

Appendix One –
Proposed Action Responses to the Development of a Level of Services Agreement for the
Operation and Minor Maintenance of the Raymond Island Ferry Report Recommendations

Recommendation	Priority	Proposed Action
Scheduling (Recommendations 1-7)		
1. Continuous operation (when full) in afternoon peak between 3.30pm-6.00pm.	High	Impact on pedestrians to be resolved and changes to be introduced 1/7/20
2. Shift hours of continuous operation in the morning to 7.00am-9.00am.	High	Impact on pedestrians to be resolved and changes to be introduced 1/7/20
3. Operate a continuous service when required during seasonal peaks.	High	Impact on pedestrians to be resolved and changes to be introduced 1/7/20
4. Additional operator should be provided to provide greater efficiency and manage risk during these peak times.	Medium	Changes to be informally pursued with current operator and formally included as a requirement in the next contract.
5. The evening timetable is modified after 8pm to a 30-minute service.	High	Changes to be introduced 1/7/20 which will assist to smooth the additional services (recommendations 1,2 & 3) with no overall increase in services and therefore no operating and maintenance implications.
6. Revert to the previous practice of equal waiting times on each side (i.e. departure every 10 minutes).	medium	This will be incorporated at the same time as the introduction of a continuous service (recommendation 1) to assist manage quick return trips for users embarking on the Paynesville side.
7. Establish arrangements for 24-hour availability of ferry service for evacuation in the event of bushfire.	High	Provisions to be in place by September 2020 as part of the lead up to the commencement of next fire season
Ferry Outages (Recommendations 8-17)		
8. Purpose-built floating platforms constructed to provide improved accessibility and safety for the passengers on the water taxi. (repeated at Recommendation 27)	Medium	To be considered and in place before the next scheduled out of water survey in April 2021. Subject to budget availability for design, fabrication and testing before implementation.
9. A small marquee provided at Paynesville water taxi landing to provide shelter.	Medium	Council to purchase in the next Financial Year and maintenance contractor to erect during major outages requiring the water taxi.
10. Undertake periodic maintenance in daylight hours through the introduction of a scheduled monthly outage at a regular low demand day and time. (repeated at Recommendation 26)	Low	Current scheduled maintenance is considered to be sufficient and is structured to be completed with minimal impact on ferry users. This could be reviewed when the

Recommendation	Priority	Proposed Action
		current work from JJ Ryan Consulting on a maintenance regime is received and as part of any new contract for operating and minor maintenance of the ferry.
11. Investigate a variation to Certificate of Survey to provide for a longer period between out of water survey. (repeated at Recommendation 24)	High	Consultant working on the vessel integrity assessment has been requested to investigate this and provide feedback. This has the potential to generate significant savings for Council and is being treated as a high priority.
12. New barge configuration is required to enable safe access for disabled motorists.	Medium	This would need to be considered carefully against human rights requirements, and a Capital budget raised if pursued.
13. If the community bus is to be provided in future, the operating hours should potentially be aligned with the operation of the water taxi.	Medium	Depending on who wishes to operate the bus would depend on what hours the bus operates and what routes. Currently the contractor ONLY has to provide a bus. Volunteer groups drive the bus but are only willing to drive certain routes and limited hours. Officers will investigate the option of removing the provision of a bus all together from the contract and work with Raymond Island groups on alternate options. To be resolved prior to next major scheduled outage in 2021
14. Consider providing the bus service (or a smaller commuter vehicle) to the more remote areas of the Island on a scheduled/on-demand basis.	Medium	As above comments for recommendation 13. This should be an investigation that is taken up separately with RICA and other Raymond Island Groups about the need more generally for a community bus.
15. For future outages, there may need to be an arrangement for the bus to be provided by contract with professional drivers.	Low	This is cost prohibitive under the current contract unless there are savings to be made via the changes in slipping timetabling (see recommendation 24). Investigate inclusion as a requirement in the next iteration of the Ferry Operations Contract with recommendations 13 and 14 pursued for the remainder of this current contract.
16. Lighting for parking areas is required as a reasonable public safety measure.	Low	Parking of vehicles should be at the risk of the vehicle owner not council and align with other public transportation obligations. Therefore additional lighting for parking areas will not be considered, unless a lack of lighting is demonstrated at future parking sites.

Recommendation	Priority	Proposed Action
17. Consideration should be given to separating the ferry operating contract from the outage service contract and providing greater clarity in the outage service requirements for alternative access.	High	Changes to be included as a requirement in the next contract in 2022.
<i>Fees (Recommendations 18-23)</i>		
18. Vehicle access for Raymond Island ratepayers should continue to be free of charge.	High	It is considered that this recommendation is too open ended. This recommendation will therefore be referred to Council's budget process for further consideration.
19. Maintain visitor fees for vehicles to manage demand, partially recover costs and encourage walk-ons.	High	Fees are a must and we need to operate the cost structure no different to other forms of public transport which could include pension costs etc.
20. A weekly/monthly pass system should be considered to enable discounted access for regular or seasonal visitors.	medium	To be introduced 1/7/21
21. Fee structure revised to increase charges for larger vehicle configurations (trailers, boats, caravans) that occupy greater space on the ferry.	High	It is proposed that a small vehicle towing either a trailer or caravan will cost \$20 to recognise that these vehicles take up considerable space on the Ferry. This recommendation will be referred to Council's budget process for further consideration.
22. A small voluntary (gold coin) contribution should be considered on a trial basis. Part proceeds could be allocated to visitor infrastructure or wildlife programs.	Medium	This requires further investigation around collection and management before it can be introduced – consider introduction by summer 2020/21
23. Consideration is given to offering ferry passes to all ratepayers of East Gippsland.	medium	Two off-peak ferry vouchers to be supplied to all East Gippsland ratepayers as part of rates notice information.
<i>Recommendations from comparative analysis (Recommendations 24-26)</i>		
24. That Council seek to vary the Certificate of Survey for the Raymond Island Ferry to provide a longer interval between out of water slipping of the Ferry, subject to an appropriate risk assessment and cost/ benefit analysis to test the veracity of this proposition. This is currently being investigated by JJ Ryan Consulting.	High	Work commenced with Consultant working on the vessel integrity assessment requested to investigate this and provide feedback. This is noted as a significant opportunity to reduce the operating cost of the ferry.
25. That East Gippsland Shire Council make use of the experiences of other Local and State government agencies by engaging with agencies to inform the further development of current and future	medium	Should Council decide to continue to outsource the ferry operations, East Gippsland Shire Council engage to a consultant to begin preparation of the new contract so that

Recommendation	Priority	Proposed Action
management and operating arrangements for the Raymond Island ferry Service.		it is available at least 12 months before the expiry of the existing contract. The consultant will use experiences from other local and state government agencies to assist in the development of the new contract.
26. That Council consider having scheduled maintenance performed during daylight hours through the introduction of a scheduled monthly outage at a regular low demand day and time. This will become a part of recommendations from JJ Ryan Consulting Maintenance Regime.	Low	Current scheduled maintenance is considered to be sufficient and is structured to be completed with minimal impact on ferry users. This could be reviewed when the current work from JJ Ryan Consulting on a maintenance regime is received.
Other recommendations (Recommendations 27-30)		
27. That Council undertake design and specification of floating pontoons and ramp at both Raymond island and Paynesville to better address all abilities access to alternative passenger transport vessels (water taxi) during outages, to address risks associated with passenger embarkation and disembarkation (particularly those dependent upon mobility aids) and secondly to ensure Council meets its obligations under the Disability Discrimination Act (Commonwealth) 1992.	Medium	To be considered and in place before the next scheduled out of water survey in April 2021. Subject to budget availability for design, fabrication and testing before implementation.
28. That Council investigates opportunities to access grant funding to support the implementation of Recommendation 7.1.	Medium	Marine Safety Victoria funding to be investigated
29. That Council commences a structured process for determining the operational management arrangements it proposes to adopt for the Raymond Island ferry at the expiration of the current contract in June 2022.	High	Should Council decide to continue to outsource the ferry operations East Gippsland Shire Council engage in a consultant to begin preparation of the new contract so that it is available at least 12 months before the expiry of the existing contract. The consultant will use experiences from other local and state government agencies to assist in the development of the new contract.
30. That Council commence work on a structured planning process for the provision of transport connectivity with Raymond Island in anticipation of the current vessel having approximately 10 -15 years of remaining service life.	High	As a part of the recommendations formed by JJ Ryan with integrity assessment should allow Council to adequately plan and budget for a replacement ferry or alternative.

Final Report to East Gippsland Shire Council

***Development of a Level of Services
Agreement for the Operation and Minor
Maintenance of the Raymond Island Ferry***

December 2019

Prepared for



By

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Acknowledgement

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Nick Murray & Associates wish to acknowledge the generous assistance and support to us in undertaking this project of East Gippsland Shire Council Officers, specifically Fiona Weigall, Mark Burnett, Tom Weatherall, and Jason Connelly, in being forthcoming with their time and in providing information and feedback in a timely and constructive manner.

December 2019

Executive Summary

This Final Report “*Development of a Level of Services Agreement for the Operation and Minor Maintenance of the Raymond Island Ferry*” follows from two earlier Project Reports which focussed on the agreed staged outputs for this Project:

Output 1: Principles for the operation of the Raymond Island ferry service

Output 2: Definition of services to be provided during Ferry outages

Output 3: Timetable

Output 4: Comparative analysis of services provided by operators of similar public transport connections

Output 5: Fee Structure

The first Draft Report related to Outputs 1 & 2 and was presented to and accepted by Council in September 2019.

The second Draft Report related to Outputs 3, 4 & 5 and was submitted to and was accepted by Council Officers in November 2019.

This Final Report is a consolidation of the information provided in the two earlier Reports such that the processes and outputs are recorded in a single document that will serve for future reference.

In undertaking this project and in developing this Final Report, the follow activities were undertaken:

- A desktop review of other ferry services;
- Four structured meetings conducted with the Community Reference Group;
- Structured engagement with the Operating and Minor Maintenance Service Contractor;
- A user survey developed, tested and conducted;
- An “Issues Matrix” prepared;
- Service refinement options prepared and discussed with EGSC Officers;
- Draft Recommendations prepared; and
- Receipt and consideration of email & written feedback from various stakeholders (extraneous to the survey process).

The principle adopted in reviewing levels of service of the Raymond Island Ferry and making recommendations for East Gippsland Shire Council consideration has been to seek improvements to levels of service where practicable, whilst containing operating costs.

In the absence of a radical reduction in service standards (operating frequency, operating hours, outage services) and the attendant risks to Council in adopting such a strategy, it is apparent that there is little opportunity to significantly reduce operating costs by modifying levels of service. It is submitted that the greatest opportunity to reduce costs is by reviewing maintenance regimes, including the potential to reduce the frequency of ferry slipping and major maintenance.

Level of Service issues investigated in the project, identified through the Ferry User Survey and discussed in detail with the Community Reference Group have been detailed in **Section 6: Issues Matrix**. The matrix provides a brief explanation of each of the issues, the implications, and pros and cons of possible courses of action.

A total of 30 recommendations are provided for East Gippsland Shire Council consideration (note that 3 of these are repeated as they are derived from both the community engagement process and the comparative services review).

There are 4 recommendations (27-30) that fall outside of the scope of this project. These have however been included on the basis that they are matters of substantive importance in relation to current and future ferry service operation and warrant attention by Council.

The recommendations are grouped under subject headings:

Scheduling

1. Continuous operation (when full) in afternoon peak between 3.30pm-6.00pm.
2. Shift hours of continuous operation in the morning to 7.00am-9.00am.
3. Operate a continuous service when required during seasonal peaks.
4. Additional operator should be provided to provide greater efficiency and manage risk during these peak times.
5. The evening timetable is modified after 8pm to a 30-minute service.
6. Revert to the previous practice of equal waiting times on each side (i.e. departure every 10 minutes).
7. Establish arrangements for 24-hour availability of ferry service for evacuation in the event of bushfire.

Ferry Outages

8. Purpose-built floating platforms constructed to provide improved accessibility and safety for the passengers on the water taxi. **(repeated at Recommendation 27)**
9. A small marquee provided at Paynesville water taxi landing to provide shelter.
10. Undertake periodic maintenance in daylight hours through the introduction of a scheduled monthly outage at a regular low demand day and time. **repeated at Recommendation 26)**
11. Investigate a variation to Certificate of Survey to provide for longer period between out of water survey. **(repeated at Recommendation 24)**
12. New barge configuration is required to enable safe access for disabled motorists.
13. If the community bus is to be provided in future, the operating hours should potentially be aligned with the operation of the water taxi.
14. Consider providing the bus service (or a smaller commuter vehicle) to the more remote areas of the Island on a scheduled/on-demand basis.
15. For future outages, there may need to be an arrangement for the bus to be provided by contract with professional drivers.
16. Lighting for parking areas is required as a reasonable public safety measure.
17. Consideration should be given to separating the ferry operating contract from the outage service contract and providing greater clarity in the outage service requirements for alternative access.

Fees

18. Vehicle access for Raymond Island ratepayers should continue to be free of charge.
19. Maintain visitor fees for vehicles to manage demand, partially recover costs and encourage walk-ons.
20. A weekly/monthly pass system should be considered to enable discounted access for regular or seasonal visitors.
21. Fee structure revised to increase charges for larger vehicle configurations (trailers, boats, caravans) that occupy greater space on the ferry.

22. A small voluntary (gold coin) contribution should be considered on a trial basis. Part proceeds could be allocated to visitor infrastructure or wildlife programs.
23. Consideration is given to offering ferry passes to all ratepayers of East Gippsland.

Recommendations from comparative analysis

24. That Council seek to vary the Certificate of Survey for the Raymond Island Ferry to provide a longer interval between out of water slipping of the Ferry, subject to an appropriate risk assessment and cost/ benefit analysis to test the veracity of this proposition.
25. That East Gippsland Shire Council make use of the experiences of other Local and State government agencies by engaging with agencies to inform the further development of current and future management and operating arrangements for the Raymond Island ferry Service, including:
 - Douglas Shire Council in relation to the process and documentation in its 2019 “offer to market” for ferry services. (The current ferry contract is due to expire 30 June 2021. Council invited EOIs in Feb 2019 and offered tender for the next Ferry Contract to market in July 2019, closing Aug 2019. Council to award a new contract by 31/12/2019 to allow for transition to new service by 30/6/2021)
 - Tasmanian Department of State Growth in relation to the service standard specification for the 2018 “offer to market” for the Kettering - Bruny Island ferry service.
 - The Qld Ombudsman’s 2006 report into the Douglas Shire Council’s tender process for the Daintree River Ferry
 - Douglas Shire Council Daintree River Ferry Community Engagement Report 2018
 - Coroners Court Queensland – Findings of Inquest 2017, in relation to a fatality on the Daintree River ferry)
26. That Council give consideration to having scheduled maintenance performed during daylight hours through the introduction of a scheduled monthly outage at a regular low demand day and time.

Other recommendations

27. That Council undertake design and specification of floating pontoons and ramp at both Raymond island and Paynesville to better address all abilities access to alternative passenger transport vessels (water taxi) during outages, to address risks associated with passenger embarkation and disembarkation (particularly those dependent upon mobility aids) and secondly to ensure Council meets its obligations under the Disability Discrimination Act (Commonwealth) 1992.
28. That Council investigates opportunities to access grant funding to support the implementation of Recommendation 7.1.
29. That Council commences a structured process for determining the operational management arrangements it proposes to adopt for the Raymond Island ferry at the expiration of the current contract in June 2022.

This process to include:

- Whether Council will exercise its option to extend the current contract;

- If yes, the determination of the terms under which an extension might be provided and any variations to the service standards and operational arrangements;
 - If no, a determination on how transport services are to be provided between Paynesville and Raymond island. Including:
 - preparation of the specification for an offer to market;
 - whether all elements (ferry operation, minor maintenance, major maintenance, water taxi, alternate vehicle barge, outage services, are included within the contract or are offered as separable components;
 - contract duration; and
 - service standard specification.
 - Preparation of contract and tender documentation including a determination on whether this will be prepared “in-house” or by a competent third party.
30. That Council commence work on a structured planning process for the provision of transport connectivity with Raymond Island in anticipation of the current vessel having approximately 10 - 15 years of remaining service life.

1. Introduction

1.1 Project Overview

East Gippsland Shire Council (Council) through its commitment to provide quality service, seeks to articulate more precisely the level of service Council will provide for transport connectivity between Paynesville and Raymond Island, including the provision of services during ferry outages.

The drivers for this action are the identified needs to:

- Provide clarity of service provision for ferry patrons, emergency services agencies, utilities providers and other service providers;
- Develop a Council policy for transport connectivity and related services between Paynesville and Raymond Island; and
- Provide clarity of service delivery requirements to the Ferry Contractor in order to address ambiguity or lack of definition in the current contract.

The current Raymond Island Ferry Service Operation and Minor Maintenance Contract CON2017-117 (the Contract) commenced in August 2017.

The Contract was developed by Council based on previous Ferry operating contracts, through an evolutionary process, informed by historic agency agreements and funding arrangements, previous Council entities, community influence, custom and practice, and service level expansion.

Clarity around the level of service provided during the operation of the Ferry and during outages will:

- assist with the management and execution of the Contract;
- contribute to increased certainty of service levels and associated costs; and
- provide improved customer service through increased consistency, communication and understanding of service standards and arrangements, particularly during planned and unplanned outages.

The brief for this project required analysis of a number of elements of the current operating arrangements for the Raymond Island Ferry together with research and analysis of public transport services elsewhere of a similar character to the Raymond Island Ferry.

To ensure that the needs of users of the ferry service were properly assessed and that users' needs were adequately considered in the project recommendations, a targeted engagement program was designed and enacted.

This Project provides Council with five outputs that will serve to inform Council consideration for a "Raymond Island Ferry - Level of Service Agreement" between Council, the Contractor, Emergency Services agencies and the community.

These outputs are:

- **Output 1: Principles for the operation of the Raymond Island ferry service**
- **Output 2: Definition of services to be provided during Ferry outages**
- **Output 3: Revised Ferry Timetable**
- **Output 4: Comparative analysis of services provided by operators of similar transport connections**
- **Output 5: Fee Structure**

A **First Interim Report** including Outputs 1 & 2 was presented to, and accepted by Council, in September 2019.

The **Second interim Report**, including Outputs 3, 4 & 5 was presented for Council Officer consideration and feedback in November 2019 as a precursor to preparation of this Final Report

1.2 Consultant Details

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This Project has been undertaken by Nick Murray of Nick Murray & Associates in collaboration with Martin Richardson, trading as “The Right Man” consistent with the proposal submitted to East Gippsland Shire Council in response to the Request for Tender, June 2019.

