing delivery of the *Tasmanian Integrated Freight Strategy*
- sharing information affecting Tasmania's freight system
- identifying opportunities to strengthen the role of lower volume shippers in the market, and to reduce the volume of empty containers crossing Bass Strait
- providing advice on relevant freight information and data, including industry-related data, to support an improved understanding of the operation of Tasmania's freight system.

Strategic response

In responding to these key issues, the following are key policy recommendations and actions.

Policy positions

4.1 Strategic thinking, planning and evaluation of Tasmania's economic infrastructure will be led by, and coordinated through, Infrastructure Tasmania.

4.2 The strategic plans and investment strategies of TasPorts, TasRail, TT-Line and the Department of State Growth (road delivery agency) will align to the *Tasmanian Integrated Freight Strategy.*

4.3 Large-scale privatisation of publicly-owned freight infrastructure is not supported by the Tasmanian Government. However, the Government will work with the private sector to identify investment opportunities in specific freight assets, services or in support of discrete freight tasks.

Actions the Tasmanian Government will undertake

- Develop a standard project evaluation methodology for major publicly-funded freight infrastructure investment, through Infrastructure Tasmania.
- Undertake a fifth *Tasmanian Freight Survey.*
- Develop a web-based presence for freight, providing information on key freight policy initiatives, major system upgrades and the general operation of the freight system.
- Undertake regular, structured consultation with industry on the key issues and opportunities facing Tasmania's freight system.

Appendix 1. Key recommendations, *Draft Tasmanian Integrated Freight Strategy*

1. Support service choice and competition across Bass Strait

Policy positions

1.1 Private sector solutions to shipping capacity and service needs are the first and preferred response to capacity needs on Bass Strait. The Government supports planned investment in larger vessels by the two existing private operators.

1.2 Service competition within the Bass Strait container market is critical. The Government supports a no-lessening of Bass Strait shipping competition that seeks to maintain at least two major private sector domestic container operators.

1.3 The Government has established a tourism strategy for TT-Line that will maintain existing freight capacity. Opportunities to strengthen alignment with the time-sensitive market will be explored.

1.4 The long-term continuation of existing TFES arrangements, including the recent extension of the TFES to goods destined for international markets is essential to reducing the freight rate of eligible shippers.

1.5 The Government supports balanced reforms to coastal trading regulations that will deliver cost competitive and expanded service choice to Tasmanian shippers.

Actions the Government will undertake

- Facilitate market-based solutions to Bass Strait container shipping needs, including the provision of transparent information to the market on shipping needs; identification of capacity and service gaps; and continued advocacy for regulatory changes that expand service choice for Tasmanian shippers.
- Monitor container volumes with and across commodity sectors, to inform overall capacity and specific service needs.
- Assess opportunities to reduce the volume of empty containers crossing Bass Strait.
- Continued advocacy to the Australian Government to:
    - secure the long-term continuation of existing TFES arrangements, including to transhipped freight
    - maximise service choice to Tasmanian shippers as a result of any changes to the Australian Government's coastal trading framework.
- Support intermodal competition from air freight by working with targeted international airlines to develop a business case for one or more direct flights per week from Hobart to a key Asian hub.

2. Promote efficient freight gateways

Policy positions

2.1 Burnie Port is the logical location for prioritising long-term public sector investment for domestic container growth, but further work is needed to understand commercial and market benefits.

2.2 Individual ports have developed as natural gateways for specific bulk freight tasks, supporting investment by shipping companies and Tasmanian businesses. Reducing duplication where possible is important.

2.3 Access to the Port of Melbourne at fair and reasonable prices is critical for Tasmanian shippers. The location of Victoria's second container port is important, land freight costs for some Tasmanian shippers may increase. Private sector participation in port investment, where practical, is encouraged.

Actions the Government will undertake

- Assess the benefits of a primary domestic container port at Burnie, examining supply chain, commercial and market outcomes for shippers, operators and the port manager.
- Develop a bulk freight port investment prioritisation plan.
- Finalise a minerals concentrate ship-loader replacement option as part of the *Western Tasmania Export Corridor Plan.*
- Development of a *Western Tasmanian Export Corridor Plan* to improve supply chain efficiency and productivity for key export sectors.
- Continue to engage with the Victorian Government on port privatisation and future port planning in Victoria to ensure Tasmania's interests are fully considered.

3. Enhance existing high-standard, responsive land freight connections

Policy positions

3.1 The Government is committed to a defined land freight network. The network will be reviewed every five years, and in response to major changes in demand, to ensure the network remains contemporary. The Tasmanian Land Freight Network is proposed as follows:

- premier interstate freight corridor – Burnie to Hobart
- principal bulk freight routes – East Tamar Highway, Bass Highway (west of Burnie)
- key regional freight connections – Frankford-Birralee-Batman corridor; Murchison-Ridgley Highways, Esk Main Road, Huon Highway, Bridport Main Road; Bell Bay, Fingal, Derwent Valley and Melba rail lines
- industrial and last mile access roads – Burnie (Marine Terrace); Devonport (east and west port connections); Bell Bay (Mobil Road); Launceston (Bathurst, Wellington, Lower Charles Streets); Glenorchy (Risdon, Main, and Derwent Park Roads); Hobart (Macquarie and Davey Streets).

3.2 Major freight-related investment will be prioritised in support of general freight growth between Burnie and Hobart, delivering the highest standard freight productivity and efficiency outcomes on this key freight corridor.

3.3 Investment in freight infrastructure will be clearly linked to freight demand and function across all modes and assets, supported by a clear identification of the infrastructure standards required to support the freight task.

3.4 Appropriate partnerships will be sought with the private sector to invest in new freight tasks, particularly where investment is required outside the strategic freight network

3.5 Work with local government to encourage consolidation of industrial activities in locations with good access to the strategic freight network, particularly the Burnie to Hobart corridor.

Actions the Government will undertake

- Finalise a Tasmanian Land Freight Network.
- Develop a *Burnie to Hobart Corridor Strategy.*
- Deliver a new *Tasmanian Rail Access Framework.*

4. Deliver a single, integrated freight system

Policy positions

4.1 Strategic thinking, planning and evaluation of Tasmania's economic infrastructure will be led by, and coordinated through, Infrastructure Tasmania.

4.2 The strategic plans and investment strategies of TasPorts, TasRail, TT-Line and the Department of State Growth (road delivery agency) will align to the *Tasmanian Integrated Freight Strategy.*

4.3 Large-scale privatisation of publicly-owned freight infrastructure is not supported by the Tasmanian Government. However, the Government will work with the private sector to identify investment opportunities in specific freight assets, services or in support of discrete freight tasks.

Actions the Government will undertake

- Develop a standard project evaluation methodology for major publicly-funded freight infrastructure investment, through Infrastructure Tasmania.
- Undertake a fifth *Tasmanian Freight Survey.*
- Develop a web-based presence for freight, providing information on key freight policy initiatives, major system upgrades and the general operation of the freight system.
- Undertake regular, structured consultation with industry on the key issues and opportunities facing Tasmania's freight system.

Tasmanian Government

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