2. Project Methodology

Table 1: Project Methodology

1. Project planning and Inception				
	Inception meeting with EGSC officers	Review of relevant documents	Site inspection and familiarisation	Confirmation of Stakeholder Engagement Plan
↓				
Stakeholder Engagement	2. Stakeholder Engagement			
	Develop understanding of how stakeholders are affected and what their needs are for the ferry service.	Prepare issues register to ensure all relevant issues are recorded and addressed in developing Outputs.	Document and respond to stakeholder feedback on the issues, alternatives and recommendations in consultation with Project Manager and SRG	
	↓			
	3. Identification, comparative analysis of services of a similar type			
	Desktop research of other transport services of similar character	Analysis and recording of service standards of those services considered most relevant	Identification of operating arrangements that might inform EGSC RIF Service Level Agreement	
	↓			
	4. Delivery of Outputs 1 & 2			
	Development of revised Principles for Operation	Development of Draft Levels of Service	Presentation to Council of Outputs 1&2.	Revision of Outputs 1. & 2. to incorporate Council feedback
	↓			
	5. Development of Outputs 3, 4 & 5			
Development of timetable options	Development of fee options	SWOT analysis of fee and timetable options	Testing of fee and timetabling options with Council officers & SRG	
↓				
6. Draft Report for Outputs 3, 4, & 5				
Preparation of Draft Report	Presentation to Project Manager of Outputs 3,4 & 5.	Revision of Outputs 3,4 & 5. to incorporate Project Manager feedback	Revision of Draft Report for outputs 3,4 & 5 and submission of Final Draft Report to Project Manager	
↓				
7. Delivery of Outputs 3, 4 & 5				
Presentation to Council of Outputs 3,4 & 5.	Revision of Outputs 3, 4. & 5. to incorporate Council feedback	Preparation of Final Report	Submission of Final Report & Project Close	

2.1 Project Task Status

Table 2: Project task Status

Stage	Tasks and deliverables	Status as at 30/10/19
1. Project Planning and Inception	Inception meeting with EGSC Officers	Completed
	Review of relevant documents	Completed
	Site inspection and familiarisation	Completed
	Review and confirm stakeholder engagement plan	Completed
2. Stakeholder Engagement	SRG Meetings	4 mtgs conducted
	Develop understanding of stakeholder needs – Establish and conduct Focus Groups	Completed
	Prepare and administer Survey	Completed
	Prepare Issues Register	Completed
	Document and respond to stakeholder feedback	Completed
3. Comparative analysis	Desktop research	Completed (2 nd Interim Report)
	Analysis and documentation	Completed (2 nd Interim Report)
	Identify potential operating arrangements	Completed (2 nd Interim Report)
4. Outputs 1 & 2	Develop revised Principles for Operation	Completed (1 st Interim Report)
	Develop draft Levels of Service	Completed (1 st Interim Report)
	Council presentation	Completed
	Revisions to incorporate Council feedback	Completed
5. Development of Outputs 3, 4 & 5	Develop timetable options	Completed (2 nd Interim Report)
	Develop fee options	Completed (2 nd Interim Report)
	SWOT analysis	Completed (2 nd Interim Report)
	Testing of options with SRG	Completed
6. Draft Report	Prepare Draft Report	Completed (2 nd Interim Report)
	Presentation to Project Manager	Completed
	Revision of Outputs 3, 4 & 5 to incorporate Project Manager feedback	Completed
	Revision and submission of Draft Report	Completed
7. Delivery of Outputs 3, 4 & 5 and Final Report	Presentation to Council	Incomplete*
	Revision of Outputs 3, 4 & 5 to incorporate feedback	Completed
	Preparation of Final Report	Completed
	Submission of Final Report and Project Close	Completed

* A presentation to Council has been prepared and submitted with this Final Report but was not able to be presented in December 2019. Nick Murray & Associates undertake to provide the presentation to Council in January 2020.

3. Stakeholder Engagement

3.1 Community Reference Group

A Community Reference Group (CRG) was established for the project to ensure that community stakeholders were able to provide input and feedback on the project.

The CRG consisted of a mix of Raymond Island residents (including representatives of the Raymond Island Community Association), business operators (from both Raymond Island and Paynesville) and other interested parties (including representatives from DELWP and Gippsland Ports).

Four meetings were conducted:

- A discussion about the project brief and scope, key issues associated with the operation of the ferry and principles for delivery of the service (including detailed discussion regarding outage services for the October 2019 outage)
- Review and finalisation of draft principles for delivery of the service, review and refinement of draft user survey questions.
- Overview and feedback on survey responses and overview of comparable ferry services.
- Presentation and discussion of:
 - comparative ferry services;
 - draft recommendations for ferry timetabling, hours of operation, outage services (These Draft recommendations were developed in accordance with EGSC Officer instructions, that any changes or service improvements were required to be cost neutral in aggregate).

3.2 User Survey background

The Raymond Island Ferry User Survey was prepared to inform a review of the Levels of Service for the Raymond Island Ferry. The main purpose was to gather the community's views and perceptions about the levels of service, particularly: scheduling, outage arrangements, and fees.

The survey was conducted on-line in October 2019 and promoted via the Raymond Island Ferry SMS service, Raymond Island website, RICA e-mail database and notice in the RI Ferry shelter. The survey was designed and tested in consultation with the Community Reference Group.

The survey was completed by 308 respondents. 44 of these surveys were completed in hard copy. The overall completion rate for the survey was 90%.

Approximately 254 of the respondents are permanent residents of Raymond Island – a very good sample of the population.

It is important to note that the survey is only one form of community and stakeholder input on the project. The Community Reference Group has met on three occasions to discuss a range of issues associated with the levels of service which have been considered in the report and recommendations. Individual consultation with other stakeholders, including the Ferry contractor, have also been conducted.

A full summary report on the User Survey is provided at **Appendix 1**.

4. Outputs 1 & 2

4.1 Output 1. Principles for operation of the Raymond Island Ferry Service

The current Raymond Island Ferry Service Operation and Minor Maintenance Contract between East Gippsland Shire Council (the Principal) and Raymond Island Ferry Services P/L (the Contractor) commenced in August 2017.

The Contract was developed by and includes the following principles:

Table 3: Principles as specified in the current Operating and Minor Maintenance Contract:

The Contractor shall ensure that the Raymond Island Ferry service is delivered in accordance with the following principles:

- Provide a safe service;
- Excellent customer service;
- Provide a timely and reliable service;
- Operate the service in accordance with all relevant acts and regulations;
- Ongoing communication and co-operation with the Principal, ferry patrons, emergency services and other relevant stakeholders;
- Provide an environmentally friendly and responsible service; and
- Enhancement of the Principal's image is through the operation of the service.

The table of principles in the current contract is noteworthy for the following reasons:

- The principles form part of the specifications within the contract between the Principal and the Contractor rather than being communicated more broadly to all stakeholders as guiding principles for the provision of the Ferry Service.
- The principles are obligatory on the contractor only (no reference is made to the Council, community, patrons or other service providers)
- The principles pertain almost exclusively to service delivery with no reference to other matters such as efficiency.

Through engaging with the Stakeholder Reference Group, the Contractor and Council officers, and with reference to the Transport Integration Act (2017), Council Plan (2017-21) and Council Policies, a new suite of guiding principles for the provision of ferry services, grouped under 4 "themes" was developed.

These new principles were developed through presenting a broad range of Draft principles (24) to the Stakeholder Reference Group, requesting Reference Group members to consider the questions in table below, and; requesting Reference Group members to rank Draft principles in order of importance to them individually.

1. *Is it necessary or does it add value to have stated guiding principles for the ferry service?*
2. *Are there other matters that should be considered in informing the development of service delivery principles?*
3. *Are there other values that should be embraced within the guiding principles?*
4. *Should the guiding principles form part of a service contract between Council and a contractor or would they be better incorporated into Council policy for Raymond Island transport connectivity.*

Stakeholder Reference Group member responses were collated, a revised set of draft guiding principles was presented to the second Stakeholder Reference Group workshop, generating further refinement.

This input was again reviewed resulting in 10 Draft Guiding Principles grouped under 4 themes.

The Guiding Principles are characterised by:

- Stakeholder consensus that a suite of guiding principles that underpin the provision of transport services with Raymond Island is important.
- A significant level of community ownership and acceptance of the Guiding Principles arising from stakeholders having been engaged in their development.
- Community recognition and acceptance that Raymond island is an island and that this will be a constraining factor in transport connectivity (as articulated in the first Guiding Principle under the theme “Service Effectiveness. This is particularly significant and important to Council in planning for and in providing current and future transport connectivity.
- Scope for further refinement to reduce the number and/or to eliminate some minor degree of repetition within the Guiding Principles (however to do so may result in diminished stakeholder ownership).
- Being “Guiding” Principles (as distinct from contractual specifications), they are neither burdensome nor do they present a risk to Council, rather they provide constructive and objective guidance for provision of transport connection with Raymond Island.

The Guiding Principles were presented to and agreed by Council at its meeting on September 3, 2019.

Table 4: Revised Guiding Principles

Service Effectiveness	
1.	Transport connectivity to Raymond Island will be always be constrained by the fact that it is an island.
2.	Provision of reliable, efficient and effective access for persons, vehicles and services.
3.	Provide a safe service that minimises the risk of harm to persons and property arising from the operation of the ferry service.
4.	Provide alternative services during outages to provide a minimum level of access and minimise inconvenience caused by disruptions to the ferry service.
Service Efficiency	
1.	Maximise the efficient use of resources including the ferry, related infrastructure, operating and maintenance personnel, and alternate passenger and vehicle vessels.
2.	Ongoing communication and co-operation between the Principal, ferry patrons, emergency services and other relevant stakeholders.
Financial	
1.	In that the Raymond Island Ferry is a core service; ratepayers of East Gippsland should equitably share the cost of the service.
2.	Residents of Raymond island should not incur a fee for access to their homes.
Community	
1.	The ferry service will be managed and operated to address community needs and to ensure equity and access.
2.	Exploit the unique character of the ferry to contribute to the amenity of the Raymond Island/Paynesville and East Gippsland community.

4.2 Output 2. Definition of services to be provided during Ferry outages

The current Raymond Island Ferry Service Operation and Minor Maintenance Contract between East Gippsland Shire Council (the Principal) and Raymond Island Ferry Services P/L (the Contractor) stipulates within the specifications, a range of services to be provided by the Contractor when the ferry is not able to operate for whatever reason.

This service disruption is described generally in the Contract as an “outage”, either planned or unplanned and the services that replace the ferry and other associated arrangements are generally described as “outage services”.

Over time, outage services have been inadequately or imprecisely defined within successive iterations of the Contract, subject to service level “creep”, variable in terms of scope and service standards, resulting in:

- Possible increased expense to Council;
- Imprecise direction to the Contractor;
- Some degree of ferry patron misunderstanding of, and/or dissatisfaction with the service being provided; and
- Mixed messaging and/or inadequate communication to the community as to outage services.

The Project Brief requires recommendations to Council on more definitive specification of the scope and levels of outage services.

The provision of this advice to Council had a time imperative given a planned outage was scheduled for a period of up to 3 weeks, commencing 7 October 2019.

Accordingly, focus was dedicated to providing a definition of outage services for this forthcoming outage and for this to serve as a trial of the proposed service scope and standards for subsequent outages.

To develop a definition of outage services, detailed reference was made to the Contract and all activities pertaining to provision of transport connectivity were extracted from the Contract (as distinct from those relating to administrative obligations to Council by the Contractor, as well as maintenance, cleaning, etc).

These functions were collated into a table that was presented in a meeting with the Contractor to confirm accuracy in terms of service scope and express or implied service standards, as prescribed within the Contract.

The table was then presented to the Stakeholder Reference Group (2nd workshop) for discussion, again with the objective of developing an understanding of community views on service scope and service standards, informed by custom and practice (precedent) and/or expectations together with their informed and constructive input as to what worked or didn’t work effectively.

Stakeholder Reference Group members were requested again to provide individual feedback on the relative importance of each of the outage services, as follows:

- 1= Critical (Could not live with any reduction in the current level of service)
- 2= Very Important (any change would cause significant inconvenience)
- 3= Less Important (could be modified with minimal impact on service standards)

This information, which relates to the broader level of ferry services as well as outage services has been collated and that which is pertinent to outage services has been incorporated into the definition of outage services.

This information was presented to a meeting with Council officers and feedback from that discussion was been incorporated into the following definition of outage services.

4.2.1 Specification of Outage Services scope and standards

Water taxi:

- The Master of the water taxi has responsibility to ensure safety of the vessel and passengers and accordingly shall exercise absolute discretion on all matters of vessel and passenger safety.
- Emergency response will take priority over all other Water taxi services.
- The water taxi will operate from a single landing point on Raymond Island [Public Jetty to the north of the Ferry terminal] and a single landing point in Paynesville [boardwalk near the Ferry shelter] The water taxi service will be provided for the same hours of operation as the Ferry when the Ferry is in normal service.
- An emergency stand-by service will be provided for emergency services
- Will be free to all passengers during normal ferry operating hours.
- The Master will attempt to accommodate mobility aids and patrons with special needs to the extent of the vessel's design and safety parameters.
- Operators of mobility scooters must display adequate competence in the operation of the mobility aid in the conditions prevailing for boarding and disembarking from the Water Taxi [ie: a floating platform subject to movement from sea state and wind]
- Patrons with pets or bicycles will be conveyed subject to the discretion of the Master as to loading arrangements and compatibility with other passengers, luggage, and animals either waiting or being conveyed. [Patrons with pets or bicycles, other than bicycle commuters/school children should seek to avoid times of peak demand [0700-0900 and 1500-1700] to minimise being required to wait until passenger only demand has been moved].
- Dogs will be limited to those belonging to one family per trip.
- Any pets must be accompanied by a person capable of exercising effective control and shall be on a suitable control lead or caged.
- No more than two bicycles will be conveyed at the same time as the vessel is conveying passengers, other than at the Master's discretion.
- Dangerous goods and flammable liquids in small quantities and suitable containers may be carried at the absolute discretion of the Master. Gas cylinders **are not permitted** to be carried on the Water Taxi.
- Local schools & A'Beckett Park will be notified of these arrangements.

Barge:

- The Master of the barge has responsibility to ensure safety of the vessel and passengers and accordingly shall exercise absolute discretion on all matters of vessel and passenger safety.
- The alternate vehicle vessel ["Sampson"] has operating limitations and may be restricted in providing service in some weather conditions.
- Emergency response will take priority over all other barge services.
- The barge is not available as a general commuter service or for those who fail to plan and prepare appropriately for planned outages.
- Access to the Barge will be available to:
 - Only those vehicles (including tow vehicle and trailer combinations) that in the sole

judgement of the vessel Master can be conveyed safely. [this may vary from time to time depending upon sea state, wind and water levels. Caravans and small trailers will generally be unsuitable for carriage and are excluded from Barge access].

- Trade services and utilities providers providing urgent repair / maintenance to Raymond Island properties and infrastructure that for safety or similar compelling reasons cannot reasonably be postponed until the Ferry returns to service.
- Trades service providers [registered businesses normally based on Raymond island] with vehicles that are specifically “tool of trade” vehicles that the service provider requires to be available on the mainland in order to perform their normal trade services. [tool of trade vehicles should be interpreted to include utilities, trucks, vans, tool trailers with specialised trade equipment and/or materials. Passenger vehicles operated by trades people are not included in the scope of this category].
- Injured wildlife transport.
- Mobility scooters that cannot be safely conveyed on the Water Taxi.
- Vehicles delivering goods / products that the recipient could not have reasonably foreseen as being required and/ or cannot reasonably be expected to await a delay in delivery. [ie; the recipient would suffer significant financial or other loss or damage. Inconvenience does not fall within this category nor do grocery or other “on-line” goods deliveries].
- Vehicles conveying essential service providers and their equipment [visiting health/medical or home help services] for service provision that cannot reasonably be delayed, or the service provider cannot reasonably be expected to use the Water Taxi, or it cannot reasonably be expected that the recipient attend service provision on the mainland via the Water Taxi.
- Fee for service trips will be available to patrons who do not meet the criteria for free passage at a fee of \$185 per trip.

Courtesy Bus

- A courtesy bus service will be made available during the planned outage.
- The service will operate during those hours that the Ferry would normally operate (as follows)

DAY	START OPERATION	FINISH OPERATION
- Monday	05:20	23:00
- Tuesday	05:20	23:00
- Wednesday	05:20	23:00
- Thursday	05:20	23:00
- Friday	05:20	00:00
- Saturday	05:20	00:00
- Sunday	07:00	23:00

- The bus service will be provided by [the Contractor]
- The bus service will operate on demand via mobile phone and SMS notification between the operating hours of the ferry as stated above.
- Dangerous goods and flammable liquids **are not permitted** to be carried on the bus.
- Animals [other than assistance dogs] **are not permitted** on the bus

Temporary Car Parking

- Car parking during the forthcoming outage will be available at:
 - (a) public car parking on Fleischer Street, on the foreshore west of the Yacht Club and surrounding precinct plus a combination of the following (as required)
 - (b) private land on corner of Victoria St & Esplanade,
 - (c) private land on corner of Esplanade and Wellington St (Will not be required if the above private land can be utilised).
 - (d) Gilsenan Reserve (subject to arrangements for other uses) (Will not be required if the above private land can be utilised.)
- Public safety lighting will be provided in designated car park area/s.
- Normal parking restrictions will be monitored and enforced in areas outside of the designated temporary car parks to ensure parking is available for visitors.
- Additional disabled parking bays will be made available adjacent to the water taxi landing.

Communication:

- The arrangements applicable for Ferry outages will be communicated to patrons and other stakeholders through:
 - EGSC website.
 - Raymond Island Community Association.
 - Normal SMS and dynamic signage arrangements.
 - Printed copies on the Ferry.
 - Mail-out to Paynesville and Raymond Island Residents.

5. Survey response summary

5.1 The respondents

Over 80% of the respondents were property owners or family members resident on the Island. About 12% were absentee owners or their family members. The remainder were tradespeople, service providers, local business owners, and visitors to family and friends.

5.2 Usage of the Ferry

Almost 90% of respondents use the Ferry most days or more.

Over 80% of respondents use the Ferry by car more than 4 times per week, but 70% of respondents use the Ferry as walk-on passengers only 3 or less times per week. About 15% of respondents walk-on every day. Using ferry passenger data, it has been estimated that there approximately 20,000-25,000 walk on passengers every year who are visitors to the Island.

Almost 80% of respondents use the Ferry less than 1-2 times per week after 8pm.

5.3 Ferry Schedule

There is a generally high level of satisfaction with the Ferry schedule.

Lower ratings are due to:

- Late ferry not always catering for late train or social/cultural activities in Bairnsdale
- Lack of continuous operation during afternoon peak
- Ferry does not depart immediately if it is full and return to collect waiting vehicles
- Holiday peaks are not accommodated by the normal schedule
- Morning peak service should be 7am-9am, not 8am-10am
- Gap between early morning train service and next scheduled service (6.40am) is a problem

There is strong support for immediate return service if ferry is full and for timetable improvements, particularly around peak periods.

Despite low rating for fewer off-peak and night-time trips, usage indicates that this would not disadvantage many people. Many respondents commented that the ferry does not need to run to a 20-minute timetable in late evening periods but could run later to cater for travellers on the late train into Bairnsdale or at evening events in Bairnsdale.

The survey indicates that there are several possible improvements to scheduling that would cater better for demand without necessarily adding to the number of trips. The trip schedule can be improved to cater better for peaks and provide an “on-demand” service in off-peak times.

5.4 Ferry Outage Services

The overall rating for outage services was 3.69/5.

Approximately 64% of respondents rated the outage services as “good” or “very good”, while approximately 14% rated them as “poor” or “very poor”.

There is a high level of tolerance for the inconvenience of outages; reliance on the community bus is not high (but some rely heavily on road access due to distance from the water taxi); the bus service is generally acceptable; satisfaction with access to information about outages is generally high.

Respondents report some inconvenience in leaving their car in Paynesville. They show a high level of concern about access for visiting service providers and support for use of the barge for emergency and

disabled access. There are significant concerns with the limitation of vehicle (car and/or mobility scooters) access for the disabled.

There is a high degree of satisfaction with the water taxi service, although aged/disabled people struggle with access due to water levels and landing arrangements. Respondents generally accept limitations on the carriage of bicycles, dogs and dangerous goods.

There are fairly evenly divided viewpoints on parking at the rear of the Esplanade and the safety and security of car parking. Respondents appreciate that priority parking should be for businesses and visitors, but reliance on nearby parking on private land is high, as are stated needs for lighting and security. This presents a challenge for future outages if private land is not available for parking during outages.

About 20% of respondents rely heavily on the community bus (most days or every day). About half of all respondents use the community bus once a week or less. Despite the low level of usage, the lack of bus access to more remote properties was a concern for some residents.

The most common comments about outages were:

- Disabled/elderly access to water taxi
- Larger water taxi
- Priority for residents on water taxi
- Regular barge service for all vehicles
- Use of vehicle barge by people with disabled sticker or mobility scooters
- Bus available to all
- Bus operated by Shire
- Extended bus schedule
- Car park security
- Shelter at water taxi landing
- Permanent lighting at water taxi landing

Some respondents suggested that 24-hour servicing of the ferry during the outage would reduce the length of the outage and others suggested that the outage should be scheduled for mid-winter to reduce inconvenience.

5.5 Fees

Respondents are very strongly of the view that the Raymond Island Ferry provides an essential transport service to their homes and, like other core services, should be free to residents. The principle of equity of access is commonly referred to in the comments.

There is a reasonable level of acceptance for visitor fees, although a large minority oppose any fees.

There are many comments seeking Ferry passes for family and visitors, individual, not car-based passes and weekly/monthly passes.

There is some contention that walk-on charges would discourage visitation and that the administration would be impractical, but the concept of a voluntary charge for walk-on visitors was suggested and is supported by many comments. Support for extra charges for trailers, etc. is fairly evenly split.

5.6 Survey Conclusions

The survey indicated a diversity of views regarding the levels of service for the Ferry, however, there are some key issues arising from the results:

- Raymond Island residents have a high expectation as to the level of service provided by the Ferry and, in general, do not support any reduction in levels of service.
- Respondents regard the Ferry service as an essential transport service to their homes, similar to that provided by local roads to the place of residence of other East Gippsland residents.
- Accordingly, there are many residents who believe the service should be free to all residents and some visitors (e.g. family members), although there is strong support for the levying of fees for visitors in vehicles.
- There was substantial opposition to changes in the scheduling of the service, although many respondents indicated potential improvements to peak hour services and the possible reduction in night time services to respond to lower demand.
- Residents consider that Ferry outages cause some disruption, however there is a recognition that this has to be tolerated.
- The main issues with outages include: accessibility of the water taxi for aged/disabled people, availability of the barge for private vehicles, security of parking, operation of the community bus.

A very good suggestion to deal with the question of equity (where Raymond Island residents use the service for free and other East Gippsland ratepayers are required to pay) is to provide free Ferry passes for any resident of East Gippsland, which would resolve the “them vs. us” debate.

A summary of community issues and possible responses is included in the following tables in **Section 6. Issues Analysis.**

6. Issues Analysis

6.1 Options and Implications from Community Feedback - Raymond Island Ferry – Levels of Service

Note: Options highlighted in **bold** are contained in the recommendations.

Table 5

Issue	Issue/Community feedback	Options/Implications	Pros	Cons
Schedule				
Operation in afternoon peak	Continuous operation in the afternoon peak is required to cater for high demand.	Continuous operation (when full) in afternoon peak between 3.30pm-6.00pm. This would potentially add approximately 7-8 additional return trips per day.	Caters better for peak afternoon demand.	Additional trips will add to operating costs but may be offset by other scheduling changes.
Operation in morning peak	Continuous operation between 8am-10am does not properly cater for earlier commuters.	Shift hours of continuous operation in the morning to 7.00am-9.00am. No change to number of daily trips.	Caters better for work/school commuters.	None.
Operation in seasonal peaks	Ferry is often full in seasonal peak periods and should always return immediately to pick up additional waiting vehicles when full.	Operate a continuous service when required during seasonal peaks. As a minimum level of service, this would mean that vehicles arriving for a scheduled trip (and unable to board due to demand) would have a waiting time of approximately 10 minutes. Additional operator	Reduces back-up and wait times in seasonal peaks or ad hoc periods of high demand.	Ferry does not operate to scheduled service.

Issue	Issue/Community feedback	Options/Implications	Pros	Cons
		should be provided to provide greater efficiency and manage risk during these peak times.		
Early morning timetable	The gap in service between 5.20am and 6.40am poses a problem for early morning commuters or vehicles returning from train drop-off.	Bring forward the morning commencement to an earlier time. This would add to the number of daily trips. Not required.	Would cater for early morning commuters.	Unlikely to be a high demand.
Evening timetable	After 8pm, the service could operate on demand or at lesser frequency.	The evening timetable is modified after 8pm to a 30-minute service. This would reduce the number of return trips by 3 per day.	Reduces number of daily trips and operating costs.	Slightly longer wait time during the evening.
Evening closure	11pm closure of weekdays is sometimes an inconvenience to passengers arriving on the late train, if it is delayed.	Patrons are currently advised to contact the Ferry operator if the train is delayed. No change proposed.	Late trains can be catered for on a case by case basis. Ferry operator can check train arrival time.	Some passengers may not be aware of arrangements for late trains.
Immediate return to Raymond island	Although there is generally widespread support for this arrangement, the current practice of immediate return of the Ferry to Raymond Island upon loading in Paynesville is an inconvenience to some passengers wishing to make a short return trip. People also tend to rush for the Ferry on the	Revert to the previous practice of equal waiting times on each side (i.e. departure every 10 minutes).	Wait time on each side provides certainty of scheduling for RI users.	None.

Issue	Issue/Community feedback	Options/Implications	Pros	Cons
	Paynesville side, as it departs immediately after all waiting cars are loaded.			
Other off-peak times	Current demand (outside seasonal peaks) could allow for a reduced frequency of trips between 9am-3.30pm on weekdays.	Reduced frequency of trips between 10am to 3.30pm. This would reduce the number of return trips by approximately 5 per day.	Reduces number of daily trips and operating costs.	Reduces overall level of service and may not cater for demand.
Fire season/emergency evacuation	Emergency management plan needs to include arrangements for emergency evacuation in the event of bushfire.	Establish arrangements for 24 hour availability of ferry service for evacuation in the event of bushfire.	Ensures adequate arrangements for emergency evacuation.	None.
Outages				
Water taxi				
Water taxi access	Improved access to the water taxi is required for aged/disabled.	Purpose-built floating platforms constructed to provide improved accessibility and safety for the passengers on the water taxi. These platforms would be for exclusive use of the water taxi during outages and available for kayak launch/retrieval at other times, providing improved recreational boating infrastructure.	Provides greater level of access. Would address EGSC obligations under the Disability Discrimination Act (Commonwealth) 2012. Potentially mitigates reputational and financial risk to EGSC in event of an action (discrimination or personal injury / loss damage).	Cost. Need to dedicate small area of foreshore to location for landings on both sides of Strait.

Issue	Issue/Community feedback	Options/Implications	Pros	Cons
			Enhanced landings on both sides of Strait will serve multiple values (kayak landings) and cost could be partially offset by other grant sources.	
Water taxi operating hours	Continuous operation of the water taxi appears to meet demand during outages.	No change proposed.	N/A	N/A
Water taxi limitations on carriage of bicycles, dogs and dangerous goods	There is some dissatisfaction with the use of operator's discretion on carriage of bicycles, dogs and dangerous goods.	The principle that the operator has absolute discretion to ensure passenger safety is paramount. No change proposed, although clearer guidelines could be developed.	Provides for passenger safety and comfort.	Some inconvenience to some passengers.
Water taxi landing area	Some passengers would prefer the provision of shelter during inclement weather.	A small marquee provided at Paynesville water taxi landing to provide shelter. This could be considered to increase passenger comfort in future outages.	Provides greater passenger comfort.	Minor cost.
Perform scheduled periodic maintenance during daylight hours	Reduce maintenance costs	Undertake periodic maintenance in daylight hours through the introduction of a scheduled monthly outage at a regular low demand day and time.	Would increase efficiency of maintenance activities and reduce cost to EGSC.	Incremental disruption to ferry patrons. May not deliver substantive cost reduction

Issue	Issue/Community feedback	Options/Implications	Pros	Cons
				under current maintenance contract
Increase the period between out of water slipping.	Reduce service disruption and cost of outage services.	Investigate a variation to Certificate of Survey to provide for longer period between out of water survey. (This is consistent with comparable vessels operating in other locations).	Reduction in service disruption for patrons. Potential substantive cost savings for EGSC.	Need to undertake cost benefit analysis (incl. Risk Assessment) to ascertain quantum of potential savings. Likely increase in cost of preventative and remedial maintenance associated with extended service between out of water slipping
Vehicle Barge				
Priority for emergency services	There is strong community support for priority to emergency vehicles.	Maintain emergency services priority.	N/A	N/A
Availability for essential services and trades	Community members consider access by service and trade vehicles for essential services to be important.	Maintain availability for service and trades vehicles to undertake essential and urgent works, subject to prior arrangements being made.	Enables urgent access.	Could potentially conflict with emergency vehicle access.
Exclusion of private vehicles	Some residents consider it important to allow private vehicles to use the barge, especially for those who have	Allowing access to private vehicles could compromise the barge's availability for emergency services – there would need to be limitations in	Would enable better access for disabled motorists.	Could compromise availability for emergency services. Barge ramp configuration and reverse on / drive off

Issue	Issue/Community feedback	Options/Implications	Pros	Cons
	difficulty accessing the water taxi due to disability.	availability for people with special needs (disability) and by prior arrangement.		configuration is not suited to significant traffic volumes. More extensive use would require modified barge or alternate barge to mitigate risk.
Exclusion of mobility scooters	People with disability consider that the barge should be available for those requiring use of a mobility scooter.	The current barge configuration does not make it suitable for safe access by mobility scooters. New barge configuration is required to enable safe access for disabled motorists.	Would enable better access for disability scooters.	Could compromise availability for emergency services. Barge ramp configuration is not suited to mobility scooter access. More extensive use would require modified barge or alternate barge to mitigate risk.
Community Bus				
Hours of operation	Although the bus is only used by a minority of residents, those that do use it are heavily reliant on the service.	If the community bus is to be provided in future, the operating hours should potentially be aligned with the operation of the water taxi.	Provides service aligned to water taxi operating hours.	Additional cost and logistics of extended hours.
Range of operation	There is significant dissatisfaction with the limitation on the range of the bus.	Consider providing the bus service (or a smaller commuter vehicle) to the more remote	Provides access for all residents.	Additional cost and logistics of extended range.

Issue	Issue/Community feedback	Options/Implications	Pros	Cons
		areas of the Island on a scheduled/on-demand basis.		
Volunteer operation	There is some concern regarding the operation of the bus by volunteers.	There are some risks associated with the volunteer operation of the bus. For future outages, there may need to be an arrangement for the bus to be provided by contract with professional drivers.	Reduces risk and removes need for volunteer organisers and drivers.	Additional cost.
Parking				
Availability of parking	The potential future loss of land for parking during outages will create significant dissatisfaction.	There are no feasible alternatives for provision of alternative parking other than to provide parking on Gilsenan Reserve.	Provides parking for residents during outages without reliance on private land.	Further walking distance for commuters. Interference with other uses of the reserve.
Parking area lighting	Users indicate a desire for lighting in parking areas during outages.	Lighting for parking areas is required as a reasonable public safety measure.	Provides for public safety.	Cost, although upgraded lighting in public areas would deliver other benefits to the public.
Parking area security	Users indicate a desire for security.	The occurrence of vehicle break-ins appears not to have caused a significant problem.	Security is not a service provided for other community members in other public parking areas characterised by extended or overnight parking. (eg Railway station, Esplanade &	The provision of security monitoring of parking area would come at considerable extra expense to EGSC and would create an arguable precedent for provision of

Issue	Issue/Community feedback	Options/Implications	Pros	Cons
			King St boat ramps, Slip Bight Marina)	similar services in other parking areas
General				
Contractual arrangements for alternative access services.	The current contract requires the provision of services that may not be available at any given time (i.e. availability of vehicle barge).	Consideration should be given to separating the ferry operating contract from the outage service contract and providing greater clarity in the outage service requirements for alternative access.	Would provide greater clarity in outage service contractual requirements.	None.
Fees				
Resident/ratepayer fees	There is a very strong view among Island residents that they should not have to pay for access to their homes.	Vehicle access for Raymond Island ratepayers should continue to be free of charge. The principle that access should be provided to ratepayers of East Gippsland as part of their rates is regarded as important. It would be very difficult to justify the imposition of Ferry fees on RI residents.	Maintains equity for residents to provide free access to place of residence.	Access to Raymond island comes at significant extra cost with no cost recovery from beneficiaries of the service. Non-ratepaying residents do not receive a Ferry pass.
Resident passes	Many residents believe that Ferry passes should be transferable between vehicles.	This would only benefit residents with more than two vehicles per household.	Greater convenience for owners of multiple vehicles.	Logistics of administration and enforcement.
Visitor fees	Survey respondents support the payment of fees for visitors in vehicles.	Maintain visitor fees for vehicles to manage demand,	Enables partial cost recovery and manages demand.	"Discriminates" against other ratepayers of East Gippsland, unless they

Issue	Issue/Community feedback	Options/Implications	Pros	Cons
		partially recover costs and encourage walk-ons.		have the option of obtaining a pass. Cost of collection may negate the realisable benefit.
Weekly/monthly passes	Survey respondents indicated a desire for weekly/monthly passes to be made available at a discounted rate to reduce the cost for regular visitors/family members.	A weekly/monthly pass system should be considered to enable discounted access for regular or seasonal visitors.	Caters better and reduces cost for family members and regular visitors.	Minor impact on income.
Trailers, etc.	Survey respondents do not support increased fees for trailers, boats, caravans.	Fee structure revised to increase charges for larger vehicle configurations (trailers, boats, caravans) that occupy greater space on the ferry.	Recovers cost more equitably for the size of vehicle configurations. No disadvantage to RI ratepayers.	Negative RI resident reaction.
Walk-on fees	There are differing opinions on the question of charging walk-on-fees.	Compulsory fees may detrimentally affect tourism and would be difficult to administer without new technology. A small voluntary (gold coin) contribution should be considered on a trial basis. Part proceeds could be allocated to visitor infrastructure or wildlife programs.	Increases cost-recovery but is only likely to raise \$20,000-\$25,000 p.a. A portion of fees could be considered for allocation to wildlife protection or visitor services.	Perceptions of visitors may be negatively affected. Cost of collection may negate the realisable benefit. A voluntary fee would avoid this.

Issue	Issue/Community feedback	Options/Implications	Pros	Cons
Equity for East Gippsland residents	Some survey respondents support free access for East Gippsland residents.	<p>Consideration is given to offering ferry passes to all ratepayers of East Gippsland.</p> <p>The “us vs. them” issue could be resolved by offering all East Gippsland residents a free ferry pass. It is unlikely that people other than regular users would take up the offer.</p>	Removes perceived inequity of access to a Shire provided service.	<p>Reduces cost recovery.</p> <p>Would require patrons to provide evidence of EGSC resident / ratepayer status when using ferry or to obtain a pass.</p>

7. Outputs 3, 4 & 5

Outputs 3, 4 & 5 require provision of advice to Council on 3 matters:

Output 3: Revised Ferry Timetable

Output 4: Comparative analysis of services provided by operators of similar public transport connections

Output 5: Fee Structure

Output 4 differs from Outputs 3 and 5 in that the comparative analysis of other ferry services (Output 5) is more an input for the purpose of informing Council of practices of similar transport service providers in other jurisdictions whereas Outputs 3 & 5 are recommendations to Council on ferry timetabling and ferry fees respectively.

Valuable information was generated through the comparative analysis of other ferry services and some licence has been taken to provide unsolicited recommendations to Council deriving from this element of the Project.

Accordingly, Outputs 3, 4 and 5 are presented under two sections:

Section 7.1: A summary of recommendations derived from the user survey and community engagement, and also informed by findings from the comparative analysis (representing Outputs 3 & 5), and;

Section 7.2: A summary of the Comparative Analysis of other ferry services (representing Output 4).

7.1 Summary of recommendations from the User Survey and community engagement

7.1.1 Scheduling

1. Continuous operation (when full) in afternoon peak between 3.30pm-6.00pm.
2. Shift hours of continuous operation in the morning to 7.00am-9.00am.
3. Operate a continuous service when required during seasonal peaks.
4. Additional operator should be provided to provide greater efficiency and manage risk during these peak times.
5. The evening timetable is modified after 8pm to a 30-minute service.
6. Revert to the previous practice of equal waiting times on each side (i.e. departure every 10 minutes).
7. Establish arrangements for 24-hour availability of ferry service for evacuation in the event of bushfire.

7.1.2 Ferry Outages

1. Purpose-built floating platforms constructed to provide improved accessibility and safety for the passengers on the water taxi.
2. A small marquee provided at Paynesville water taxi landing to provide shelter.
3. Undertake periodic maintenance in daylight hours through the introduction of a scheduled monthly outage at a regular low demand day and time.
4. Investigate a variation to Certificate of Survey to provide for longer period between out of water survey.
5. New barge configuration is required to enable safe access for disabled motorists.
6. If the community bus is to be provided in future, the operating hours should potentially be aligned with the operation of the water taxi.
7. Consider providing the bus service (or a smaller commuter vehicle) to the more remote areas of the Island on a scheduled/on-demand basis.
8. For future outages, there may need to be an arrangement for the bus to be provided by contract with professional drivers.
9. Lighting for parking areas is required as a reasonable public safety measure.
10. Consideration should be given to separating the ferry operating contract from the outage service contract and providing greater clarity in the outage service requirements for alternative access.

7.1.3 Fees

1. Vehicle access for Raymond Island ratepayers should continue to be free of charge.
2. Maintain visitor fees for vehicles to manage demand, partially recover costs and encourage walk-ons.
3. A weekly/monthly pass system should be considered to enable discounted access for regular or seasonal visitors.
4. Fee structure revised to increase charges for larger vehicle configurations (trailers, boats, caravans) that occupy greater space on the ferry.
5. A small voluntary (gold coin) contribution should be considered on a trial basis. Part proceeds could be allocated to visitor infrastructure or wildlife programs.
6. Consideration is given to offering ferry passes to all ratepayers of East Gippsland.

7.2. Comparative analysis of other ferry services

Output 4 requires a comparative analysis of services provided by operators of similar public transport connections to the Raymond Island Ferry.

The agreed methodology is that this analysis would be by way of desktop research, analysis and documentation for the purpose of identifying potential management and operating refinements for consideration by East Gippsland Shire Council in relation to the Raymond Island Ferry.

A comprehensive desktop search of ferries operating throughout Australia and New Zealand was undertaken.

The review embraced 43 ferry services.

7.2.1 Overview of ferry services

- Of the 43 ferry services reviewed, 58% could be characterised as forming part of a continuous road as distinct from provision of access to a destination. These have been categorised as “road” ferry services.
- The majority of the “road” ferries are in NSW (14) providing a transport link, primarily for vehicles across various rivers, and SA (11) associated with vehicular transport primarily across the Murray River, and the remainder, (2) are in Queensland.
- There is a correlation between “road” ferries and user charges, with the majority, but not all, being free of user fares.
- For the purpose of this analysis a distinction can be made by classifying those ferry services that do not support continuous travel beyond the point of landing, (ie; the destination necessitates a return passage) as “destination” ferry services.
- Of the 43 ferry services reviewed, approximately 33% service islands, including the Raymond Island Ferry service.
- The remaining 9% of ferry services could be classified as either “road” or “destination” ferry services as the alternate routes invariably involve significant additional travel. (For example, the Daintree River Ferry, whilst forming part of a continuous road system, exists essentially to provide access to a particular destination, the Daintree).
- No detailed analysis has been provided on ferry traffic volumes nor ferry service revenue and expenditure as this information is not readily available.
- Traffic volume data is not routinely published (nor necessarily collected in a uniform way) such that valid comparisons can be made. It is evident however that from the available data, the Raymond Island ferry is amongst the most heavily patronised in terms of vehicle and walk-on pedestrian traffic, with approximately 40,000 ferry movements, 260,000 cars and 640,000 passengers annually.

- By contrast, the Comerong Island ferry carries 15,500 passenger cars per annum, whereas the Daintree River Ferry moves approximately 106,000 vehicles (78% cars) and 300,000 passengers per annum, although this ferry service is subject to significant seasonal variation.
- Meaningful revenue and expenditure data is not readily available. Commercial service providers do not publish their data for obvious reasons, State agencies such as the South Australian State Government Department of Transport, Planning and Infrastructure do not provide segregated cost accounting data for individual ferry services, and for those ferry services owned, managed by, or operated on behalf of local Government, there is no consistency in publication of data. Research of Council Meeting Papers Budgets, Operational Plans and Annual reports, reveals little material that would serve useful for meaningful comparison. Rather, the detail is quite often embedded in higher level transport / traffic service budgets or is classified as commercial in confidence and is not published (for example, Port Macquarie Hastings Shire Council meeting papers on Ferry maintenance costs).
- Of the “road” ferries, 11 were owned and operated by the South Australian State Government Department of Transport, Planning and Infrastructure, 9 were owned and operated by the NSW State Government Department, Roads and Maritime Services, 5 were owned by Local Government (2 by Hastings Shire Council, NSW, 1 jointly by the Hills Council and Hawksbury Council, NSW, 1 by Douglas Shire Council, Qld and 1 by the Northern Peninsula Area Regional Council, Qld).
- Of these 5 Local Government “road” ferries, 4 were operated by contractors for the local government agency and 1 was directly operated by local government (Jardine River Ferry).
- Of the “destination” ferry services, only 2 were owned by local Government, Raymond Island ferry owned by (East Gippsland Shire Council, and Comerong Island ferry owned by Shoalhaven Shire Council, NSW). Each of these 3 ferry services were operated by contractors for the respective local government agencies.
- The remaining ferry services were owned and operated by private sector entities as commercial fee for service ventures, with the exception of the Bay Island Transit System (Qld) and the Kettering - Bruny Island Ferry service (Tas) that are operated under contract to the respective State Governments and the Bombah Point ferry owned and operated by the NSW National Parks and Wildlife Service.
- Of note is an apparent consolidation of commercial ferry service operators with Searoad Ferries P/L operating both the Queenscliff-Sorrento Ferry service and the Stony Point- French Island - Phillip Island Ferry service in Victoria, Ferrymen P/L operating the Settlement Point and Hibbard ferry services at Port Macquarie, NSW, Sealink Transport Group P/L operating the Kangaroo Island Ferry service (SA), the Bay Island Transit System (Qld) the North Stradbroke Ferry Service (Qld), the Kettering- Bruny Island Ferry service, (Tas) and the Darwin - Mandorah Ferry (NT). A similar situation is evident in NZ where a marine tourist charter business, Fullers Great Sights P/L operates multiple ferry services in addition to water taxis and charter services.

Of the 43 ferry services initially reviewed, 7 services in addition to the Raymond Island Ferry service have been selected for more detailed comparative analysis based on the vessel type, operating context and service similarities to the Raymond Island ferry.

Ferry services that were not considered for recording in the more detailed analysis were excluded on the rationale that the character of their respective operations being so unrelated to the Raymond Island Ferry operation that they were deemed irrelevant.

7.2.2 Summary table

Table 6: Summary of the 43 ferry services from which the 8 most relevant were selected for more detailed review.

Ferry Location	No.	Ownership				Operation				
		Private	State	Local Govt	Other	Private	State Govt	Local Govt	Contractor	Other
Victoria	3	3		1		2			1	
NSW	14		9	4	1 NPWS		9 R&MS		4 for local govt	1 NPWS
SA	12	2*	11			2*	11 DTP&I			
Qld	11	13*		2		11*		1	3 2x for State govt 1x for local govt	
Tas	1								1 for State Govt	
NT	1	1				1				
NZ	1	1				1				
	43	19*	20	7	1	16*	20	1	9	1

7.2.3 Comparative Ferry services

Table 7:

Ferry	Management Agency	Operator	Configuration	Capacity
Raymond Island (Vic)	EGSC	Raymond Island Ferry Services P/L	Ferry in chains 1 crew (2 during peak)	21 cars / 150passengers
Comerong Island (NSW)	Shoalhaven Shire Council	Tono Group P/L	Cable ferry 2 crew	6 cars / 12 passengers, 20t
Coochiemudlo Island (Qld)	Amity Traders P/L	Amity Traders P/L	Self-propelled barge	13 cars / 110t
Daintree River (Qld)	Douglas Shire Council	Sirron Enterprises P/L	Cable ferry 2 crew	27 cars 450t
Jardine River (Qld)	Northern Peninsula Area Regional Council	Northern Peninsula Area Regional Council	Cable ferry	6 cars
Noosa North Shore (Qld)	Noosa Council	Noosa North Shore Ferries P/L	2 x Cable ferries 1 in continuous operation. If more than 20 cars queued, both ferries operate	60t
Settlement Point (NSW)	Port Macquarie Hastings Shire Council	Ferryman (Port Macquarie) P/L	Cable ferry	21 cars 105t
Hibbard Street (NSW)	Port Macquarie Hastings Shire Council	Ferryman (Port Macquarie) P/L	Cable ferry	15 cars 90t

Ferry	Owner	Transit distance	Operating hours	Frequency	Alternative transport	Operating stats (annual)			
						Trips	Pass	Cars	Trucks
Raymond Island	EGSC	200m	Mon-Thur 0520-2300 Fri 0520 – 0000 Sat -0700 – 0000 Sun 0700 - 2300	Every 20 mins Continuous at peaks	No. Water taxi avail at fee. Ferry c/o \$265	41,000	604,000	271,000	3,900
Comerong Island	Shoalhaven Shire Council	150m	0600 – 2200 daily	Continuous on demand	No. Call out service avail at fee	7,250 est.	N/A	14,500 (average 2 vehicles per trip)	
Coochiemudlo Island	Amity Traders P/L	1km	Mon-Fri 0540 -1740 Sat-Sun 0740-1620	14 trips daily	Passenger only ferry	5,100 approx.	Commercial in confidence		
Daintree River	Sirron Enterprises P/L	200m	0500-2400 Priority lane for locals in peak season 9-4.30	Continuous on demand	No practical alternative	10,000 est.	300,000	100,000	
Jardine River	Northern Peninsula Area Regional Council	150m	0800-1200 1300-1700	Continuous on demand (stops 1hr for lunch)	No practical alternative	No traffic data discoverable			
Noosa North Shore	Noosa North Shore ferries P/L		Sun-Thurs 0530-2220 Fri/Sat 0530-0030	Every 10 mins	No practical alternative	n/avail	382,000	n/avail	n/avail
Settlement Point	Port Macquarie Hastings S C	200m	24/7	Continuous operation	Hibbard St or Pacific Highway	Extensive research has not revealed traffic data for these two ferry services			
Hibbard Street	Port Macquarie Hastings Shire Council	200m	0630 to 0950 and 1445 to 1850 w/e & p/h 0800-1850	Continuous operation	Settlement Point or Pacific Highway				

Ferry	Owner	Fares (return)						Payment	Concessions
		Cars	Trailer/ van	Trucks, bus & OD	Motor cycles	Pedestrians	Bicycles		
Raymond Island	EGSC	\$13	\$0 commercial trailers pay fee	<20t \$20 \$38 with trailer >20t \$28 \$55 with trailer	\$6	\$0	\$0	Cash, EFT & Council service centres	Ratepayers receive 2 x annual passes per year for cars. Domestic trailers & caravans free. No discounts for casual or annual passes.
Comerong Island	Shoalhaven Shire Council	Residents, their visitors and contractors travel at no cost, for other visitors to the island, the cost of a return ticket is \$10. Income generated through fees 2018/19 = \$21,736 (equivalent to 2,073 visitor cars) Call out is available 24/7 at cost of \$120/hr. EFT only							
Coochiemudlo Island	Amity Traders P/L	\$60	<5.5 \$60 >5.5 \$110	<2t \$85 >4t \$160 > 4t \$370-\$550	\$35	<4y \$0 Child \$5 Adult \$10	\$10	Cash only. Card at office.	20% discount for multi trips for cars and walk-on passengers. 25% disc for trades utes. 25% disc for permanent resident concession card holders
Daintree River	Sirron Enterprises P/L	\$30	\$11	Buses \$32-\$98 Machinery \$11	\$12	\$2	\$0	EFT	Local residents receive free travel from Nov to Feb incl. Concessional travel avail to eligible patrons on application. Multi day pass for cars & utes (5 return) \$59
Jardine River	Northern Peninsula Area Regional Council	\$100	\$130	<10t \$150 >10t \$250	\$40	\$0	\$20	Office, On-line, EFT on ferry,	NPARC residents 50% disc for cars/utes
Noosa North Shore	Noosa North Shore Ferries P/L	\$14	<4.75 \$28 <7.75 \$32	From \$58 + (by quote)	\$6	\$1	\$0	Cash only	No
Settlement Point	Port Macquarie Hastings Shire Council	\$5	\$10	>4t \$10	\$2	\$0	\$0	Cash, EFT Currently trialing cashless	Resident & ratepayer concession sticker \$55, specific to a particular vehicle, (available to all eligible res & rate payers within LGA). Monthly Pass \$30, Annual Pass \$350
Hibbard Street	Port Macquarie Hastings Shire Council	\$5	\$10	>4t \$10	\$2	\$0	\$0	Cash, EFT	Resident & ratepayer concession sticker \$55, specific to a particular vehicle, (available to all eligible res & rate payers within LGA). Month Pass \$30, Annual Pass \$350

Ferry	Owner	Maintenance outages	Out of water Survey interval	Maintenance Slipping comments
Raymond Island (Vic)	EGSC	Scheduled outages o/s operating hours	Every 2 years	Slipped for out of water survey and maintenance every 2 years. Extensive outage services provided
Comerong Island (NSW)	Shoalhaven Shire Council	Not established	Every 5 years	\$390,000 (budgeted) vessel is “craned” out as no slip available
Coochiemudlo Island (Qld)	Amity Traders P/L	As required. Alternative vessel constantly available	Not established	Alternative vehicle ferry available. Passenger ferry available
Daintree River (Qld)	Sirron Enterprises P/L	6 days/year	Not established	Contract requires alternative passenger service only with capacity for 30ppl to be provided
Jardine River (Qld)	Northern Peninsula Area Regional Council	Periodically in accordance with Cert of Survey	Not established	Significant disruption with only small passenger vessel service provided
Noosa North Shore (Qld)	Noosa North Shore Ferries P/L	As required. Alternative vessel constantly available	Every 2 years	Minimal service disruption as 2 ferries operate in parallel
Settlement Point (NSW)	Port Macquarie Hastings Shire Council	5.5 hours 4 th Wed each month (daytime)	Every 4 years Note: Ferry out of service for 6 weeks in Oct/Nov 2019for slipping.	Council provides commuter bus during outages.0625-0900 then 1500-1745 weekdays only. For outage services, see attachment (significant parallels with RIF outage services)
Hibbard Street (NSW)	Port Macquarie Hastings Shire Council	5hrs every 4 th Thursday (daytime)	Every 4 years	Ferry is taken out of service and relocated to Settlement Point during periods when the Settlement Point ferry is out of service for prolonged periods

7.2.4 Key Learnings

The Raymond Island Ferry is not unique!

7.2.4.1 Common Issues:

There is significant commonality of issues among ferry services provided by local Government. These common issues include:

- **Operating arrangements** – Six of the eight comparator ferry services are operated by contractors to Local Government. Of the remaining two, one is operated directly by Local government (Northern Peninsula Regional Council), and the other by a commercial operator.
- **Operating costs** – Reviews of local media and Council meeting papers in all of the localities in which the subject ferries operate reveal general concerns amongst ratepayers, councilors and patrons with the recurrent costs of service provision.
- **Fares** – Reviews of local media and social media reveal significant discontent with fare regimes, even though there is wide variation in the quantum and structure of fares. Recurring questions relate to:
 - who should be obliged to pay? (ratepayers?, residents?, tourists?, no one?,
 - which classes of vehicle should be subject to fares, (resident cars exempt, resident cars and trailers/caravans exempt?, all classes of vehicle should pay,
 - fares should be proportionate to vehicle / trailer dimensions and/or weight) and of course,
 - how much?
- **Future planning**- Several of the management agencies have either recently reviewed and / or gone to market for ferry service provision. The recurring questions include:
 - bridge vs ferry,
 - ferry capacity,
 - propulsion system,
- **Access** – Extent of obligation for Government (State / Local) to provide access to private property that has been permitted to be developed and/or subject to rate revenue. Unsurprisingly, residents who are dependent upon ferry service to access their properties or make their way around their local community invariably submit that one of the three levels of Government is obliged to underwrite either or both the capital and operating costs of ferry services. Again, unsurprisingly, this perspective was not universally embraced by those with a lesser dependency upon a ferry service. The issue of legal obligation will be an issue that will ultimately be determined by the Courts on a case by case basis although it may not be a path that management agencies wish to explore given the attendant risks associated with an adverse outcome.
- **Service standards** – Recurring questions relate to:
 - hours of operation,
 - continuous or scheduled frequency
 - waiting times,
 - outage services

Capex & Opex -Who should bear responsibility for provision of capex and opex (Commonwealth, State, Local govt, commercial operators).

7.2.4.2 Vessel and infrastructure Condition

Of the eight ferries subject to detailed review:

- **Maintenance standard** -The Raymond Island Ferry vessel and associated shore-based infrastructure (landing ramps, patron shelters, landing environs, information signage) appears to be maintained to a

significantly higher standard than the vessels and shore-based infrastructure of each of the comparative ferry services.

- **Amenity** - Raymond Island Ferry is the only ferry service that provides on-shore infrastructure for patrons (patron shelters, electronic message boards, interpretive information) It is noted that the Douglas Shire Council is in the process of upgrading the precinct of the Daintree River ferry.
- **Passenger amenity** - Walk-on passenger amenity on Raymond Island Ferry, including access for patrons using mobility aids, is superior to that provided on comparator ferries
- **Risk mitigation** - (traffic control, vehicles going overboard) appears to be more effectively managed on RIF than comparator ferries (based on personal experience having travelled on 5 of the 8 comparator ferries and literature review, including the 2017 Queensland Coronial inquest report into a fatality on the Daintree River Ferry)
- **Electronic Message Boards** - Raymond Island Ferry is the only ferry service providing patron information via electronic message boards at ferry landings
- **SMS messaging** -As with Raymond island Ferry which has an SMS messaging service, Port Macquarie Hastings Council similarly provide an SMS notification service to ferry patrons (who register for the SMS). Messaging is managed by PMHC and subject to Council's privacy and other protocols

7.2.4.3 Maintenance & outages

- **Regulatory regime:**
 - All of the ferries reviewed fall within the scope of the Marine Safety (Domestic Commercial Vessel) National Law Act 2012 (the national law), administered by the Australian Maritime Safety Authority (AMSA) which replaced eight federal, state and territory laws with a single regulatory framework for the certification, construction, equipment, design and operation of domestic commercial vessels inside Australia's exclusive economic zone.
 - Whilst the Raymond Island Ferry most recent Certificate of Survey was issued by Marine Safety Victoria as part of a transitional arrangement to the single national jurisdiction, all future Certificates of Survey will be issued by the National regulator.
 - It is noted through this review, that a number of ferries are required under their Certificates of Survey, to undergo an out of water survey at significantly longer intervals (4 years) than the current requirement for the (2 years)
- **Slipping** - 3 of the 8 comparator ferries have certificate of survey providing out of water survey (slipping) interventions greater than the 2 years frequency currently applicable to Raymond Island Ferry (slipping interval not discovered for 3 others, with 1 other being 2 years)
- It is submitted that an opportunity exists to seek a longer interval between out of water slipping for Raymond Island Ferry (e.g.; 4 years), subject to an appropriate risk assessment and cost/ benefit analysis supporting this proposition. (acknowledging there would likely be some increase in "in-water" inspection and maintenance costs and a possible incremental increase in the out of water slipping costs if this extended period between slipping was adopted)
- **Scheduled maintenance** – 2 of the 8 comparator ferries have scheduled outages of approximately 5 hours during daylight hours each month (of the 43 ferries reviewed, the majority were subject to service disruption during daylight hours for regular scheduled outages for periodic maintenance). Again It is submitted that an opportunity exists to review the current practice with Raymond island Ferry maintenance being performed outside of operating hours (i.e., late at night), with the assumption that

benefits would be derived in the efficiency and the costs of maintenance if it were performed during daylight hours with the likelihood of only minor inconvenience to ferry patrons.

- **Outage services** – Of the 8 comparator services, only the Settlement Point ferry service operated by PMHC had a level of outage services similar to those provided during RIF outages
- **All abilities access** – Through the literature search and personal experience of 5 of the 8 comparator services, it appears the issue of access for all has not been a focal consideration either in ferry operation, on-shore infrastructure design or the provision of services during outages for any of the ferry operators.

7.2.4.4 Operating system (means of propulsion):

- Of the broad group of 43 ferries reviewed, 27 were propelled by cable, 15 were self-propelled, with Raymond Island Ferry the only ferry utilising a chain drive system.
- The literature research revealed reports of impact with submerged / semi submerged ferry cables by other vessels operating on several waterways. Given the volume of vessel traffic in McMillan Strait, the historic navigability parameters of this fairway and that EGSC is not the designated waterway manager for McMillan Strait under the Marine Safety Act, (2010), it is opined that that any potential compromise of navigability associated with adoption of a different ferry propulsion system whilst obviously technically feasible, would likely attract strong maritime user opposition

7.2.4.5 Operating Hours & Frequency

- **Hours** – Of the 8 comparator services, RIF, Noosa North Shore & Daintree River have similar spread of operating hours, 1 operates 24/7, the remaining 4 have substantively narrower operating hours.
- Of those with shorter operating hours, 2 have alternate routes / passenger services available, whilst 2 do not.
- **Frequency** - Of the 8 comparator ferry services, 6 run continuously (on demand), Coochiemudlo Island (the ferry with the longest transit distance) operates 14 times daily, RIF has the longest wait between services (although runs continuously at designated peaks)

7.2.4.6 Fares

- Raymond Island ratepayers enjoy a fare regime similar to the Comerong Island ferry service (\$0 for cars/trailers) and lower than the other comparator ferry services
- Raymond Island Ferry fares for patrons who are not residents or ratepayers of RI are comparable with Noosa North Shore Ferry and Comerong Island, are substantively higher than ferry services provided by PMHC but significantly lower than the remaining three comparator services
- Truck/bus and over dimensional vehicle fares vary widely across the comparator services with RIF being significantly lower than all other services apart from Comerong Island and the PMHC services
- Concession arrangements and criteria vary widely with a common thread of concession for local / multi-user patrons. The PMHC concession arrangements appear complex and administratively burdensome for Council, ferry operator and patrons.

8. Recommendations from comparative analysis

- 8.1 That East Gippsland Shire Council seek to vary the Certificate of Survey for the Raymond Island Ferry to provide a longer interval between out of water slipping of the Ferry, subject to an appropriate risk assessment and cost/ benefit analysis to test the veracity of this proposition.
- 8.2. That East Gippsland Shire Council make use of the experiences of other Local and State government agencies by engaging with agencies to inform the further development of current and future management and operating arrangements for the Raymond Island ferry Service, including:
- Douglas Shire Council in relation to the process and documentation in its 2019 “offer to market” for ferry services. (The current ferry contract is due to expire 30 June 2021. Council invited EOIs in Feb 2019 and offered tender for the next Ferry Contract to market in July 2019, closing Aug 2019. Council to award a new contract by 31/12/2019 to allow for transition to new service by 30/6/2021);
 - Tasmanian Department of State Growth in relation to the service standard specification for the 2018 “offer to market” for the Kettering - Bruny Island ferry service;
 - The Qld Ombudsman’s 2006 report into the Douglas Shire Council’s tender process for the Daintree River Ferry;
 - Douglas Shire Council Daintree River Ferry Community Engagement Report 2018; and
 - Coroners Court Queensland – Findings of Inquest 2017, in relation to a fatality on the Daintree River ferry).
- 8.3 That Council Scheduled maintenance – 2 of the 8 comparator ferries have scheduled outages of approx. 5 hours during daylight hours each month (of the 43 ferries reviewed, the majority were subject to service disruption for regular scheduled outages for periodic maintenance)

9. Other recommendations

- 9.1 That Council undertake design and specification of floating pontoons and ramp at both Raymond island and Paynesville to better address all abilities access to alternative passenger transport vessels (water taxi) during outages, to address risks associated with passenger embarkation and disembarkation (particularly those dependent upon mobility aids) and secondly to ensure Council meets its obligations under the Disability Discrimination Act (Commonwealth) 1992.
- 9.2 That Council investigates opportunities to access grant funding to support the implementation of Recommendation 9.1.
- 9.3 That Council commences a structured process for determining the operational management arrangements it proposes to adopt for the Raymond Island ferry at the expiration of the current contract in June 2022.

This process to include:

- Whether Council will exercise its option to extend the current contract.
- If yes, the determination of the terms under which an extension might be provided and any variations to the service standards and operational arrangements.

- If no, a determination on how transport services are to be provided between Paynesville and Raymond island, including:
 - o preparation of the specification for an offer to market;
 - o whether all elements (ferry operation, minor maintenance, major maintenance, water taxi, alternate vehicle barge, outage services, are included within the contract or are offered as separable components;
 - o contract duration; and
 - o service standard specification.
- Preparation of contract and tender documentation including a determination on whether this will be prepared “in-house” or by a competent third party.

9.4 That Council commence work on a structured planning process for the provision of transport connectivity with Raymond Island in anticipation of the current vessel having approximately 10 -15 years of remaining service life.

10. Appendices

Appendix 1: 10.1 Raymond Island Ferry User Survey Summary of Survey Results

Background

The Raymond Island Ferry User Survey was prepared to inform a review of the Levels of Service for the Raymond Island Ferry. The main purpose was to gather the community's views and perceptions about the levels of service, particularly: scheduling, outage arrangements, and fees.

The survey was conducted on-line in October 2019 and promoted via the Raymond island Ferry SMS service, Raymond Island website, RICA e-mail database and notice in the RI Ferry shelter. The survey was designed and tested in consultation with the Community Reference Group.

The survey and completed by 308 respondents. 44 of these surveys were completed in hard copy. The overall completion rate for the survey was 90%.

Approximately 254 of the respondents are permanent residents of Raymond island – a very good sample of the population.

It is important to note that the survey is only one form of community and stakeholder input on the project. A Community Reference Group has met on three occasions to discuss a range of issues associated with the levels of service which have been considered in the report and recommendations. Individual consultation with other stakeholders, including the Ferry contractor, have also been conducted.

Summary

The respondents

Over 80% of the respondents were property owners or family members resident on the Island. About 12% were absentee owners or their family members. The remainder were tradespeople, service providers, local business owners, and visitors to family and friends.

Usage of the Ferry

Almost 90% of respondents use the Ferry most days or more.

Over 80% of respondents use the Ferry by car more than 4 times per week, but 70% of respondents use the Ferry as walk-on passengers only 3 or less times per week. About 15% of respondents walk-on every day. Using ferry passenger data, it has been estimated that there approximately 20,000-25,000 walk on passengers every year who are visitors to the Island.

Almost 80% of respondents use the Ferry less than 1-2 times per week after 8pm.

Ferry Schedule

There is a generally high level of satisfaction with the Ferry schedule.

Lower ratings are due to:

- Late ferry not always catering for late train or social/cultural activities in Bairnsdale
- Lack of continuous operation during afternoon peak
- Ferry does not depart immediately if it is full and return to collect waiting vehicles
- Holiday peaks are not accommodated by the normal schedule
- Morning peak service should be 7am-9am, not 8am-10am

- Gap between early morning train service and next scheduled service (6.40am) is a problem

There is strong support for immediate return service if ferry is full and for timetable improvements, particularly around peak periods.

Despite low rating for fewer off-peak and night-time trips, usage indicates that this would not disadvantage many people. Many respondents commented that the ferry does not need to run to a 20-minute timetable in late evening periods but could run later to cater for travellers on the late train into Bairnsdale or at evening events in Bairnsdale.

The survey indicates that there are several possible improvements to scheduling that would cater better for demand without necessarily adding to the number of trips. The trip schedule can be improved to cater better for peaks and provide an “on-demand” service in off-peak times.

Ferry Outage Services

The overall rating for outage services was 3.69/5.

Approximately 64% of respondents rated the outage services as “good” or “very good”, while approximately 14% rated them as “poor” or “very poor”.

There is a high level of tolerance for the inconvenience of outages; reliance on the community bus is not high (but some rely heavily on road access due to distance from the water taxi); the bus service is generally acceptable; satisfaction with access to information about outages is generally high.

Respondents report some inconvenience in leaving their car in Paynesville. They show a high level of concern about access for visiting service providers and support for use of the barge for emergency and disabled access. There are significant concerns with the limitation of vehicle (car and/or mobility scooters) access for the disabled.

There is a high degree of satisfaction with the water taxi service, although aged/disabled people struggle with access due to water levels and landing arrangements. Respondents generally accept limitations on the carriage of bicycles, dogs and dangerous goods.

There are fairly evenly divided viewpoints on parking at the rear of the Esplanade and the safety and security of car parking. Respondents appreciate that priority parking should be for businesses and visitors, but reliance on nearby parking on private land is high, as are stated needs for lighting and security. This presents a challenge for future outages if private land is not available for parking during outages.

About 20% of respondents rely heavily on the community bus (most days or every day). About half of all respondents use the community bus once a week or less. Despite the low level of usage, the lack of bus access to more remote properties was a concern for some residents.

The most common comments about outages were:

- Disabled/elderly access to water taxi
- Larger water taxi
- Priority for residents on water taxi
- Regular barge service for all vehicles
- Use of vehicle barge by people with disabled sticker or mobility scooters
- Bus available to all
- Bus operated by Shire
- Extended bus schedule
- Car park security
- Shelter at water taxi landing

- Permanent lighting at water taxi landing

Some respondents suggested that 24-hour servicing of the ferry during the outage would reduce the length of the outage and others suggested that the outage should be scheduled for mid-winter to reduce inconvenience.

Fees

Respondents are very strongly of the view that the Raymond Island Ferry provides an essential transport service to their homes and, like other core services, should be free to residents. The principle of equity of access is commonly referred to in the comments.

There is a reasonable level of acceptance for visitor fees, although a large minority oppose any fees.

There are many comments seeking Ferry passes for family and visitors, individual, not car-based passes and weekly/monthly passes.

There is some contention that walk-on charges would discourage visitation and that the administration would be impractical, but the concept of a voluntary charge for walk-on visitors was suggested and is supported by many comments. Support for extra charges for trailers, etc. is fairly evenly split.

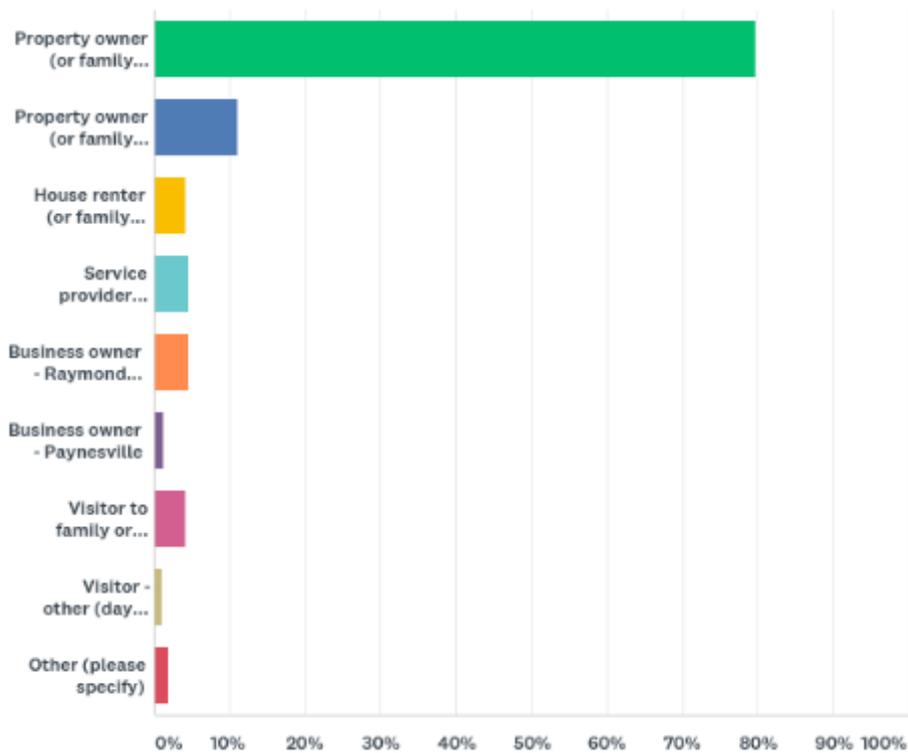
About the Respondents

Connection to the Island

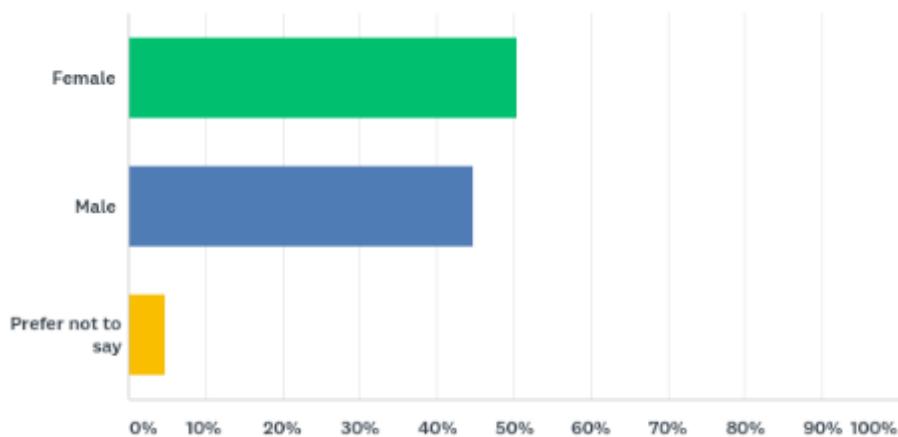
Over 80% of the respondents were property owners or family members resident on the Island.

About 12% were absentee owners or their family members.

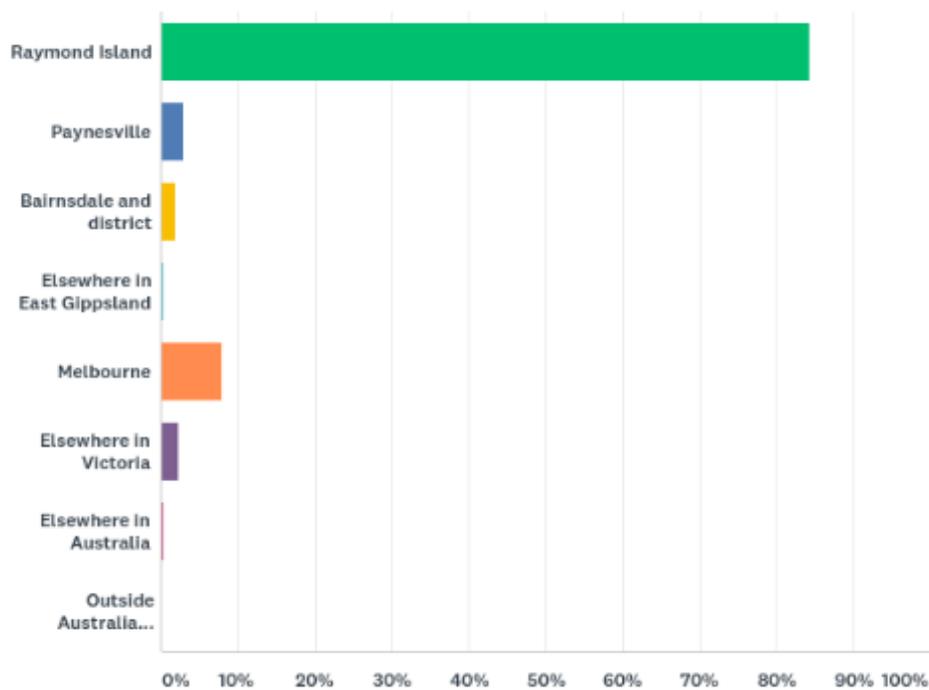
The remainder were tradespeople, service providers, local business owners, and visitors to family and friends.



Gender

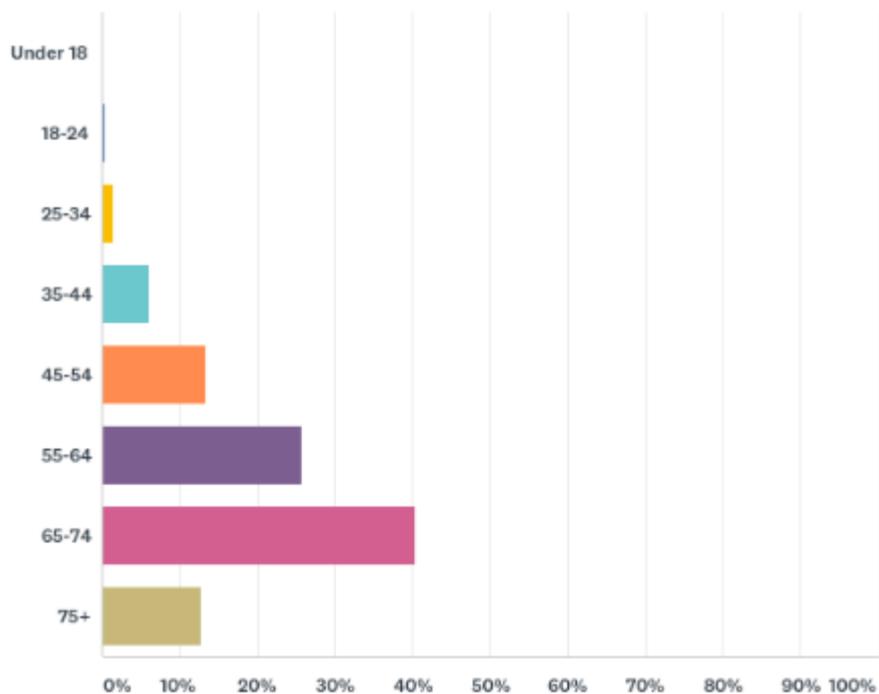


Place of residence



Age

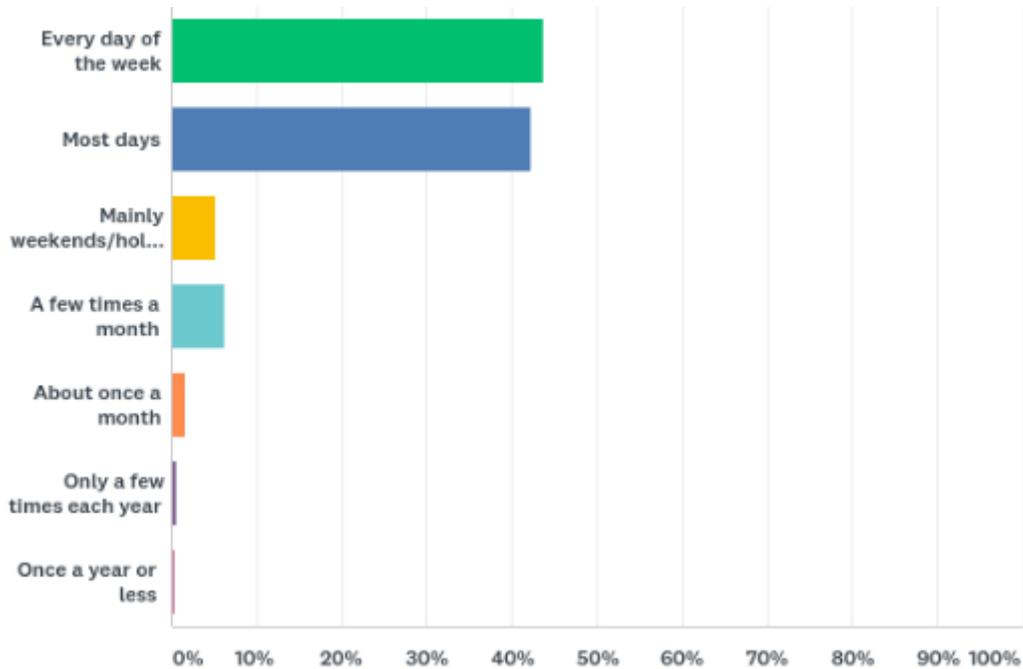
The age demographic is a good representation of the age profile of Raymond Island, although no one under 18 completed the survey. There are 42 residents under 18 on Raymond Island and some of these would be represented in survey responses from parents.



Use of the Ferry

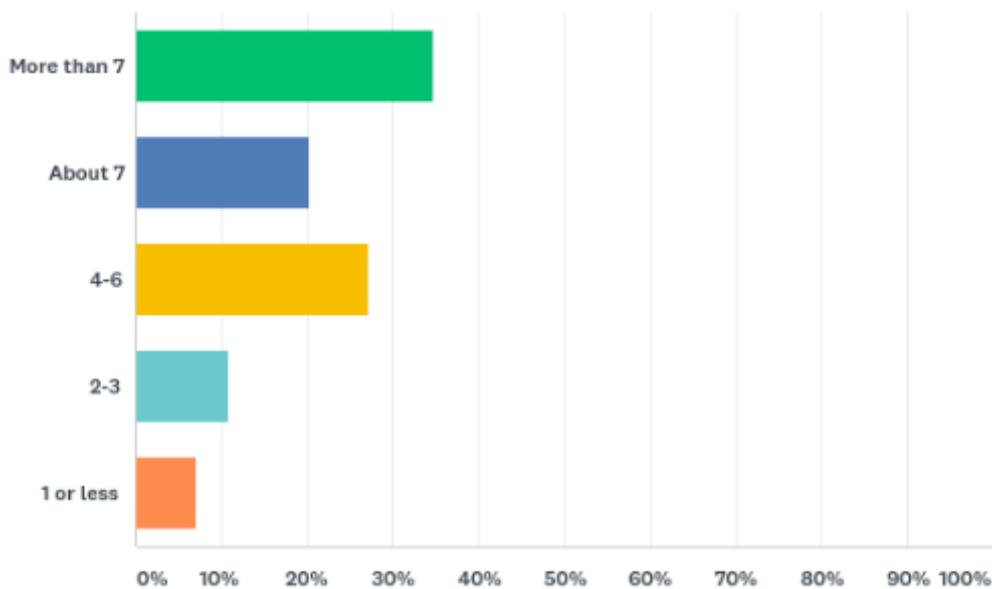
Frequency of use

Almost 90% of respondents use the Ferry most days or more.



Frequency of return car trips

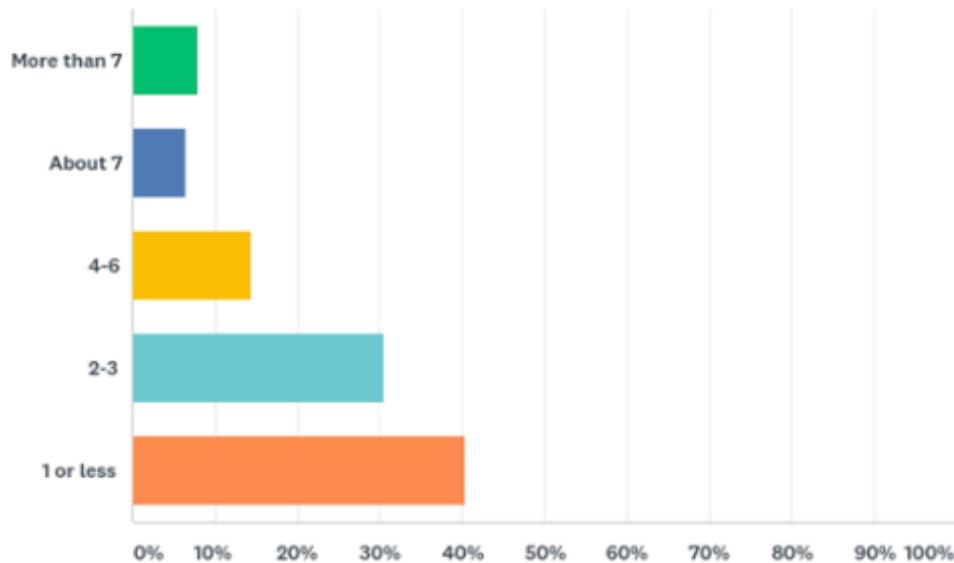
Over 80% of respondents use the Ferry by car more than 4 times per week.



Frequency of pedestrian/cycle return trips

70% of respondents use the Ferry as walk-on passengers only 3 or less times per week.

About 15% of respondents walk-on every day.



This data allows a better understanding of walk-on passenger use of the Ferry.

Based on the survey results, Raymond island residents use the Ferry as walk-on passengers on average 3.14 times per week.

Extrapolated to the entire population (548 people), that is 1,721 trips per week.

If we load up that figure for the 32 school-age children (2016 Census) and add 160 trips per week:

= 1,881 return trips per week = 97,812 per annum.

Ferry usage data (collected by the contractor and provided to the Shire) says 256,549 walk-ons – single trip = 128,000 return.

If we add itinerant residents over summer, say another 4,800 trips for the peak summer period (100 houses with of families of 4 here for a month).

Islanders: 97,800

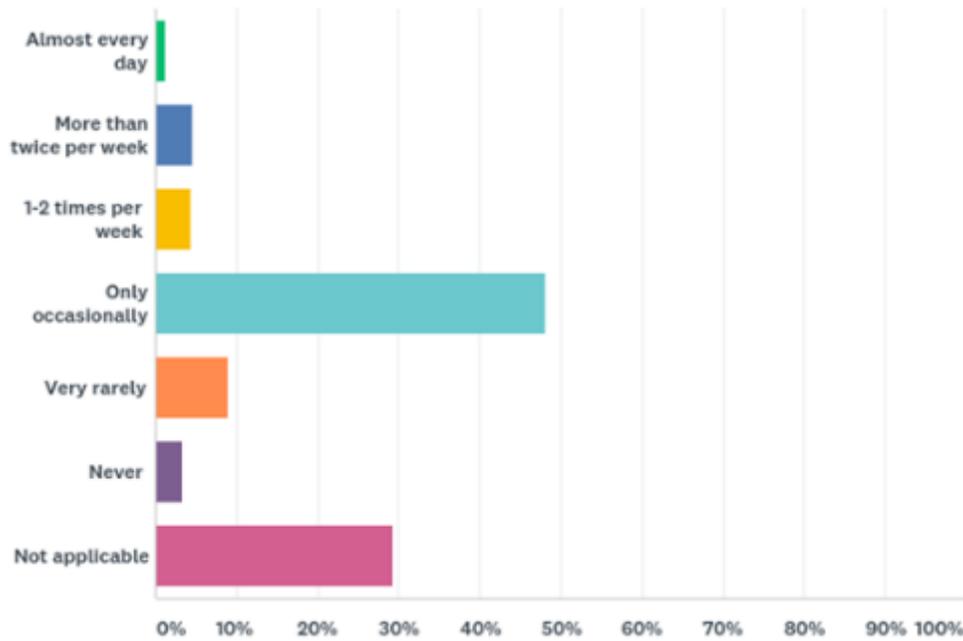
Itinerants: 4,800

= 102,600

Therefore “visitors” account for approximately 25,000 walk-on trips per annum.

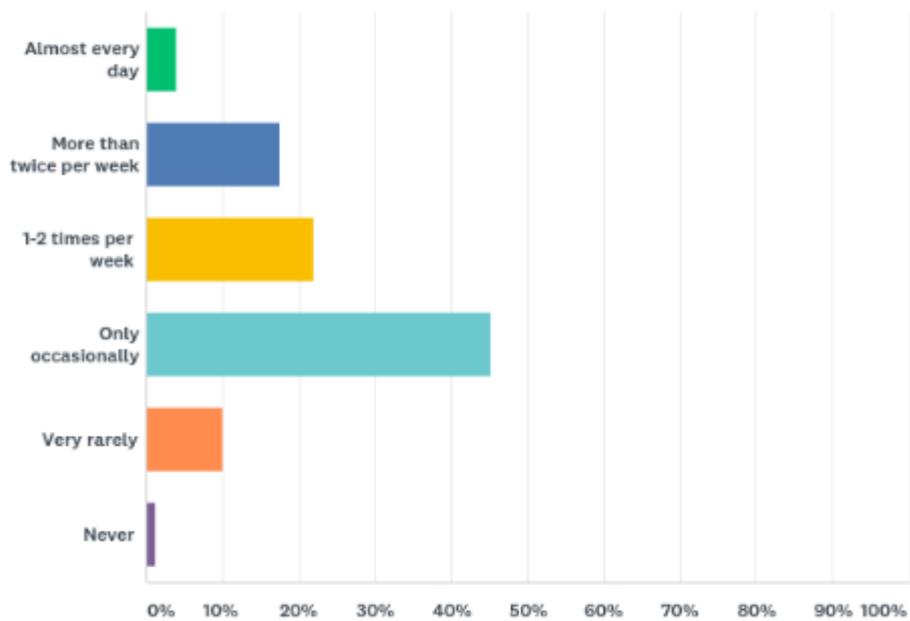
Use of Ferry towing boat, trailer or caravan

Raymond Islanders are not regular in towing trailers, boats or caravans on the ferry.



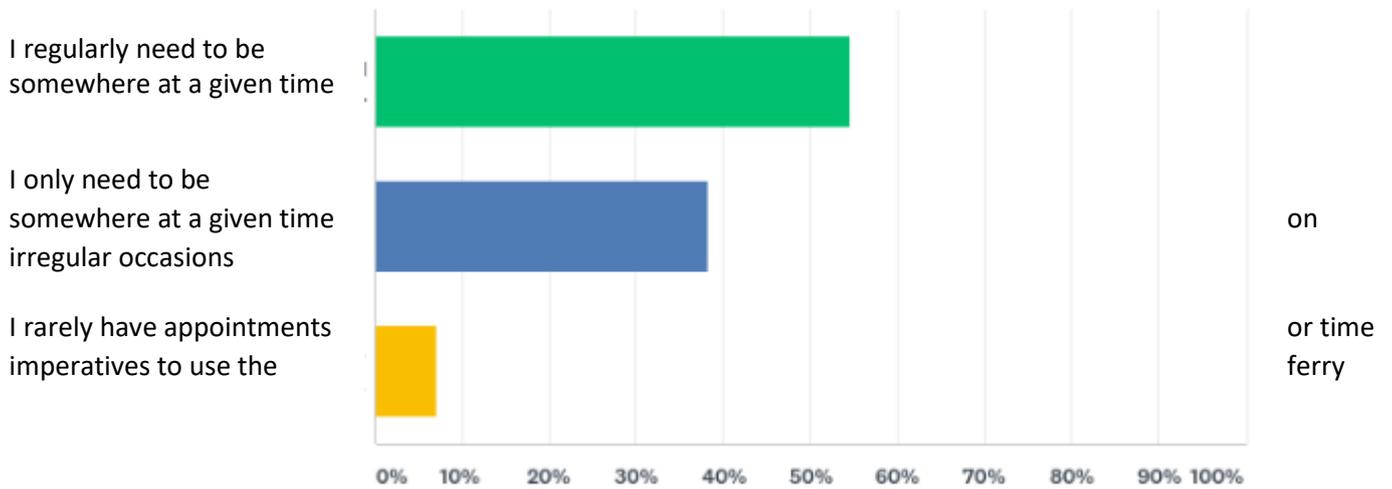
Trips after 8pm

Almost 80% of respondents use the Ferry less than 1-2 times per week after 8pm.

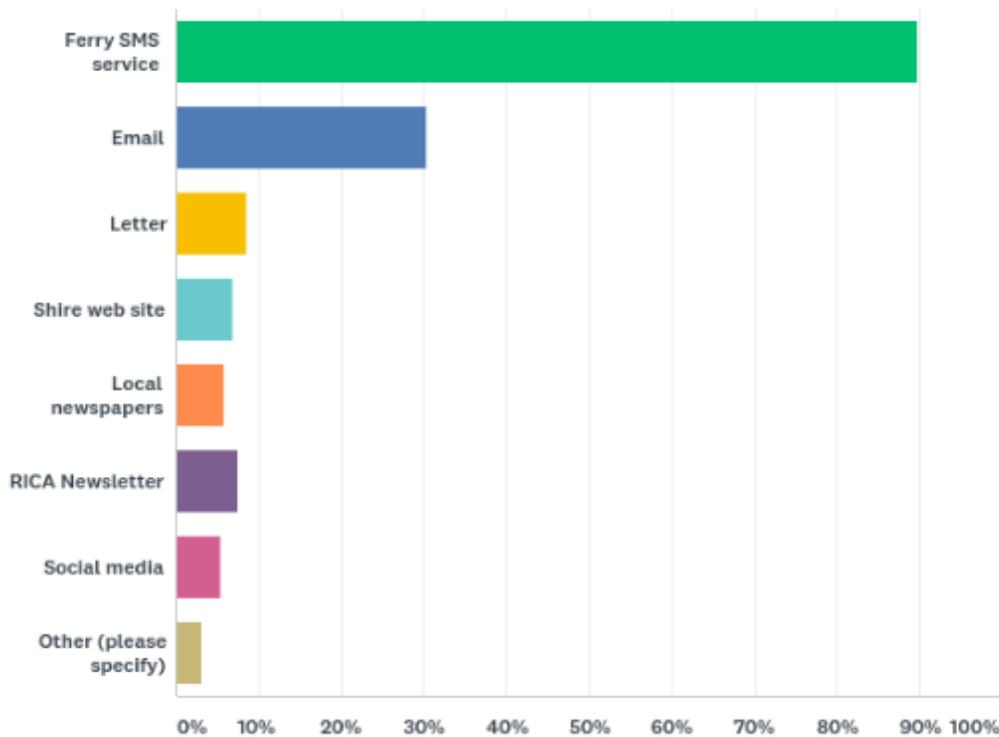


Need for timely travel

Is your need for travel on the ferry usually constrained by time (for example, work commitments, appointments, school)?

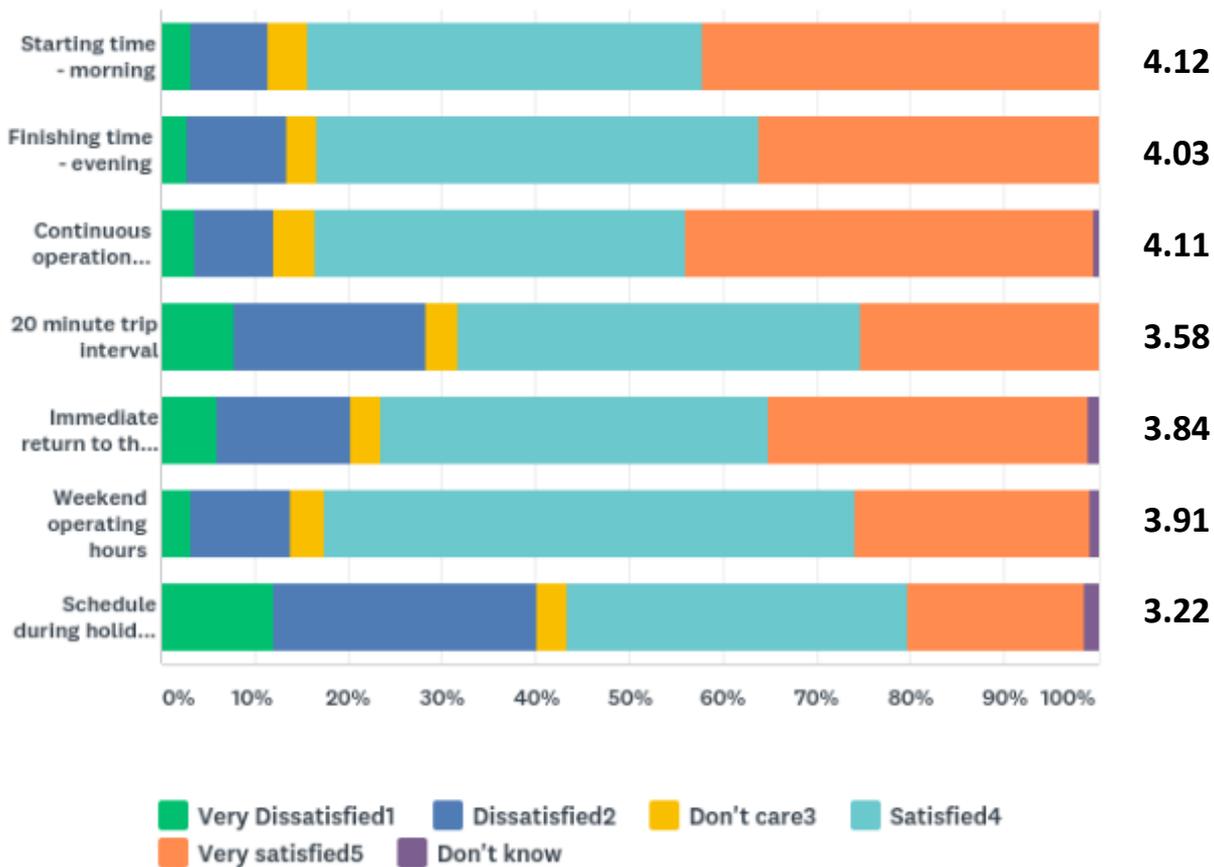


Preferred source of information about outages, schedule changes, etc.



Ferry Schedule

Satisfaction ratings:



There is a generally high level of satisfaction with the Ferry schedule.

Comments indicate that lower ratings are due to:

- Late ferry not always catering for late train or social/cultural activities in Bairnsdale
- Lack of continuous operation during afternoon peak
- Ferry does not depart immediately if it is full and return to collect waiting vehicles
- Holiday peaks are not accommodated by the normal schedule
- Morning peak service should be 7am-9am, not 8am-10am
- Gap between early morning train service and next scheduled service (6.40am) is a problem

Scheduling issues

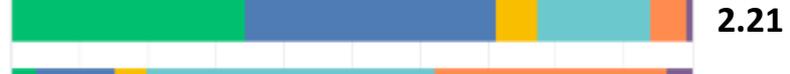
The ferry could operate less frequently during off-peak periods



If full, the ferry should return immediately for waiting vehicles



The ferry does not need to operate every 20 minutes in evening off-peak



The ferry timetable could be improved



I am generally happy with the level of service provided by the ferry



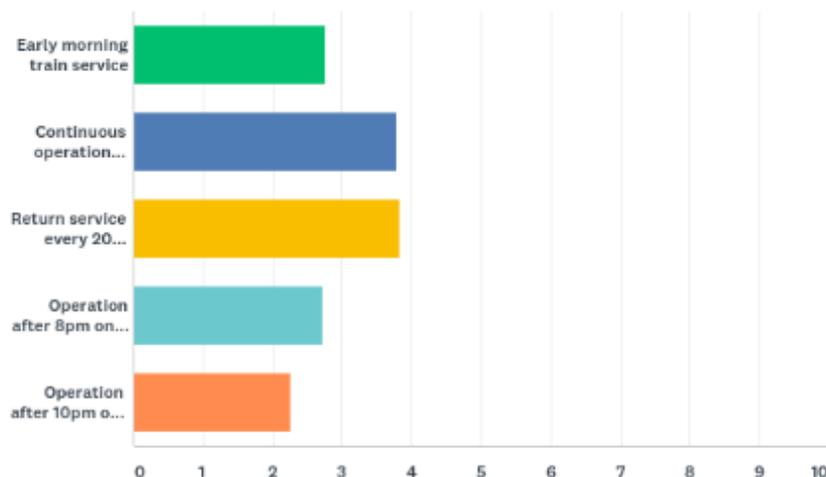
There is strong support for immediate return service if ferry is full.

There is strong support for timetable improvements, particularly around peak periods.

Despite low rating for fewer off-peak and night-time trips, usage indicates that this would not disadvantage many people.

The survey indicates that there are several possible improvements to scheduling that would cater better for demand without necessarily adding to the number of trips. The trip schedule can be improved to cater better for peaks and provide an “on-demand” service in off-peak times.

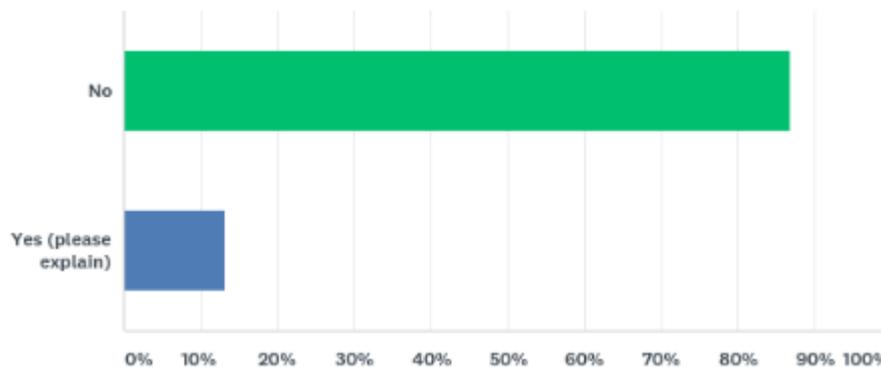
Q12. Please rank the following aspects of the Ferry timetable in order of importance.



Some respondents found it difficult to rank these services as they regarded them all as important, but 259 respondents provided the above ranking.

Night-time operations were the lowest ranked, which aligns with respondents’ lower level of usage of those services.

Q13. Are there any services associated with the ferry timetable that you believe could be reduced without significant inconvenience to you?



In general, respondents do not want to see a reduction in timetabled service.

Comments identified areas for improvement as below. (Note: This is a sample only of comments. All comments have been considered in the report).

Comments

20-minute service should be at operator’s discretion – if there are no vehicles waiting the ferry does not have to travel.

Night-time operation should be extended to midnight every night.

More frequent service (10 mins) on weekends from 8am-10am.

Continuous service in afternoon peak hour 3.30-6.00pm.

Mon-Fri (excluding school holidays) the ferry could operate a half hour service after 9.00pm and wait on the Paynesville side.

The continuous service between 9am-10am is not necessary.

Increase the trips to every 10 minutes - I am tired of missing the ferry because it’s full.

Reduce frequency to 30 min after 8 pm.

Weeknights after 9.30 pm are not necessary.

Possibly reduce service to half-hourly, (except when full) in return for later finishing times.

I think that after 8pm the ferry could run only when needed by customers as I think there are times when there is no-one waiting on either side

The ferry doesn’t need to run unless there is someone waiting.

It doesn't need to be continuous 8am to 10am it needs to be earlier for the workers who have to get to work say 7am to 8.30am.

Every 10 minutes between 3.30pm-6.00pm.

Train service If you are taking a passenger to the early train, you have to wait until 6.40am for the return trip.

The ferry service would be better if it spent 10 minutes on each side instead of 20 on the Island. Should be more ferries between train service and normal operation in the morning for people travelling to Melbourne. Evening closure should cater for people attending social events in Bairnsdale or on the late train.

In recent months the ferry timetable is often not coping with the volume of traffic. It should run more frequently during busy periods.

Should be two operators when busy to collect payment faster.

Ferry should run continuously 24 hours a day to provide the same level of access to our homes as every other citizen.

Return of ferry to pick up remaining vehicles when full.

Continuous service from 7-10am 4-6.30pm.

Ferry to run continuously when temperature exceeds 30 degrees - important for children, aged people, animals.

With ever increasing demand on the ferry in the mornings it would assist working residents it would be far better to run the ferry more frequently between 6 and 8 and come back over if full. Why 8 till 10, who does that benefit?

The ferry is good at taking people to work and school (it does not need to be continuous after 9am) but it does not work well bringing people home from school and work. For example, Paynesville Primary finishes at 3.30pm and in Term 4 and Term 1 the ferry is to full to get on the 3.40pm. If the ferry is to full you still have to queue (and not take the children to the park) if you don't queue the next ferry is also to full. There is normally 6 cars miss out on all ferries 3.40pm. On other days when I finish work at 4pm in Bairnsdale the 4.20 ferry is always to full to get. When my three children are at after school care which finishes at 4.30 we make the 4.40 but the queue is to long for us to get on. Please could the ferry be continuous from 3.20 till 6pm.

A clearer timetable to read. With the very automaticity going continuously when traffic flow is high.

A service between 5.20am and 6.40am is required. Continuous operation between 4.00pm and 6.00pm is required. Ferry needs to return immediately when cars are waiting to board. Ferry needs to operate more frequently during holiday periods.

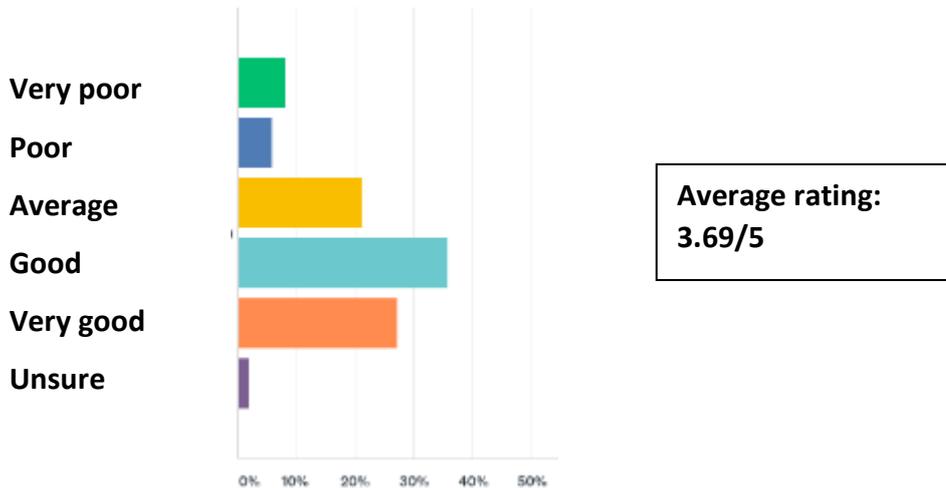
It would be good to be able to get home after a show midweek.

I love the ferry and the service, use it multiple times a day, very happy with how it runs, sometimes disappointed that if it is full I have to wait a full further 20 mins, I really think the driver should come back if he can't fit everyone on, but it is not that big a deal, I can live with a 20 min wait. Love how it runs constant during peak holiday period, it is great that residents can get home quicker because it runs extra services. If anything, the return trip immediately can be a bummer, if he comes over to Paynesville, and is only one or two cars waiting, he returns immediately meaning I can often miss him by only a min or two, if he waited until 10 mins after leave time (ex, he leaves at 8pm, but can be on his way back to island as early as 8:05, but if he waited until 8:10, gives time to catch him).

Ferry Outages

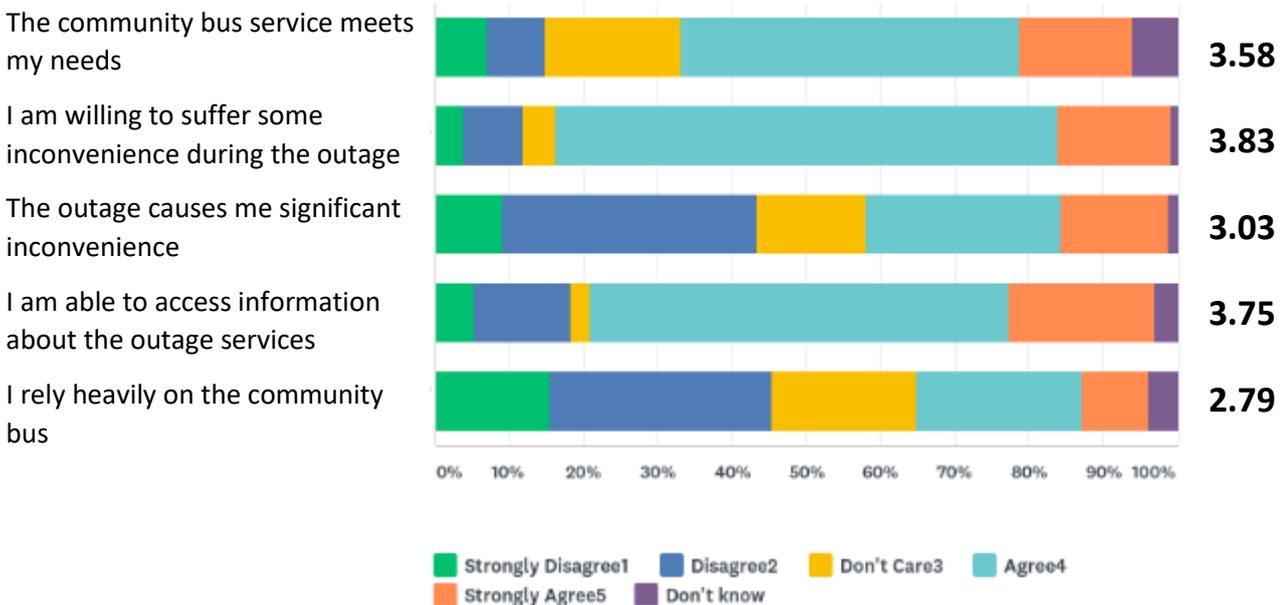
Rating of alternative access services

Overall ratings for outage services were good. Approximately 64% of respondents rated the outage services as “good” or “very good”, while approximately 14% rated them as “poor” or “very poor”.



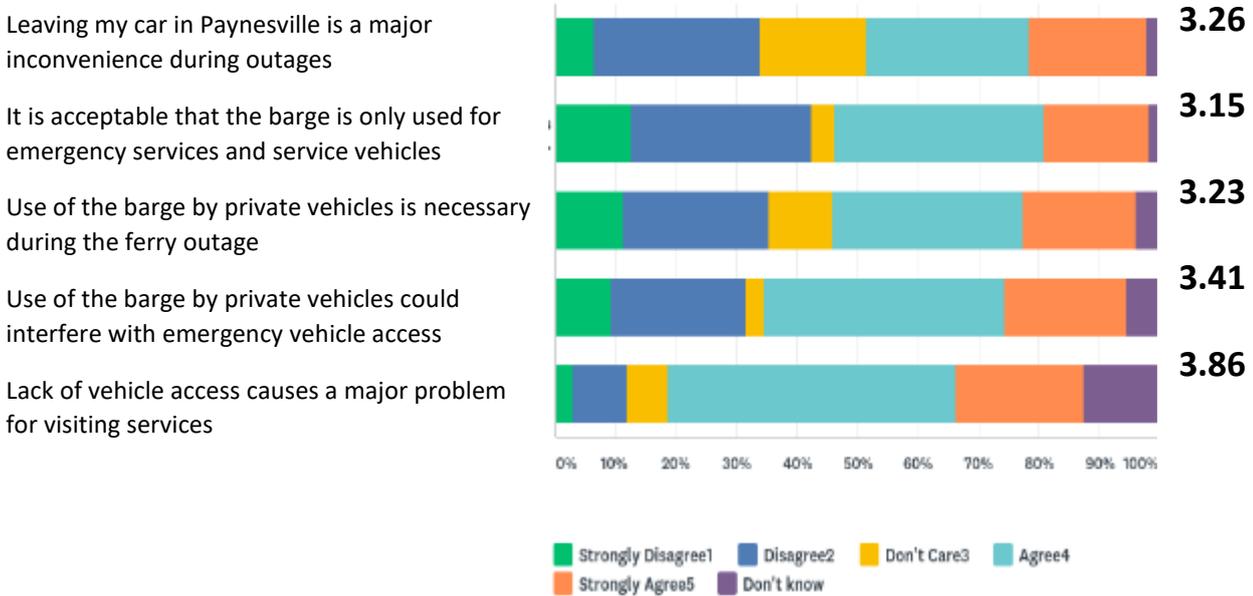
Outage issues

There is a high level of tolerance for the inconvenience of outages; reliance on the community bus is not high (but some rely heavily on road access due to distance from the water taxi); the bus service is generally acceptable; satisfaction with access to information about outages is generally high.



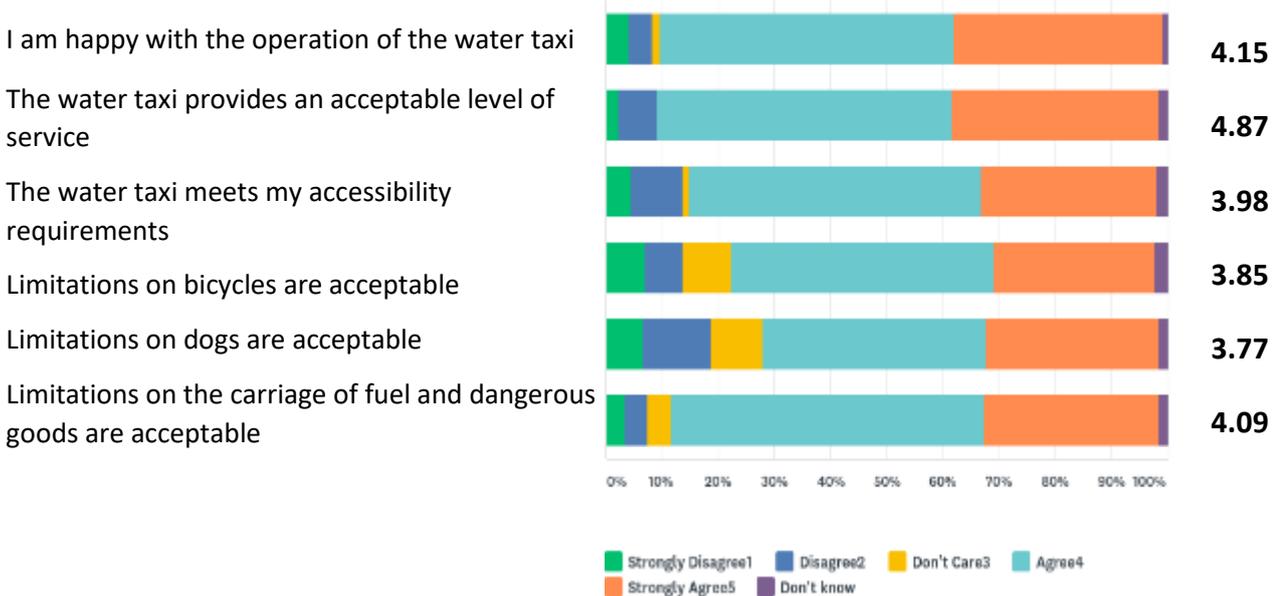
Vehicle access during outages

Respondents report some inconvenience in leaving their car in Paynesville. They show a high level of concern about access for visiting service providers and support for use of the barge for emergency and disabled access. There are significant concerns with the limitation of vehicle (car and/or mobility scooters) access for the disabled.



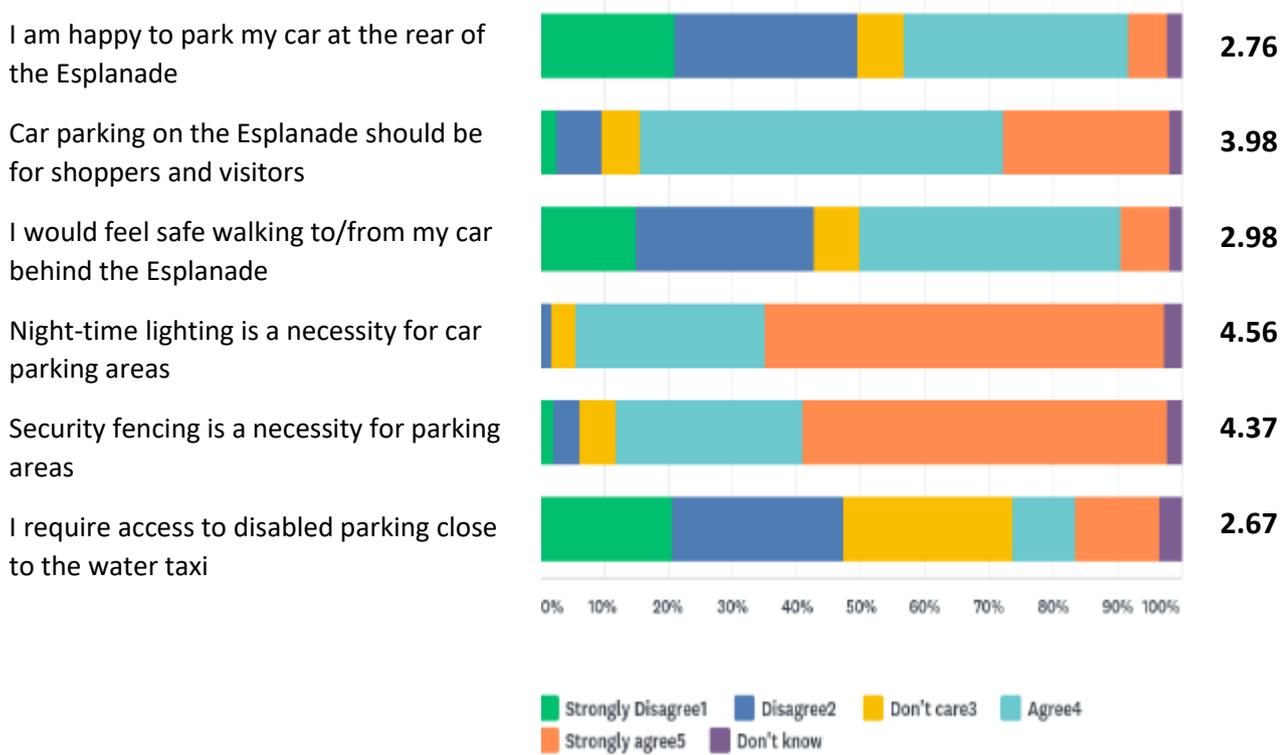
Water taxi

There is a high degree of satisfaction with the water taxi service. Aged/disabled people struggle with access due to water levels and landing arrangements. Respondents generally accept limitations on carriage of bicycles, dogs and dangerous goods.



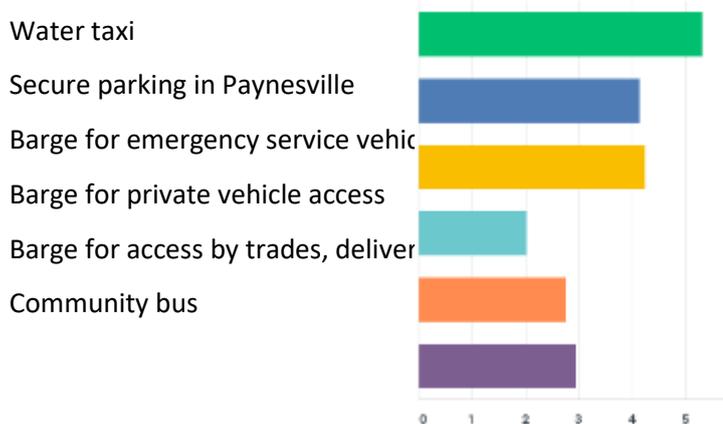
Car parking in Paynesville

There are fairly evenly divided viewpoints on parking at the rear of the Esplanade and the safety and security of car parking. Respondents appreciate that priority parking should be for businesses and visitors. Reliance on nearby parking on private land is high, as are stated needs for lighting and security. This presents a challenge for future outages if land is not available for parking.



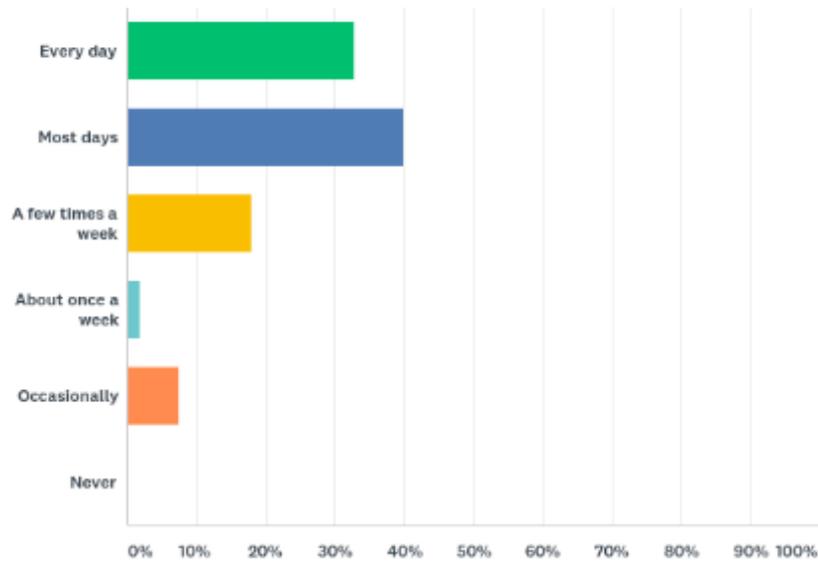
Ranking of outage services

250 responses ranked the outage services. For obvious reasons the water taxi was ranked as most important, followed by the barge for emergency services access and secure parking in Paynesville.



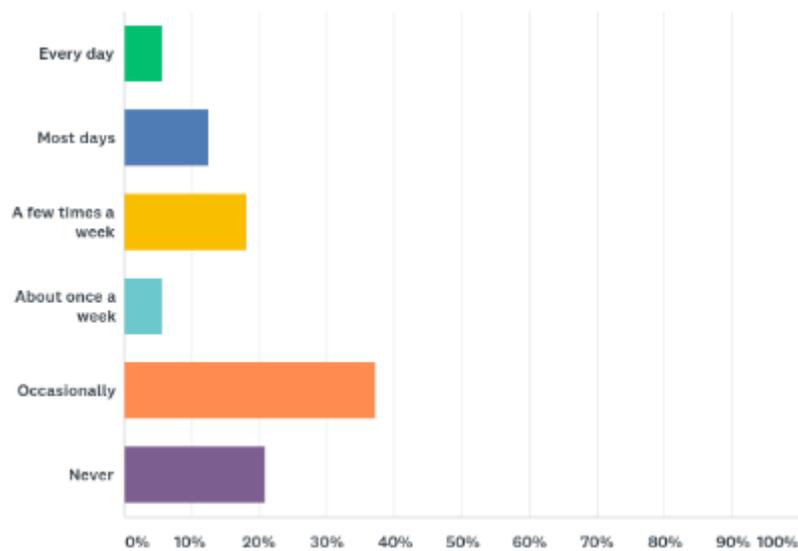
Water taxi – frequency of use

Almost 70% of respondents use the water taxi most days.

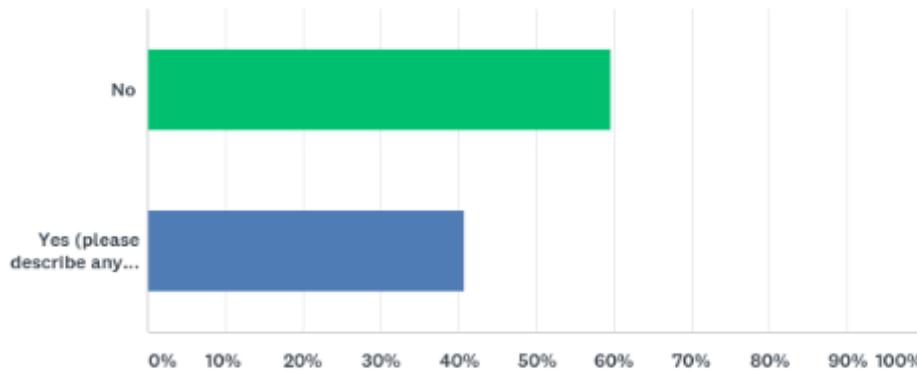


Community Bus – Frequency of use

About 20% of respondents rely heavily on the community bus (most days or every day). About half of all respondents use the community bus once a week or less.



Q23. Are there any aspects of the outage services that you think should be changed?



Sample of comments:

Disabled/elderly access to water taxi

Larger water taxi

Priority for residents on water taxi

Regular barge service for all vehicles

Use of vehicle barge by people with disabled sticker or mobility scooters

Bus available to all

Bus operated by Shire

Extended bus schedule

Car park security

Shelter at water taxi landing

Permanent lighting at water taxi landing

Better communication about outage dates and progress

Shorter outage (24-hour maintenance schedule)

Schedule the outage in mid-winter

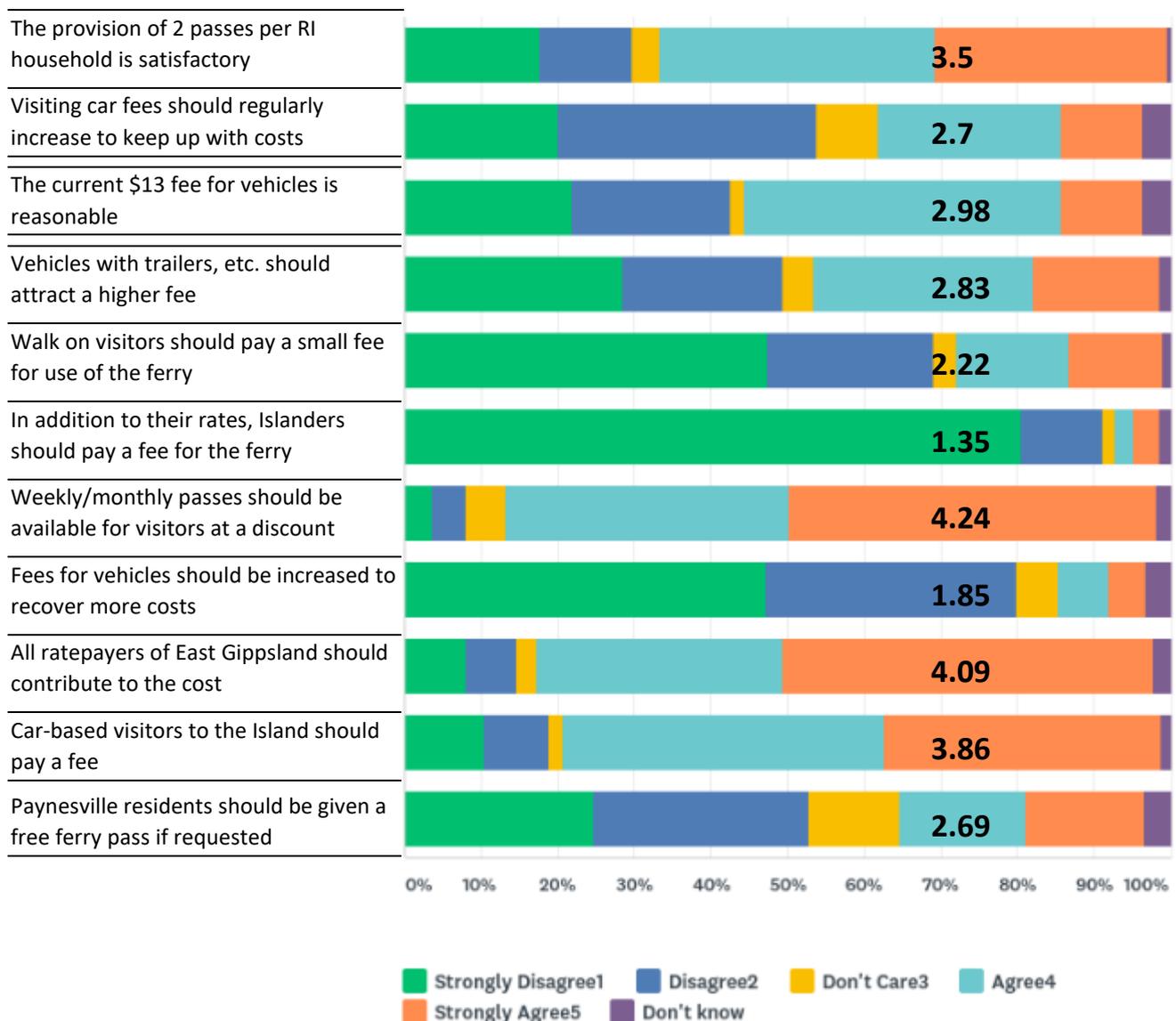
Fees

Attitudes to fees

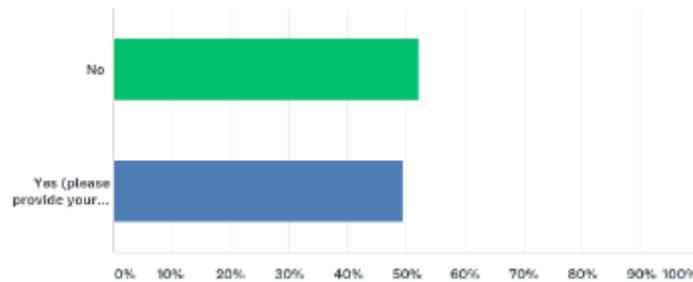
Respondents are very strongly of the view that the Raymond Island Ferry provides an essential transport service to their homes and, like other core services, should be free to residents. The principle of equity of access is commonly referred to in the comments.

There is a reasonable level of acceptance for visitor fees, although a large minority oppose any fees (which brings the average scores down on some of the questions below). There are many comments seeking Ferry passes for family and visitors, individual, not car-based passes and weekly/monthly passes.

There is some contention that walk-on charges would discourage visitation and that the administration would be impractical, but the concept of a voluntary charge for walk-on visitors was suggested and is supported by many comments. Support for extra charges for trailers, etc. is fairly evenly split.



Q25. Do you have any other comments or suggestions about ferry fees or the application of user-pays principles?



Sample of comments:

The ferry provides an access service to residents and, like access to all other properties in the Shire, it should be free.

The Ferry should be free for visitors to residents.

The ferry should be free to all.

Weekly or monthly passes should be provided for visitors to the Island and part-time residents and their families.

Passes should be transferable between members of the same household.

Passes should be issued for the driver, not the vehicle to allow multiple vehicles to be used.

I don't use other facilities in the Shire, but still help pay for them. The same should apply to all residents paying for the ferry through their rates.

Just make it a flat rate of \$5 per car, \$5 per trailer and \$10 per truck, everyone has to pay for every trip including residents. or a monthly pass available to anyone including residents and tourist costing \$30.

All ratepayers should contribute to the Ferry and all should have free access. Many will not use it, but it will stop the "us and them" debate.

Island residents with 6x4 trailers should continue to be free. Boats and caravans should attract higher fees for residents and visitors. Trade trailers and trade deliveries should be at a reduced fee.

I really struggle where our children have to pay ferry fees so they can visit their parents. Why should they have to pay...Not on!!

There are many other ferry services that link roads where the ferry is free (over the Murray River) it is part of the road service and the road authority finds a ferry cheaper than a bridge. Obviously, the large numbers of yachts make any type of bridge problematic regardless of cost. There should be no charge for Shire residents for vehicle use of the ferry. For example, people living in Paynesville should be able to visit a friend on the island without paying \$13 each trip, it is too limiting.

Children of families on island who leave to study etc. should be given passes. If more than 2 kids have a family pass of a small fee - kids coming home are finding it difficult.

If foot passengers are charged, how will the ferry operators distinguish between residents (who should not pay) and visitors?

The ferry is a council service the same as libraries, the pool and sporting grounds. Not all residents use all facilities so why should the ferry be any different? Perhaps an opt in for a ferry pass for all EG residents would be an option. There has been no data released on how much tourism dollars are generated by the ferry and until this is done, there should be no complaints. The council chose to allow development on the island so therefore needs to maintain access by whatever means.

Over the last 4 years the increase in the ferry fee has far exceeded the increase in cost of living over the corresponding 4 year period because of the councils policy of rounding up to the next dollar. This is a blatant failure of the announced policy of limiting increase to the COL increases. NOT FAIR!!

It is imperative that visiting foot passengers should pay a small fee - in holiday times islanders can't get on at times and visitors don't understand it is our only access.

Complimentary ferry passes, say 10 passes per year should be made available to Raymond Island property owners for use by family and friends to cover special occasions such as Christmas, Easter, School holidays, Birthdays. Living on RI is socially restrictive and allowance should be made for family and friends to visit.

Raising fees by one dollar per year is making the trip expensive for visitors and really does little to offset the cost of operation. There are better ways of making the ferry service more efficient and cost effective and these should be explored.

In reference to Paynesville people receiving a free pass I don't agree as they can travel free as walk on passengers whenever they like. I feel that it would be unfair to treat them any different to any other east Gippsland rate payer.

Local residents should have a free pass by request, visiting tourists should be charged a fee. Foot traffic should be free.

Walk on passengers, visitors only, pay a gold coin trip fee. Raymond island and Paynesville rate payers carry a card for free access on foot.

The ferry brings huge tourism to area. Everyone in Shire benefits I don't use all roads to other people's access homes. But I know I pay for their upkeep in my rates. So they should also be happy to keep ferry working.

I consider the ferry service to be in place of a bridge and the way a bridge is used should apply. There are no non-freeway bridge tolls in Victoria. I think we should have a visitor pass provided for family members. Even if they pay \$13 when they arrive but is free after that would be OK. I think it's unfair my children have to pay \$13 each time they use the ferry when they visit me.

Regarding resident of East Gippsland Shire paying towards ferry costs, the amount of visitors to the island weekly brings a substantial amount of money into the community.

Fees for caravans and boats to reflect the size of the unit and how much space it occupies on the ferry. Traders should pay for their trailer, etc.

If the council and state government don't want to pay for a bridge to a valuable tourist attraction (which generates income in Bairnsdale and surrounding towns as well) then they should heavily subsidise a ferry. Vehicle access everywhere else in the shire, state and country is subsidised by all of the community for safety, amenity and liveability. Very few roads or bridges are tolled, except freeways, and many ferries around the country are free. Even remote area roads rarely used by anyone but residents are freely accessible across the shire, state and country. Tolling locals and visitors for basic access is rarely done in Australia. We have bridges all over the shire, state and country are used less than the Raymond Island ferry, which are not tolled at all! Some revenue from motor reg and fuel excises should also be given by state and Commonwealth government s to ease the cost to the council.

A book of ten tickets with a yearly expiry should be available - so buy 10 at a slight discount - then have a year to use them.

Honesty box for a gold coin donation for foot passengers (visitors) and allocate the money to koala conservation.

Is there is any other community in East Gippsland of a similar size, or elsewhere, that has to pay to access their own residence?

A walk on fee would cripple tourism as just about every ferry from 9am has koala watchers on it right through until sunset.

The ferry is the road to the island. My rates support the improvement of the highways and road in other areas. It brings tourists and also keeps down the number of tourists which is why the animals (koala's echidna's) and the endangered plants have a chance. The tourism (and Melbourne money) that it brings are essential to the local businesses and Bairnsdale's economy. The fee for the ferry stops many extra vehicles coming over. People who chose to live is a difficult to get to place choose to support the wildlife and fauna. We moved here to support aging relatives and for them to support our young family. Let's not make Raymond Island just a retirement village or a place for Melbourne holiday homes empty most of the year. Society needs diversity of generations and community. You know when you move here that the ferry is a compromise. It works fine in the winter because the queues are the ferry's capacity. It is from September to April that people can get to work and school, but not get home. That is the difficulty. Maybe a different timetable for Sept to April is and answer. It shouldn't take an hour to drive home from Bairnsdale or Paynesville Primary school.

The cost of running the ferry, constant outages and inconvenience of timetable restrictions is a joke. The increase in permanent population has caused an huge increase in traffic and just last week(middle of winter) I missed 3 ferries as each time they were full , now add the massive influx during weekend, holidays and Christmas and the ques and wait time will be a joke . The population and demand of the island and tourism has now surpassed the ferries ability to provide an adequate, safe reliable service - it has become dangerous. Given the age and disability demographic of the island population then added the island population swell for approx. 3000 people during peak periods - how does the shire hope to evacuate 3000 people on a ferry that carries 28 cars in the event of bush fire , terrorist attack or emergency - When someone dies due to the limitations of egress caused by the ferry the council will be liable . Due diligence and duty of care suggests it's time to build a bridge (maintenance free).

Appendix 2: 10.2 Summary of Comparative Ferry Services



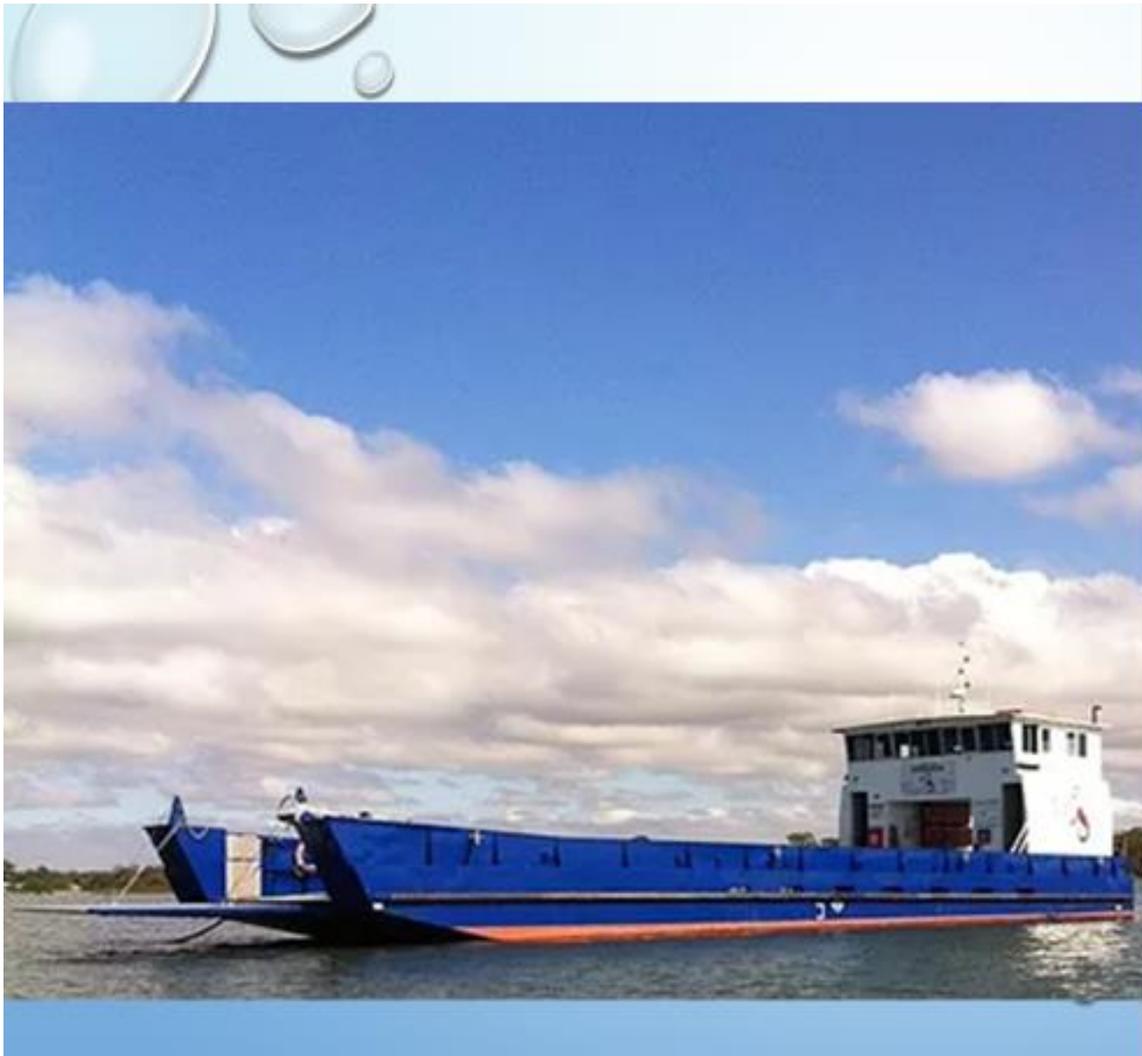
Raymond Island Ferry

- Chain driven (submerged chains)
- Minimal impediment to navigation
- Very well maintained (by visual comparison)
- Superior shore-based infrastructure
- 41,000 trips / 75,000 vehicles, 600,000 passengers annually
- More extensive outage services
- Only ferry serviced outside of operating hours



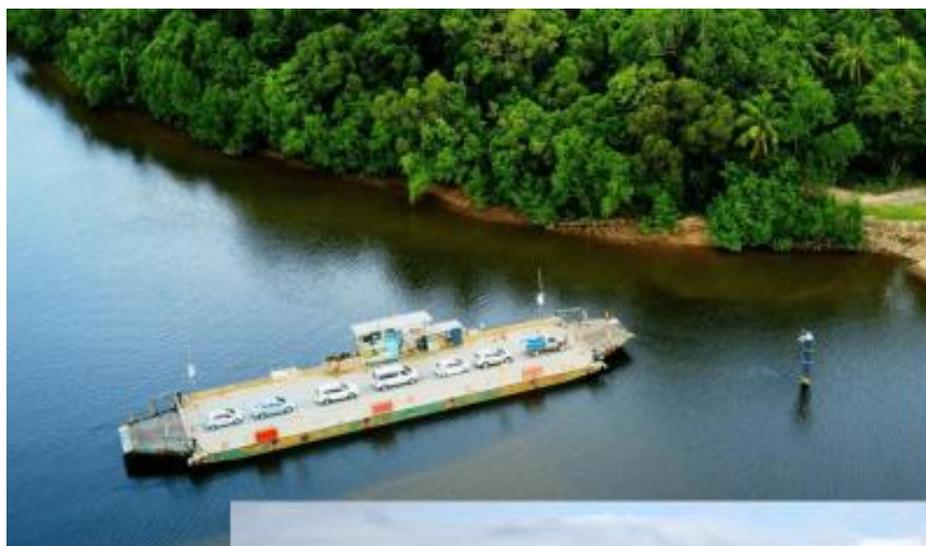
Comerong Island Ferry

- Cable driven (cables at or above water level)
- Cables constitute impediment to navigation and constitute potential public safety risk
- **Built 1945!**
- Shoalhaven Council reviewed operating arrangements in 2019 with objective to reduce costs.
- Council proposes to replace ferry 2020



Coochiemudlo Island Ferry

- Self propelled barge
- Private sector owned & operated
- Population 700.No shops or commerce.
- 70% of residents in workforce
- Trucks > 4 t have to make booking.
- \$270 cancellation fee for booked passages.
- Ferry operation subject to disruption through weather



Daintree River Ferry

- Cable driven
- 290 vehicles per day 100,000 vehicles / 300,000 passengers per year (20% of vehicles and 25% of passengers are tourists)
- Seasonal peaks (July-Oct) 500 vehicles/day
- Current ferry contract is due to expire 30 June 2021.
- Council invited EOIs in Feb 2019 and offered tender for the next Ferry Contract to market in July 2019, closing Aug 2019
- Council to award contract by 31/12/2019 to allow for transition to new service by 30/6/2020
- Council has built a ferry reserve of \$4m as at 2017/18
- Ferry used as means of limiting tourist access to Cape York area to add to perception of remoteness and moderate demand in peak periods (FNQ Regional Plan 2009-2031)
- 2 instances of vehicles separating from ferry, including 1 coronial inquest in 2017
- Inquest record is of material relevance for informing importance of comprehensive risk assessment and Safety management Plan



Noosa North Shore Ferry

- 2 x Cable driven ferries operating simultaneously
- 382,000 passengers annually
- 200m passage across Noosa River
- 10 year operating contract with 5 year option (option exercised 30/6/19)
- Tender re-advertised each 10-15 years



Jardine River Ferry

- Cable driven
- Approx 7,000 crossings annually
- Planning for replacement with bridge with capital grant from Commonwealth or State Govt.
- Note no physical barrier to prevent vehicle going overboard during ferry operation
- 2 separate recorded instances of vehicles (truck & 4wd) separating from ferry, referenced in 2017 coronial inquest into fatality with Daintree River ferry operation



Settlement Point Ferry

- Cable driven (cables at or above water level)
- Cables constitute impediment to navigation and constitute public safety risk
- Traffic control and risk management minimal (from visual observation)
- Built 2007, refitted 2011
- 6 weeks out of service for slipping in Oct 2019 at est cost of \$595,000 (ex GST)
- Not tendered due to unavailability of service providers
- Operating and maintenance cost information not available for reasons of commercial confidentiality



Hibbard Street Ferry

- Cable driven (cables at or above water level)
- Cables constitute impediment to navigation and constitute public safety risk
- Traffic control and risk management minimal (from visual observation)
- 2016 quote for slipping (4-6 weeks) was \$291,000 plus \$200,000 budgeted amount for anticipated additional works (total budget provided by council for this slipping \$740,000 ex GST)
- Not tendered due to unavailability of service providers
- Operating and maintenance cost information not available for reasons of commercial confidentiality